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Evidence-based Final Narrative Report
SDG FINANCING PORTFOLIO – COMPONENT 1

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Programme title and Country

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Programme Duration

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Have agencies operationally closed the Programme in its system: No

Participating Organizations / Partners

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Agency/others	Joint SDG Fund contribution	Co-funding	Total
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UNESCO	\$282,245	\$132,000	\$414,505
UNFPA	\$266,783	\$266,000	\$398,083
Total	1,000,000	\$428,560	\$1,428,560

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¹The MPTF Office Project Reference Number is the same as the one on the Notification message. It is also referred to as "Project ID" on the project's factsheet page on the [MPTF Office GATEWAY](#).

²The start date is the date inserted in the original ProDoc submitted and approved by the Joint SDG Fund.

³As per approval of the original project document by the relevant decision-making body/Steering Committee.

⁴If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the same as the operational closure date which is when all activities for which a Participating Organization is responsible under an approved MPTF / JP have been completed. As per the MOU, agencies are to notify the MPTF Office when a Programme completes its operational activities. Please see [MPTF Office Closure Guidelines](#).

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Abbreviations

AFPs	Agencies funds and programs
AL	Legislative Assembly
CBCR	Central Bank of Costa Rica
CSOs	Civil Society Organizations
DFA	Development Finance Assessment
IDB	Inter-American Development Bank
JP	Joint Programme
M&E	Monitoring and Evaluation
MEPMEP	Ministry of Public Education
MfDR	Managing for Development Results
MFI s	Integrated Financing Frameworks
MH	Ministry of Finance
MIDEPLAN	Ministry of National Planning and Economic Policy
MINAE	Ministry of the Environment and Energy
NDPIP	National Development and Public Investment Plan
OECD	Organization for Economic Cooperation and Development
ORC	Office of the Resident Coordinator
SDGs	Sustainable Development Goals
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDOCO	United Nations Coordination Office agencies, funds, and programs
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNICEF	United Nations Children's Fund
UNSDCF	United Nations Sustainable Development Cooperation Framework

Executive Summary

The Joint Programme (JP) represents an opportunity for Costa Rica to generate effective mechanisms to invest in key areas of development. The achievement of the Sustainable Development Goals (SDGs) will depend on the mobilization of various financing sources aligned with the 2030 Agenda and the effective management of resources in order to reach outcomes with an optimal impact. This programme was composed of two components: a) to continue building the path towards an Integrated National Financing Framework (INFF); and b) to increase efficiency and alignment with outcomes in public spending through the implementation of inclusive, results- and gender-based budgeting in the education sector.

The relevance of the programme and the active participation of political authorities in the negotiation and design of an Integrated National Financing Framework and, more specifically, its financing strategy, are of note. Despite a change in the administration of the Executive Branch, the programme has managed to position its importance in the public sphere and generate confidence in the implementation of actions. The change in the way financing for development is managed entails a cultural transformation and an innovative approach to resource mobilization. The programme has opened new spaces for negotiation and collaboration with national and international actors along these lines, although it is foreseen that the impact of the work undertaken by the project will take some time to be visible.

On the other hand, studies and capacity building processes have been generated within the MEP in order for them to transition towards results-based budgeting, which is aimed at improving investment in education, while generating products that enable linking the results framework to the budget.

The process has gone through a series of barriers, including the change in the administration leading the Executive Branch and the Covid-19 pandemic, which didn't bring about substantive deviations from the original design but did force reconsidering some administrative matters, particularly deadlines and the scope of products. Other intervening elements in the execution of the project have been a resistance to change and the cultural components of public management, which has not yet achieved a clear implementation of Management for Development Results (MfDR), in addition to a very traditional way of managing public finances and a complex fiscal landscape.

The coherence between the programme and the United Nations cooperation frameworks is noted, as well as the leadership exercised by the PUNOs to lead development actions and, in particular, to mobilize sufficient resources so as to achieve high levels of impact on the SDGs.

Furthermore, the need to continue to provide support to the Costa Rican State is identified as a key element for achieving the implementation of the instruments generated within the framework of the JP, because even though capacities have been built, ongoing high-level technical support will still be required in order to ensure the correct implementation of the programme, and thus make the results obtained sustainable. In this regard, the contributions from agencies, jointly with the Office of the Resident Coordinator (ORC), will be a key factor for success.

The conditions of public administration must continue to be improved in order for the two developed components to achieve their proper implementation, the measurement of results, and sustainability. This demands a significant amount of time that exceeds the scope of this programme. However, the foundations have been laid to generate changes in the country's conditions, both in the resources available to finance development actions and in improving the efficiency of the education sector.

Lastly, the change in terms of an integrated vision for financing requires creating a design that captures the way in which public, private, and development partners can establish collaborative actions for development as well as effectively incorporating said partners into actions and discussions.

1. Context

The Programme's approach is carried out within a context defined by fiscal constraints due to the severe fiscal crisis that the country has been undergoing for several years. This forces investments to not only increase their level of efficiency and effectiveness, but also to identify new sources of financing to address matters of great relevance for development.

The country's development model is undergoing significant changes that demand a high educational profile, intensifying efforts in key areas such as the environment, and aiming for higher levels of social equity that guarantee that people have greater opportunities for their development and to participate in society. The commitment to generate significant progress in terms of development involves identifying where and how it is convenient to invest and, above all, being certain that the path chosen is the right one. The JP's working assumption is that fulfilling the SDGs and their central premise of "leave no one behind" shall depend both on the mobilization of various sources of financing and their alignment with the 2030 Agenda, and on the optimal use of those resources through effective results- and impact-based management.

Costa Rica's 2018-2022 United Nations Development Assistance Framework (UNDAF) focuses on accelerating the 2030 Agenda, highlighting the critical importance of multisectoral collaboration among national partners and UN agencies, funds, and programs (AFPs) in order to respond in a more effective and innovative manner to national priorities, with a focus on leaving no one behind. The UNDAF promotes three priority intervention areas that guide the cooperation given by the AFPs to the country:

1. Strategic Priority 1: Strengthened capacities of public institutions and private and civil society organizations to facilitate and establish innovative and transformative national pacts and agreements based on dialogue to accelerate achievements of the SDGs for sustainable development with equality.
2. Strategic Priority 2: Strengthened institutional capacities for innovative, effective, and efficient public administration to accelerate the achievement of the SDGs for sustainable development with equality.
3. Strategic Priority 3: Strengthened capacities of the population for participation and the enforcement of rights to accelerate the achievement of the SDGs for sustainable development with equality.

The priorities identified in the 2018-2022 UNDAF have been further emphasized in the new 2023-2027 UNSDCF.

These results are structured at the highest level of National planning with the National Development and Public Investment Plan (NDPIP), which has set forth a series of priorities, including addressing actions in the field of environmental conservation, housing solutions, cooperation for inclusive development and decarbonization, which accounts for the strategic alignment between the proposal and the development vision of the country.

With regard to specific interventions, the programme is carried out through actions under two components: the first one is the design of the financing strategy of the SDGs and four pre-feasibility studies for projects to put the strategy into practice (which are for demonstration purposes); and the second one is the development of the results framework of the strategic planning of the MEP that enables the implementation of results-based budgeting aimed at controlling and guiding spending on education in a way that ensures the greatest return in terms of quality.

Both components entail significant challenges for the Public Administration and the entities managing the interventions, due the fact that the country knows very little about innovative financing, and the implementation of actions in this field does not solely depend on the will to do so, but also on the understanding of the relevance that this has and the contributions that this may bring about for the country. A further challenge in the country is a public structure overwhelmed by a myriad of laws, regulations, and bureaucratic procedures, which slows down the processes of change and innovation.

Regarding education, the implementation of a department-based instead of a process-based work structure, as well as the existing technology gap and the recent need to adopt results-based management, are all part of the context under which the programme takes place.

2. Joint Programme Results

The results framework proposed for the programme had 3 outcomes:

- a. By 2022, the Costa Rican government has made progress in building an integrated vision of financing for development, implementing measures to align national planning instruments with available financing flows (both public and private), and ensuring the incorporation of the gender perspective.
- b. By 2022, the Costa Rican government effectively manages the results and impacts of its public investment by aligning its budget decisions and operational processes with the SDGs and long-term country goals.
- c. Joint Programme management.

In terms of the integrated vision of financing for development, the programme has had a broad scope, since one of the most relevant products is the Integrated National Financing Framework presented in March 2023 (INFF module 2). From the standpoint of political actors, this strategy encompasses an initial attempt to achieve ambitious goals in terms of development, assuming the scope of the SDGs as a guideline, while also concentrating on the management of the financial resources necessary to achieve it. This is particularly relevant for the country since the forms of public financing focus primarily on public resources.

In this regard, the Costa Rica Development Finance Assessment (DFA, 2020), undertakes a comprehensive analysis of the context for financing and the main development challenges of the country, providing a vision of how financing can lead to greater results by improving the planning and budgeting processes, analysing both the management of public finances and the main sources of public and private financing, and providing recommendations on how these forms of financing should be managed in the current context of the country.

These recommendations have been taken into consideration for the creation of the Integrated Financing Strategy for Development, which shows that the country is interested in implementing innovative actions on the matter while also giving continuity to the recommendations that were generated in the DFA.

The relevance of the topic for the country is of great note. The actors involved in the development of the programme emphasize that it is a prevailing need and therefore a strategic priority, which has been reaffirmed in the interest stated by current authorities whom, despite having joined the programme when it was already underway, have been heavily involved in convening political authorities for discussions and negotiation processes for the construction of the Strategy and the pre-feasibility assessments of projects.

In this regard, the change of administration in the Executive Branch has resulted in a challenge for the JP due to various factors, including the shift in the prioritization of actions and policies, as well as the change of authorities and public administration figures with whom it had been working and who already knew the theoretical and practical aspects of innovative financing mechanisms. The programme has positioned itself quite well, with it being led by the country's Vice-President, demonstrating:

- a. Active and committed participation of authorities from the Executive Branch, mainly Ministers and Vice-Ministers, in the negotiation and design processes of the IFSD.
- b. Successful knowledge management processes, both through the generation of key documents and training activities, in a field of knowledge (financing for development) which is still in very early stages in the country.

Therefore, an achievement in terms of change has been to bring to the table the role of the Private Sector and, in particular, institutional investors in financing and the possibility of establishing high-impact public-private partnerships; in terms of the IFSD, moving towards "understanding opportunities and creating the right conditions to motivate and align private investment with national priorities". In addition, greater attention has been placed on the possibility for some domestic pension funds to play an active role in the framework of development actions. This has entailed extensive analysis and consultation processes with the various actors involved so that the outputs of the Programme have real possibilities for implementation.

In terms of scope, public administration and cooperation actors highlight the following:

- a. Innovative financing options have been discussed and negotiated for Costa Rica, achieving a change in the way financing for development is perceived.
- b. New spaces have been created thanks to the work carried out by the United Nations in negotiating with various actors, managing to create shared visions and interests to plan and finance actions for development.
- c. The priority topics in which the work of the government should focus on to accelerate the fulfilment of the SDGs have been identified, in accordance with the country's development model.

Regarding the outputs generated, the IFSD has been designed in a participatory manner and with considerable political relevance, incorporating the priority elements in which the administration and its different partners must collaborate in order to maximize the use of resources for sustainable development. Its implementation requires a timeframe that exceeds that of this programme. Nevertheless, the scope of the changes achieved and the involvement of political figures at the highest level in its approach is considered a good way to start off its implementation.

Another output obtained is related to the innovative financing instruments which were designed at a pre-feasibility level. Some of them contain feasibility elements, having explored innovative financing options as well as having conducted negotiations with actors to make its application possible, such as the following projects: a) Innovative mechanisms to finance social housing; b) Creation of a private equity impact fund to finance green and social impact ventures; c) Sovereign debt mechanisms to mobilize resources for the blue economy; and d) Innovative mechanisms to align pension fund investments with the SDGs.

At the strategic level, both the actions carried out and the results obtained within the framework of the programme are closely related to the United Nations Integrated Cooperation Framework for Costa Rica. A relevant finding arising from this relation is that two different cooperation frameworks, as well as two different government administrations, have been involved in the execution of the Programme, which makes it necessary to assess the coherence between the short-, medium-, and long-term visions.

Regarding coherence, the forward-looking vision on financing is maintained throughout the 2018-2022 and 2023-2027 cooperation frameworks, with the former incorporating the "Resource mobilization" line, which establishes: "The UN System in Costa Rica under the leadership of the OCR, in the context of the actions defined in the 2018-2022 UNDAF, will design and implement a resource mobilization strategy with an innovative approach, which contributes towards addressing financing challenges. Along with the Integrated National Financing Framework (INFF), the objective will be for Costa Rica to attract innovative strategic partnerships in specific and priority areas of the country linked to the SDGs and focused on strategic development gaps" (SNU, 2018).

Also, the 2023-2027 United Nations Cooperation Framework, in the strategic priority: "Governance centred on people and their rights", particularly in terms of the result "Managing for results and financing for development", concentrates at least 3 systemic solutions associated with the scope of the Programme: a) Results-based management for the Sustainable Development Goals; b) Strategic alliances for development; and c) Innovative financing. All of their actions are linked to the objectives of the programme.

Coherence is relevant because although the design of the programme was developed under the previous cooperation framework, the sustainability of the results is challenged by the continuity of some specific support that may be required from the United Nations to maximize the scope of the strategy, both in its management and in the consolidation of the governance model. This is enhanced if the vision of the role of the United Nations is maintained over time.

Therefore, the leadership role exercised by the PUNOs stands out as the most relevant result and change along these lines. It has enabled generating high-impact influence, promoting discussions, mobilizing resources, and summoning actors to capture and integrate the vision of the country related to financing for development. The vision has led to important progress being made in potentially adopting innovative ways to solve major critical nodes for the fulfilment of the SDGs in Costa Rica. However, actions undertaken related to educational investment have become a challenge for the Ministry of Public Education. Conditions have not enabled strides to be made on this matter, despite the fact that it has been highlighted as a critical point by various entities, including Ministry of Planning (MIDEPLAN).

In the implementation of Component 2, concrete outputs have been generated to ensure that the government of Costa Rica effectively manages the results and impact of its public investment, aligning its budgetary

decisions and operational processes with the SDGs and long-term country goals, through the generation of inputs for gender-responsive and socially inclusive results-based budgeting at the Ministry of Public Education (MEP).

According to available evidence from primary and secondary sources, some noteworthy products are: the educational quality matrix, which reflects the vision built by the MEP on education goals, objectives, results, products, and activities; the gender-responsive and socially inclusive budgeting tool; methodological guidelines for the production of indicators for a monitoring framework; the conceptual framework on educational quality monitoring; and the diagnosis and design of a system architecture for the MEP.

It is important to note that the impacts of this component are still expressed in processes that will continue beyond the end of the JP, as they aim to change the organizational culture of the MEP (at both the strategic and technical level) towards a results-based management approach.

Among the contributions of the JP in improving coherence and coordination among UN agencies, the possibilities that such programmes offer to strengthen communication and joint work according to each agency's field of specialty are acknowledged, with a view towards achieving greater efficiency. It has also provided an opportunity to identify aspects that need to be improved in order to more seamlessly manage these interventions in the future, including administrative and logistical aspects, the balance between the financing timeline and the scope of the JP, and the importance of coordination to ensure coherence in the implementation of the JP.

2.1. Overview of Strategic Final Results

2.1.1. Overall assessment

- Above expectations (fully achieved expected JP results and made additional progress)
- In line with expectations (achieved expected JP results)
- Satisfactory (majority of expected JP results achieved, but with some limitations/adjustments)
- Not-satisfactory (majority of expected JP results not achieved due to unforeseen risks/challenges)

Overall, it is stated that the expected results of the JP have been achieved as planned. However, it is acknowledged that this was done after having faced several challenges, including the pandemic, the change of administration in the Executive Branch, barriers to information, the need to convince the stakeholders involved, resistance to change, the alignment of results-based budgeting with the provisions of MIDEPLAN and the Ministry of Finance, the adjustments in the MEP systems, and the outdated financing systems in of the country; all these elements demanded adjustments in the expectations of progress and achievement of results.

2.2. Key results achieved.

- a. The JP has managed to design a financing strategy (INFF module 2), which should guide policy decisions to align planning and financing processes and to mobilize multiple sources of investment. This financing strategy focuses on three main pillars: i) improvements in the public financing space; ii) expanding the space for Public-Private Partnerships (PPPs); and iii) consolidating inclusive and sustainable private sector expansion. Each of those pillars comprise different areas of interventions, amounting to a total of 11.
- b. Skills and knowledge have been developed in public and private entities to incorporate the topic of innovative financing into the country's political agenda: the involvement of State actors, especially key decision-makers, along with the knowledge generated and integrated into the Financing Strategy, serve as a prelude to charting the path to follow. This implies that two vital preconditions are met for the subsequent implementation of the strategy.
- c. The JP has carried out 4 prefeasibility studies to showcase the impact that innovative approaches could have on financing national development priorities. However, those studies have also revealed the constraints that are hampering the use of innovative financing tools and the need to continue advocating for policy and regulatory reforms.

2.3. Results achieved on Integrated National Financing Framework/SDG financing building blocks

Implementation stages	Planned (0%)	Emerging (1-49% progress)	Advancing (50-99% progress)	Complete (100% progress)	Previously completed	Not applicable
1. Inception phase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
2. Assessment & diagnostics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Financing strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Monitoring & review	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
5. Governance & coordination	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

An NFSD is a highly complex instrument, not only regarding its design but also the possibilities for its implementation. For the design, an extensive knowledge of the context and conditions of the country on multiple topics has been required and, in this regard, the recommendations provided by the Development Finance Assessment carried out during the INFF Assessment and Diagnostic phase were of great value.

Despite the successful design of the financing strategy there are still some challenges to overcome in order to put it into practice. In this regard, the strategy sets forth the following prerequisites for its successful implementation:

- a. Commitment and leadership from the top, both at the political and technical level.
- b. Access to knowledge and perspectives ensures that policymakers have the information they need to make decisions about the appropriateness of various financing policy options and their impact on sustainable development.
- c. Coordination between different stakeholders both in the government and outside of it.

These conditions have been achieved gradually over time. However, in order to implement the proposed projects as part of the strategy's implementation, the mobilization of new financial resources is required to conduct feasibility studies, create the appropriate working structure, and develop an action plan.

In terms of the proposal outlined in PRODOC, the scope was defined as the design of the strategy and progress in the monitoring and governance system, considering that there were only two years to carry out the actions of the JP.

Thus, the JP successfully achieved the design of the IFSD. This involved an initial phase where relevant actors are identified, and the country's financial condition is put into context. Subsequently, in the evaluation and diagnostic phase, inputs that reflect the country's financing conditions are studied, with the Evaluation of Financing for Development being the primary diagnostic tool. This evaluation analyses the State's finances and major public cashflows, as well as private sources of financing. It also assesses the fiscal space and the National Planning and Financing system.

In terms of the content of the financing strategy, the vision of the strategy relates to "Providing a new integrated financing approach that combines public and private sources with actions designed to provide economic viability to the development objectives of Costa Rica by 2026 and the SDGs by 2030."

To this end, two specific objectives have been proposed:

1. To start an integrated approach to managing financial flows so as to increase their magnitude and improve their performance in the medium and long term. The strategy calls for targeted policy changes, reforms, and management interventions that will increase the value of development financing, align public and private cashflows with diversification goals, and improve the efficiency and effectiveness of their use. In most cases, this will require interventions that will produce their best results in the medium and long term.
2. Define a framework of actions to secure short-term financing and set forth investment mobilization objectives compatible therewith. The strategy also focuses on analysing concrete ways to mobilize investments and actions that can have an immediate impact. These types of actions may be carried

out independently, but they will be designed in such a way that they are consistent with the general architecture that will be designed, with special focus on the medium and long term.

The strategy is articulated in three pillars: a) Increase Availability and Impact of Public Financing; b) Increase Public-Private Investment Spaces; and c) Increase the Volume and Quality of Financing for Private Investment. According to the authors, this implies a new approach to integrated management for development financing in the country, focusing its actions on:

- a. The ways of addressing the needs of public finances through a different and more strategic allocation of available public resources and improving the efficiency of their use.
- b. Breaking down barriers that hinder the full development of the main financing flows (mainly private).
- c. Innovative interventions to strategically use scarce resources (ODA, public debt, and investment) to boost private investment and financing in key areas.
- d. The eradication of wasteful spending and the reduction of inefficient and contradictory policies and programmes that are not aligned with national priorities.
- e. Opportunities to achieve greater development impact for existing spending by integrating complementary policies and programs.

Each proposed element has ways of being made operational by following what is stated in the strategy. However, the alignment between the actions proposed by the strategy and government priorities is not explicitly stated in the national planning instruments, which entails that the implementation of the actions depends on the commitments taken on by the administration in power and on the relevance it assigns to the proposal.

Hence the relevance of conducting training and capacity building actions in the State sector, especially since the topic of innovative forms of financing for development is incipient in the country and requires taking some first steps for it to be formally adopted by the government and subsequently incorporated into national planning instruments. However, government actors welcome the achievements that have been made in terms of adopting new knowledge and outlining alternatives to take the country to higher stages of development.

The element in which it is possible to identify some level of coincidence is the reduction of superfluous spending and the reduction of inefficient policies, this is one of the specific objectives of the PNDIP, particularly in the context of the fiscal deficit that the country is facing.

Likewise, the strategy did not have the possibility of putting into practice the monitoring and follow-up actions or governance, therefore no results are recorded in this matter, since from the perspective of planning the scope was estimated during the implementation.

2.4. Contribution to SDG acceleration

SDGs indicators	Baseline	Expected target	Actual results achieved/to be achieved shortly	Reasons for deviation from targets if any
17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.	No Data	Increase the Availability and Impact of Public Financing	A strategy is available which integrates the elements of mobilization of public and private resources, but it is not implemented, negotiations for its implementation are currently underway. The financing strategy contains 5 specific areas of intervention to increase the availability and impact of public financing.	The change of administration in the Executive Branch has implied carrying out new training and negotiation actions.
17.5 Adopt and apply promotion systems for	No Data	Adoption of the financing	The implementation process will start soon,	The proposed alternatives entail

investments in favor of the least developed countries		strategy for development by the government of Costa Rica	and the implementation of demonstration projects has been negotiated as a way of making the application of the strategy viable.	structural changes that require the coordination of actors, as well as modifications in legality and public administration, which in turn have significant time implications.
17.17 Foster and promote the constitution of effective alliances in the public, public-private and civil society spheres, taking advantage of experience and strategies of obtaining resources from the alliances	No Data	Increase Public-Private Investment Spaces	Four pre-feasibility studies of projects have been undertaken which could improve these investment spaces. Their implementation is in negotiation process.	
4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.	No Data	Mainstreaming gender actions in the MEP results framework	The approach has been incorporated into the MEP planning results matrix and in the development of indicators	
17.15.1 Degree of use of country-based results frameworks and planning tools by development cooperation providers	No Data	Accelerate the integration of the SDGs into the national budget process introducing a medium-term perspective for expenditure budgeting, pilot tests in some sectors (education)	The results-based budgeting process has begun at the MEP	The computer systems and budget items of the Ministry have not allowed for the implementation of the model generated in the framework of the programme.

2.5. Contribution to SDG financing flows

Within the framework of the Financing Strategy for Development, specific projects have been developed to finance concrete actions related to the SDGs. Once implemented, the strategy itself is the way to mobilize these resources. All of its results will focus on providing forms of financing that enable investment in priority issues for the development of the country.

In particular, the projects proposed at the pre-feasibility level are closely related to the following objectives: SDG 11 Sustainable Cities and Communities; SDG 14 Life Below Water; SDG 15 Life on Land ; and SDG 17 Partnerships to achieve the Goal. Each project is associated with one of these elements, to mobilize resources and invest them in concrete actions for development.

Among the achievements on this matter are the negotiation between various actors to have an integrated vision of development and open up possibilities to actors that until now were not thought of in the national sphere as responsible for the fulfilment of the goals, such as the participation of Pension Funds or private investment in green funds. The intent of the pre-feasibility studies has been to offer examples of the possibilities for technical application and to make its application viable through the engagement of various actors.

On the other hand, the application of the strategy is subject to the will of State actors who have emphasized their interest in carrying on with financing actions for development. However, up to now, the actions generated

depend more on the will of the actors that have been involved in adopting the strategy in the public planning and management model. This should be the next step that PUNOs advocacy should be engaged with.

2.6. Results achieved on contributing to UN Development System reform

This programme has become an opportunity to coordinate the work of the participating agencies. Country representatives note that the joint work has enabled complementing actions and making progress on the coherence of the interventions that are undertaken within the integrated cooperation framework.

As they mention, the execution of interagency actions has been one of the points of improvement of the work of the agencies in Costa Rica, and this programme has come along to generate changes in the way in which the agencies envision the work of others, in which they understand the limits of one another's work but, above all, the contributions that each one can make in light of their varying types and levels of experience.

In addition to increasing the coherence of actions, another important aspect is related to the use of resources to achieve far-reaching results and reduce the duplication of efforts, which in turn contributes to positioning PUNOs as actors with sufficient credibility to influence the work of the State and the different sectors in order to fulfil the SDGs. An example of this is the work carried out in the education component, since both UNICEF and UNESCO carry out activities jointly with authorities and other stakeholders in the sector. By embedding itself into the UN system, this project has managed to generate synergies between both agencies, which have had to better understand the work that is being undertaken and the theoretical and philosophical frameworks upon which it is based.

The convening and leadership role of the resident coordinator is highlighted as a key factor to capture a long-term vision shared between the agencies and the effort that each one of them has made so that the activities within the framework of the programme integrate the vision of their counterparts. However, internal communication and the integrated work of project actions are mentioned as areas for improvement, particularly by State actors and consultants. This, in turn, is related to the characteristics of the funds, which separate the budget items by agencies, making it necessary to divide the actions carried out within the framework of the programme. This separation of the actions breaks down and itemises the measurement of the results, causing the actions to be treated as individual actions rather than as a group thereof.

The same happens with planning, because separating actions by the agency that implements them can lead to the joint vision be lost and, over time, coordination can weaken and dissipate. It happened in this project at times when progress was required in some matters linked to products from other agencies, which creates unnecessary friction and affects the performance of the intervention and therefore its scope. It also affects the counterparts because they must duplicate some actions, mainly regarding certain research activities.

2.7. Results achieved on cross-cutting issues

Regarding the promotion of cross-cutting issues, the most relevant results related to Component 1 are having instruments to finance key aspects for the development of the country, and finding financing alternatives for development with the country's own resources. Specifically, the studies have made it possible to demonstrate that there is space to implement innovative forms of financing and it has been possible to design the entire strategy by analysing the actual possibilities available to Costa Rica.

Regarding Component 2, the most relevant result is the development of a methodology for planning and budgeting with a gender and social inclusion approach for the MEP. This is relevant because, within the logic of results-based management, budgeting and planning with a gender and social inclusion approach is essential so as to "leave no one behind." The processes developed within the framework of this component have resulted in knowledge, tools, practices, and experiences for the MEP to strengthen its capacities in managing results, with special focus on social inclusion and gender equity.

2.8. Results achieved on COVID-19 recovery

The Joint Programme was designed prior to the COVID-19 pandemic. In particular for Component 2, it is acknowledged that there was stagnation in learning achievements and educational financing had been gradually reduced in the Costa Rican education sector (the current budget is less than 7%), even though Costa Rica

allocates 8% of GDP to the sector (according to the provisions of the Political Constitution). In this regard, the topic of education financing that is addressed in this component implies rethinking education, which becomes even more relevant based on what happened during and after the pandemic.

Thus, the strategic guidance of this Component has generated processes for the MEP to take into consideration the repercussions and conditions experienced during the pandemic as inputs to rethink Costa Rican education and invest available resources in the most effective manner (paying special attention to equity, inclusion, and quality) by using tools such as results-based budgeting with a gender and social inclusion approach.

2.9. Strategic Partnerships

Both the design of the strategy and that of the thematic funds have involved the participation of many actors. It includes the country’s political authorities, who have been involved throughout the process. Some of these actors have important roles in the changes that have been identified as actors required to enable the implementation of the instruments. For example: the Legislative Assembly of Costa Rica (the national congress), which has an important role in the legal changes that must be made; Ministries such as the Ministry of Finance (MH); and the Ministry of National Planning and Economic Policy (MIDEPLAN).

One of the most relevant Ministries is the MEP, with whom Component 2 was coordinated, which relates to improving efficiency in the education sector.

Other actors with whom negotiation processes have been carried out are the Ministry of the Environment and Energy (MINAIE), the Superintendency of Pensions (SUPEN), the Ministry of Housing and Human Settlements (MIVAH), the Mixed Institute for Women (INAMU), IMAS, Banhvi, FUNBAM FONAFIFO, the Central Bank of Costa Rica, the Regulators of the Financial System (Conassif), and the pension fund operators.

One of the most relevant actors in this strategy has been the Vice-Presidency of the republic, which has played a leading role in convening other political actors.

Along with the implementing agencies and the RCO, the consulting team, given its experience in the design of innovative financing mechanisms, has managed to coordinate actions with actors from the private sector and civil society, since the strategy proposes the introduction of innovative financing instruments, such as results-based financing in the public sector, the use of blended financing, and incentives for the development of private impact investment. Some of the actors with whom negotiations took place include the Central American Bank for Economic Integration (CABEI), CITIBANK NY, Standard & Poors, BNP Paribas, Proparco, AFD, GIZ, FMO, AECID, and the donors of the SDG Fund represented in Costa Rica, as well as organizations such as Conservation International (CI), the International Union for Conservation of Nature (IUCN), the Costa Rican Association of Pension Operators (ACOP) and Fundación Aliarse. It is important to mention that the project had many meetings with private bus companies interested in transitioning to electric buses. Although the project identified possibilities for using a green bond, there are legal impediments that make it impossible for such private investment to take place. Finally, the JP has also held conversations with Uber, which has a strategy to convert a large part of its fleet to electric cars in Latin America. In this regard, the JP has also met with BNP Paribas, which showed interest in this project, for which Costa Rica would serve as a pilot implementation for Uber. If such a transaction was to materialize, it would be entirely private, but it would have been the result of the work carried out by the JP.

A positive factor in terms of the call and response of the actors in the framework of the intervention relates to the legitimacy of the role of the United Nations in the country, which has allowed it to position itself as a leading entity in development matters.

2.10. Additional financing mobilized

The programme had some type of additional financing coming mainly from the regular funds of the United Nations offices involved in the operation. In addition, in the specific case of Component 2, the programme had some resources mobilized by the Ministry of Education as part of the key activities that corresponded to implementing the results-based budgeting.

Source of funding	Yes	No	Type of co-funding/co-financing	Name of organization	Amount (\$)	Comments

Government	<input checked="" type="checkbox"/>	<input type="checkbox"/>	co-financing	<i>MEP</i>	<i>\$80,000</i>	Estimate of human talent dedicated to the implementation of actions and changes in information systems
Donors/IFIs	<input type="checkbox"/>	<input type="checkbox"/>				
Private sector	<input type="checkbox"/>	<input type="checkbox"/>				
PUNOs	<input checked="" type="checkbox"/>	<input type="checkbox"/>	co-funding	<i>UNICEF- UNFPA- UNESCO</i>	\$428,560	Contributions related to the payment of consulting products and the human talent dedicated to the project
Other partners	<input type="checkbox"/>	<input type="checkbox"/>				

3. Results by JP Outcome and Output

3.1. Results achieved by Fund’s global results

The two outcomes identified in the PRODOC regarding this type of result are: a) Additional financing leveraged to accelerate SDG achievement; and b) Integrated financing strategies for accelerating SDG progress implemented.

It would be premature to speak of global results, as that would demand for the strategy to have already been adopted and implemented by the actors, including the Costa Rican State. However, guiding the country towards high-level discussions and proposals regarding new financing mechanisms for the SDGs is a highly significant achievement in addressing the serious financing issues faced by the country and, consequently, the actions aimed at achieving sustainable development.

Another of the country’s great challenges that both the strategy and the results-based budget have generated significant contributions for is thinking about resource-based planning in such a way that it ensures the efficient use of resources and, above all, leads towards the achievement of results. Therefore, putting highly relevant issues on the table, appealing to State authorities, as well as to various sectors, civil society, and private companies, and integrating these visions into intervention mechanisms aimed at fulfilling the SDGs, is the best possible achievement in the context and conditions that existed at the time when the Programme began.

Although it is necessary to generate the required operating structure for the financing strategy to be properly implemented, a shared vision has been created about how necessary and relevant it would be for the country for this to become a reality.

The Financing Strategy for Development and four projects at the pre-feasibility level were designed, the latter of which have been negotiated with all actors, engaging the participation of private, government, civil society, and cooperation entities. In particular, the design of the thematic funds has a positive effect, namely the possibility of thinking about concrete forms of innovation and not just leaving it as a possibility without demonstrating its applicability.

In terms of Integrated Financing Strategies, progress is being made in building a results-based budget in the education sector, which has been strengthened with a series of cross-cutting themes to ensure that the results are aimed at generating equity conditions in the field of education. In the long term, this change will enable educational investment to focus on quality and maximize the impact of education in the country’s development.

3.2. Results Achieved by Joint Programme Outcome

The most relevant effect of this process is the scope of an integrated vision in terms of financing for development, since a document has been available which has sufficient foundations to contribute along the following lines:

- a. Diversification of sources of revenue: it enables the Costa Rican government to diversify its inflows further than just taxes and traditional fiscal revenues. This reduces dependence on a single source of financing and provides greater financial stability.
- b. Stimulus to investment and economic growth: green bonds, social bonds, or impact bonds can attract both national and international investment towards specific projects and sectors that promote sustainable development and economic growth. These investments can boost job creation, increase productivity, and strengthen the Costa Rican economy in general.
- c. Fostering innovation and technology: by seeking alternative sources of financing, the Costa Rican government can encourage innovation and the adoption of new technologies. For example, the use of blockchain-based financial instruments or the issuance of bonds linked to results can promote the implementation of technological solutions that improve efficiency in public administration and the provision of services.
- d. Promotion of infrastructure and sustainable development projects: geared towards infrastructure and sustainable development projects, such as renewable energy, public transportation, and environmental sanitation, among others. These investments are essential to improve the quality of life of citizens, promote environmental protection and fulfil the Sustainable Development Goals.
- e. Attraction of private investment: involves the participation of the private sector in development projects. This can increase private investment and public-private collaboration, which brings about benefits such as knowledge transfer, efficiency in management, and the optimization of resources.

However, it is important to mention that the use of innovative forms of financing must be carefully assessed and supervised in order to ensure transparency, fiscal sustainability, and compliance with long-term development objectives, which is the main challenge vis-à-vis its implementation

On the other hand, through the implementation of the JP, the MEP has managed to initiate a process of change by explicitly incorporating Results-Based Management with a gender and social inclusion approach into its planning and budgeting, which will allow it to strategically direct public investment in education aligned with SDG4, SDG5, and with current public policy. To this end, UNESCO, UNFPA, and UNICEF have provided technical support to provide knowledge, tools, practices, and experiences to the MEP in order to strengthen its capacities.

Given that it is acknowledged that achieving the desired effects is part of a process that will require some time, the integration of internal actors of the MEP at the political and technical level within the framework of the JP was decided. Likewise, the importance of incorporating other strategic actors is also envisioned, among them the Ministry of Finance and MIDEPLAN, who are empowered to issue guidelines for the application of results-based budgeting. Initially, the approach of the JP was that these tools would be a part of the 2024 budgetary exercise, however, due to external reasons (change of administration in the Executive Branch, timeframes set by the Ministry of Finance) this will now be possible by 2025.

The monitoring of the process and the obtained results, following the use of results-based budgeting with a gender and social inclusion approach, could be carried out through the regular work that UNESCO, UNICEF, and UNFPA incorporate into their Country Programmes. Among the tools generated in collaboration with the MEP, the Monitoring Indicator Dashboard is of note, which will systematically generate monitoring information to track and assess the achievements of the investments in education made in Costa Rica, aiming for greater efficiency in the use of resources allocated to this sector.

Regarding Outcome 3, the desired result of ending the JP with the participation of UNICEF, UNFPA, and UNESCO was achieved, who successfully coordinated their efforts to jointly manage the programme. It is important to note that as part of their regular work in the country and the strategic results framework of the United Nations System, the three agencies had actually collaborated in the past. However, this experience has provided them with a set of lessons learned to strengthen coordination, improve efficiency, and generate greater synergies based on the thematic and technical expertise that each agency has developed.

3.3. Results achieved by Joint Programme Output

The measurement of the outputs has undergone a process to verify compliance with the scope of the studies and training actions carried out which have led to the generation of the intermediate results that are currently observed. The Financing Strategy for Development Document is part of what has been achieved in previous

years for Outputs 1.1 and 1.2, which was negotiated by the political authorities, who are aware thereof. On this particular Output, the involvement of the Vice-Presidency of the republic has been a key factor not only because it influences the participation of other actors, but also because the need to implement the proposed actions is clear at the government level.

In addition, the JP carried out 4 prefeasibility studies as follows: i) A blended finance mechanism on climate-smart social housing; ii) a green private equity fund; iii) a study on the pension funds; and iv) the use of thematic bonds. The four pre-feasibility studies will serve of as mechanisms not only for mobilizing resources, but also for demonstrating some of the innovative forms of financing that had not yet been carried out in the country. Also, generating changes in the way in which some actions for development are viewed, such as public-private partnerships, a topic in which the country has little experience, but one which also generates pushback from certain sectors.

As for Output 2.1. By 2023, the MEP has a set of tools for the results-based management with a gender and social inclusion approach aimed at increasing and improving investment in the education sector, aligned with SDG 5 which focuses on gender equality and the empowerment of women and girls. The use of this framework will now be possible in 2025 since the endorsement of the Ministry of Finance and MIDEPLAN is required for its implementation. It will also be necessary for the connectors between the MEP and the Ministry of Finance to be in the same language of results, which will be possible for the next budget year (2024). In this output, the contribution of UNFPA in the incorporation and monitoring of the application of the Gender Marker in the JP is of note, as is the logical framework matrix and the development of a guideline to work on it. The matrix for the quality of education is a contribution by UNESCO that is deemed a standout output, since it builds consensus within MEP, both among the personnel and authorities, on the concept of education quality, results, products, activities, and indicators.

Regarding Output 2.2. The design of the MEP Logical Framework Matrix is based on SDG 4, the Education 2030 agenda, and the education roadmap of the MEP and the MIDEPLAN development objectives for education (in the National Development Plan), for which the MEP, with the technical support of UNFPA, UNESCO, and UNICEF, has managed to develop tools for measuring education spending on (for example the "PER").

Output 2.3. Progress has been made in parallel with the proposal for results-based budgeting with a gender and social inclusion approach, specifically through the design of the Goal Tracking Indicators Dashboard and the design of the architecture of an information system that integrates and modernizes the different data systems or databases that the MEP has, both internally and with other systems related to results-based budgeting. The diagnosis, design, and development of the system, as well as training for its use, is available by 2023.

Output 2.4 is verified in the incorporation of the new "Education Route" strategy for the educational quality matrix. Likewise, there is a product generated by UNESCO in which the legal and administrative limitations of results-based budgeting are analysed, an input that will be of vital importance for the MEP to define the "road map" that it will follow to support results-based financing with gender and social inclusion approaches.

The Regional Bureau for Education in Latin America and the Caribbean (OREALC/UNESCO Santiago) has contributed to this process by conducting a diagnosis of national capacities to produce the indicators included in the matrix between January and June 2023. This diagnosis considers a set of criteria and technical standards obtained from quality assessment methodologies to produce statistics that are commonly used at the international level.

Lastly, the achievement of Output 3.1 is expressed in the preliminary and closing reports of the JP, which reports the progress, challenges, and measures taken to reach compliance with the proposal. The joint management of the JP has entailed close coordination (in this opportunity assumed by UNICEF) and the participation of UN officials with a presence in Costa Rica such as the UNSDG Resident Coordinator, the UN CR Partnership and Development Finance Officer, the Country representative and specialist personnel from each participating agency.

4. Challenges and Changes

4.1. Challenges Faced by JP

According to the context elements analysed, the limitations in the scope of the thematic funds with a demonstrative effect analysed at the pre-feasibility level can be summarized as follows:

- a. The SDGF's timeframe is too short to generate a greater scope, such as the implementation of the strategy and thematic funds.
- b. Prioritization in the decisions of the Ministry of Finance focused on reducing spending, given the high fiscal deficit that the country faces. This entails that, though deemed relevant and necessary for development, the implementation of other financing actions is not considered relevant under the current fiscal context, mainly because efforts are concentrated elsewhere.
- c. The development and management vision of the public sector is very traditional, which entails that the adoption of innovative mechanisms where Development Public Private partnerships (DPPP) are incorporated requires breaking down cultural barriers among political and legislative actors, as well as within civil society, so that the proposals are viable options for decision-making.
- d. National Planning has had a marked trend of sustainability by government periods i.e., the long-term development vision is not clearly understood as a path set out by the State; rather, National Planning is defined by each administration according to its own vision, which affects decision-making within the framework of development results since changes in administrations tend to considerably affect the implementation of actions.

On the other hand, the development of Component 2 was affected by the following situations:

- a. COVID-19 shifted the priorities in the education sector, displacing actions that did not correspond to addressing the effects of the pandemic. This impacted the scheduled fieldwork, such as visits by specialized consultants. Mitigation measures included remote work, the use of virtual participation techniques, and extending the validity of the JP without any additional resources.
- b. The change of administration in the Executive Branch in 2022 affected the implementation timeframe of the JP since the new authorities of the MEP needed to be briefed on the progress that had been made regarding results-based budgeting with a gender and social inclusion approach, while the guidelines had to take into consideration the vision of the new administration. Therefore, multiple meetings were held with the authorities, and the products of Component 2 were adjusted to the "Education Route" which, in turn, required work sessions with other MEP actors.
- c. Results-based budgeting implies substantive modifications, which leads to having to manage pushback from within the MEP. For this, spaces have been created to incorporate the Ministry's middle management and the planning and systems departments.
- d. In Costa Rica, there are no consultants who meet the specialization required for the development of the component. Therefore, specialists had to be hired from abroad, which had an impact on the implementation since it was necessary to coordinate the availability of the people hired for technical assistance and that of the officials from the MEP and Agencies.
- e. New consultants were incorporated, who were tasked with taking over the work that had already taken place prior to 2023 and creating the conditions to collaborate with MEP officials. This challenge has been addressed by requesting the resumption of follow-up meetings with these stakeholders, whose work schedule conflicts affect coordination with the consultants.

5. Sustainability and Country Ownership

5.1. Sustainability and Country Ownership

The potential sustainability of the results obtained in Component 1 is related to the decisions that the State makes in terms of whether to use the instruments for innovate financing in order to fulfil the Sustainable Development Goals (SDGs), for which the actors in charge are required to analyse said instruments and claim ownership thereof. It should be noted that the outputs generated under the framework of the JP have envisioned the required conditions - formulation, pre-feasibility, etc. - in order for their application to be sustainable.

Likewise, the existence of spaces in public institutions (such as the Secretariat for the Monitoring of the SDGs) is an opportunity to establish the necessary discussions and connections between the country's long-term planning and the financing alternatives for actions aimed at fulfilling the SDGs, which is a commitment assumed by Costa Rica.

In the case of Component 2, sustainability is linked to the process of institutionalizing the logic of results-based budgeting with a gender and social inclusion approach. This requires continuing to promote changes in structures and norms within the MEP, fostering the ownership and engagement of various stakeholders in the ecosystem (e.g., civil society), and harmonizing the strategy and operations of the MEP with a clear theory of change aligned with the SDGs and educational policies. It is worth noting that the process of ownership and institutionalization has been supported through research and capacity building. For example, prior to this JP, there were no capacities within the MEP to conduct planning and monitoring of results-based budgeting. Furthermore, the country lacked specialists in results-based budgeting for education financing, which is why international consultants had to be hired.

Likewise, considering that the MEP is one of the institutions with the largest budgets in Central America, the endorsement and strengthened support from the Ministry of Finance and MIDEPLAN is required, which are entities empowered with issuing the guidelines so that the Ministry can implement results-based budgeting with a gender and social inclusion approach in order for it to more efficiently invest the resources available. This technical-political component could provide sustainability to the results of the component and the progress made by the JP would not be subject to the decisions of the people in power at the time.

The United Nations Agencies participating in this JP have regular resources and “country programs” signed with the Government. The incorporation of follow-up actions linked to the component of the work of the Agencies could potentially give continuity to the processes that are underway, considering that the mobilization of resources in Costa Rica is determined by its status as a middle/upper-middle income country, which makes it a donor rather than a recipient.

In specific aspects such as the MEP systems, although the Component will provide the design of the system architecture, it will require ongoing maintenance, which is why it will be necessary to train the MEP’s IT staff. Likewise, considering that the system will have different modules, training will be needed for MEP personnel on data generation, management, and utilization. The JP has initiated this process, but it will be important to continue training new staff and provide refresher courses to trained personnel.

Investing resources in training is an essential element of sustainability. This JP has initiated it, but institutional actors themselves acknowledge that they require further training on results-based budgeting and management in order to institutionalize it. This is necessary to develop the skills needed to foster the required changes in thinking and organizational culture in order to modernize the logic behind educational policies. Acknowledging that results-based budgeting must be cross-cutting for all actors, the guidelines developed by UNESCO serve as an input to support capacity building for government officials.

6. Communications

6.1. Communication Products

The communication products generated are, on the one hand, the documents developed by the consultants hired, including the studies required by the Ministry of Public Education for the implementation of results-based budgeting, as well as the thematic fund documents and the Financing Strategy for Development.

In addition, a series of knowledge management materials have been developed that have been used to provide information through social networks, with the intent of disseminating the scope of the actions.

The execution of the communication strategy could not progress as expected, mainly because the initial phase coincided with the electoral process, and the agencies agreed to lower the profile so as to avoid politicizing the issue. Subsequently, there was a change of administration in the Executive Branch, and execution had to be put on hold once again until the new authorities of the Ministry of Education could become acquainted and claim ownership of the project. Regarding the dissemination of investment funds, progress could not be made in a timely manner either because negotiations were still taking place, and the qualified spokesperson on this matter was a consultant.

6.2. Events

Type of event	Yes	No	Number of events	Brief description and any highlights
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JP launch event (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1	This activity had the participation of government authorities, cooperation entities, and key actors for financing
Annual donors' event* (mandatory)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	1	This activity was carried out concurrently with the launch activity and the ambassadors of the main donor countries were invited, with the participation of representatives of the German Embassy and the European Union.
Partners' event ** * (optional)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	3	Activities were carried out with key actors to provide training on the topic of innovative financing strategies

*the Fund donor countries are Denmark, European Union, Germany, Ireland, Luxembourg, Monaco, Netherlands, Norway, Portugal, Spain, Sweden, Switzerland. Please note that this event can be held together with a launch event or partners' event.

** Key advocacy outreach events with high level JP partners.

7. Lessons and Best Practices

7.1. Key lessons learned, best practices, and recommendations on SDG financing

- The temporal nature of the activities aimed at generating long-term changes, such as a Financing Strategy, should extend beyond the two-year mark. This implies that while SDG funds make a significant contribution to the development of such activities, they also necessitate a substantial investment of time and resources.
- The initial step in implementing viable and innovative financing strategies is to engage high-level political actors and secure their commitment to the process. This process demands a level of coordination among public institutions that often struggle to empower middle managers in decision-making. This level of collaboration has been successful in previous endeavours.
- The training and advocacy process implemented as part of the consultancy has been widely regarded as successful in fostering the adoption of innovative mechanisms. This is significant since the topic is relatively new in the country, requiring the building of skills among the various counterparts.
- Proposed alternatives entail structural changes that necessitate the coordination of various actors, as well as modifications in legal frameworks and public administration. Consequently, adopting a systemic approach to strategy implementation, as proposed, is the most effective means of achieving long-term changes.

7.2. Key lessons learned, best practices, and recommendations on Joint Programming

- Enhancing coordination between agencies and contracted consultants is crucial. Identified areas for improvement include fostering coherence among components to prevent disjointed progress and promoting greater synchronization between consultants to create complementarity between products. These improvements have implications for follow-up processes such as regular meetings, product reviews, and socialization efforts. Additionally, effectively estimating requirements and timelines becomes essential for providing inputs during the preparation of the Terms of Reference (TOR), while also minimizing the need for reprocessing.
- The design and implementation of the Joint Programme (JP) acknowledge the equal relevance of its components. However, it is observed that there is limited synergy between these components, which is reflected in the operationalization of the programme. An area for improvement lies in emphasizing the significance of a common thread in substantive activities, based on fostering synergy between the components rather than focusing solely on the allocation of contributions between the agencies involved. Additionally, it is crucial to assess the number of products programmed in order to prevent fragmentation and to identify and build upon specific country needs.
- Considering the complexity associated with achieving the desired outcomes of the Joint Programme, it is recognized that a two-year timeframe may not be sufficient. Therefore, one of the areas for improvement focuses on formulating proposals that can generate verifiable results within a shorter period of time. These proposals should prioritize practical application and be accompanied by increased awareness and training processes involving various stakeholders, thus fostering greater ownership and engagement. Furthermore, it is crucial to assess contextual risks when defining the scope of a two-year JP. It is essential to anticipate and address conditions that could potentially impact its implementation within the stipulated timeframe.

- d. Acknowledging the importance of progress and of achieving results, it is crucial to avoid persisting with strategies that do not lead to the desired outcomes. The identified area for improvement lies in fostering greater flexibility to timely modify approaches within the Joint Programme, ensuring that it can effectively respond to the needs and interests of the stakeholders involved.
- e. Administrative and logistical aspects within the agencies can significantly impact the implementation of a Joint Programme. The identified area for improvement focuses on creating conditions that enable the agencies involved to manage resources more efficiently. For instance, establishing a single budget and implementing a unified contract management process can help avoid the fragmentation of activities and ensure the accountability of all stakeholders involved.
- f. The ambitious results set for the Joint Programme implementation in Costa Rica may have faced challenges due to the conditions within the country's public sector. It is crucial to acknowledge that shortcomings may exist in the estimation of scope, understanding the country's context, or conducting a comprehensive risk analysis during the JP's design phase.
- g. The Joint Programme experience, particularly within Component 2, highlighted a successful co-constructed cycle with the Ministry of Education (MEP). The cycle encompassed several key steps that proved effective in fostering evidence-based policy development, capacity building, and ownership. These steps include the following elements: research (trends, international experiences, policy recommendations); development of practical tools for policy development; building upon the developed tools; implementation of targeted capabilities training for MEP staff; and offering ongoing support and advisory services to MEP staff as they embarked on transformations to foster evidence-based policy development, capacity building, and programme ownership.

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Annex1. Consolidated Results Framework

1. JP contribution to global programmatic results (full programme duration)

Joint SDG Fund Global Outcome 2: Additional financing leveraged to accelerate SDG achievement (Complete table below)

Indicators	Baseline 2019	Target (end of JP)	Result (end of JP)	Notes
2.1: US\$ & Financing Ratio for integrated multi-sectoral solutions, disaggregated leverage in terms of public and private sector funds	SA	SA	SA	SA

Joint SDG Fund Global Output 4: Integrated financing strategies for accelerating SDG progress implemented (Complete table below and provide details as requested)

Indicators	Baseline 2019	Targets (end of JP)	Results (end of JP)	Notes
4.1: Number of integrated financing strategies/instruments that were tested.	NA	NA	NA	These indicators and goals are not applicable as during the JP's timeframe it will not be possible to thoroughly evaluate if the strategies were implemented successfully or not.
4.2: Number of integrated financing strategies that have been implemented with partners in the lead.				
4.2.1: Number of integrated financing strategies that have been implemented with government/public partners in the lead.	0	2	2	The strategy is in the phase of developing implementation mechanisms. The thematic housing and blue bond funds are in the negotiation stage.
4.2.2: Number of integrated financing strategies that have been implemented with civil society partners in the lead.	0	1	0	
4.2.3: Number of integrated financing strategies that have been implemented with private partners in the lead.	0	1	1	There is a green funds project, which incorporates the participation of private entities, which is currently being negotiated for implementation.
4.3: Number of functioning partnership frameworks for integrated financing strategies to accelerate SDG progress.	0	3	3	Functioning partnership frameworks include the National High-Level SDG Council; the Advisory Council on Social Responsibility (CARS); and the Technical Programme Management Committee.

2. Selected global operational effectiveness indicators (full programme duration)

- Provide data for aggregation at the global level of the Joint SDG Fund.

2.1. Did your Joint Programme contribute to the improvement of the overall UNCT coherence?

- Yes, considerably contributed
 Yes, contributed
 No

Explain briefly:

2.2. Did your Joint Programme contribute to avoiding duplication of efforts for the participating UN agencies in interaction with national/regional and local authorities and/or public entities?

- Yes
 No
 N/A (if there are no other Joint Programmes in the country)

Explain briefly:

3. Results as per JP Results Framework

- Present JP results in the following template

Result/Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Results (end of JP)	Reasons for a Variance from the Original Target (if any)
Outcome 1. By 2023, the Costa Rican government has made progress in building an integrated financing vision for development, implementing measures to align national planning instruments with available financing flows (public and private), and ensuring the incorporation of the gender perspective.					
Outcome 1 indicator 1.1: Percentage of progress made by the Costa Rican Government in building an integrated vision of financing for development.	0	100		Progress will be assessed based on the percentage of completion of the development integrated vision.	
Outcome 1 indicator 1.2: The Costa Rican Government has developed its capacities to align national planning instruments and SDG goals with available financing flows (public and private) and to ensure the incorporation of the gender perspective.	Level 1 of capacities	Level 4 of capacities		In order to effectively finance national goals and SDGs, the level of the government's capacities will be assessed through a qualitative scale based on institutional needs.	
Output 1.1. By 2023, the Costa Rican government has a National Strategy for Financing for Development, and its respective action plan has been developed and designed with a gender perspective.					

Result/Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Results (end of JP)	Reasons for a Variance from the Original Target (if any)
Output 1.1. Indicator 1.1.1: Number of new tools developed to increase the quality and availability of financing for development (public and private, domestic, and external).	0	2 (have been developed)		i) Blending national resources to leverage more funds for social housing; ii) A private equity fund to invest in green companies.	
Output 1.1. Indicator 1.1.2: A National Strategy for Financing for Development and its respective action plan has been designed, shared, and thoroughly discussed with the newly elected Costa Rican, with civil society, and with private sector representatives.	0	1		A presentation with the National Strategy for Financing for Development was shared with the government.	
Output 1.2. By 2023, the Costa Rican government has designed an inter-institutional, intersectoral, and multi-level mechanism that strengthens national governance in financing for development.					
Output 1.2. Indicator 1.2.1: Number of dialogue mechanisms implemented that strengthen the national governance and ecosystem for development financing.	0	1		Vice-President Stephan Brunner will chair a committee for high-level financing for development.	
Outcome 2. By 2023, Costa Rica's government effectively manages the results and impact of its public investment by aligning its budgeting decisions and operational processes to SDGs and the country's long-term goals.					
Outcome 2 indicator 2.1: Percentage of MEP's development financing directorates that apply results-based criteria.	0	50%		Documents and evidence related to programming and budgeting processes of the MEP Policy documents.	
Outcome 2 indicator 2.2: Percentage of MEP's new financing for development policies that include gender and social inclusion perspectives as a parameter for the allocation of resources.	NA	100%		Documents and evidence related to gender thematic programming.	
Output 2.1. By 2023, MEP has developed and is using a results-based management framework for increased and improved investment in the education sector.					
Output 2.1. indicator 2.1.1: Percentage of advance in the implementation of the results-based management framework.	0	100%	50%	Documents and evidence of the results-based framework (identification of long-term programmatic results and products, adapted programmatic	Given the effects of contextual elements (change of government and Covid-19), the scope was modified,

Result/Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Results (end of JP)	Reasons for a Variance from the Original Target (if any)
				structure, and budget allocation documents, etc.).	with an understanding that implementation requires a longer period of time.
Output 2.1. indicator 2.1.2: A Gender responsive budgeting proposal to achieve SDG 5 in MEP.	No	Forks		Document of Gender responsive budgeting proposal to achieve SDG 5 in the MEP.	
Output 2.2 By 2023, MEP has developed the capacity to identify financing gaps and needs for achieving SDG 4 with a gender perspective and social inclusion.					
Output 2.2. indicator 2.2.1: Identify the number of financing gaps for achieving SDG 4 and other key education sector targets, with a gender perspective and social inclusion.	0	3		Report from PER will identify financing gaps.	
Output 2.2. indicator 2.2.2: Identify the number of policy proposals, with a gender and social inclusion perspective, formulated by MEP, to increase the required fiscal space for financing the achievement of SDG4 and other key education sector targets.	0	3		Recommendations from PER will provide the policy proposals.	
Output 2.3. By 2023, MEP has strengthened its data gathering, analysis, and structural capabilities monitoring to track results and progress towards SDGs with a gender and social inclusion perspective.					
Output 2.3. indicator 2.3.1: Identify the number of processes to gather and analyse data for results indicators, with a gender and social inclusion perspective, that have been re-designed and are operational.	0	2		Matrix document for results with a gender mainstreaming approach	
Output 2.3. indicator 2.3.2: Identify the percentage of MEP directors with programmatic and budget allocation responsibilities who have access to relevant data to inform their decision-making, with a gender and social inclusion perspective.	0	60%		A document that analyses dashboard use; feedback obtained from Directors.	
Output 2.4: By 2022, MEP has undertaken the necessary policy, regulatory, and administrative reforms to support results-based financing and operating models for improved educational investment performance with a gender perspective and social inclusion.					

Result/Indicators	Baseline	Original Target (as per ProDoc)	Revised Target (if applicable)	Results (end of JP)	Reasons for a Variance from the Original Target (if any)
Output 2.4. indicator 2.4.1: Identify the extent to which the recommendations and roadmap for regulatory reform have been adopted by the Ministry of Education.	0	100%		Document with roadmap and recommendations	
Outcome 3. Joint Programmeme management					
Outcome 3 indicator 3.1: Identify the percentage of execution of the Joint Programmeme.	0	100%			
Output 3.1: Joint Programmeme management					
Output 3.1. indicator 3.1.1: Identify the percentage of execution of the assigned resources.	0	100%		JP Reports	
Output 3.1. indicator 3.1.2: Identify the percentage of compliance with the goals of the Joint Programme.	0	100%		JP Reports	
Output 3.1. indicator 3.1.3: Identify the number of reports made and delivered to the SDF.	0	4		JP Reports	

Annex2. List of Strategic Documents

1. Strategic documents that were produced by the JP

Title of the Document	Date (month; year) when finalized	Document Type	Brief Description of the Document and the JPs Role in Finalizing it
Costa Rica: innovative mechanisms to align the pension fund investments with the SDGs.	November 2022	Strategy	<p>- Product of the consultancy to carry out an analysis of the feasibility, opportunities, risks, scope, and relevance of four innovative financial mechanisms designed to increase the quality and availability of financing for development in Costa Rica.</p> <p>The study was carried out by a multidisciplinary team composed of national and international specialists.</p> <p>At the end of the JP, it provides:</p>

Title of the Document	Date (month; year) when finalized	Document Type	Brief Description of the Document and the JPs Role in Finalizing it
			<ul style="list-style-type: none"> - An analysis of the problem and the focus of this pre-feasibility study. - The status of the investment made by the Pension funds in CR, and the identification of potential problems. - Four solution options: 1. Facilitate the use of structured financial instruments; 2. Accelerate the use of public and private sustainable thematic bonds; 3. Invest in mixed financing mechanisms (blended financing); and 4. Proposals for the development of the system as a whole. - Steps to implement the results of this pre-feasibility study.
Costa Rica: innovative mechanisms to finance social housing.	November 2022	Strategy	<ul style="list-style-type: none"> - Product of the consultancy to carry out an analysis of the feasibility, opportunities, risks, scope, and relevance of four innovative financial mechanisms designed to increase the quality and availability of financing for development in Costa Rica. <p>The study was carried out by a multidisciplinary team composed of national and international specialists.</p> <p>At the end of the JP, it provides:</p> <ul style="list-style-type: none"> - An analysis of the problem and the focus of this pre-feasibility study. - The status of the social housing market and the main problems identified. - Solutions to make the Design of a new System feasible.
Costa Rica: sovereign debt mechanisms to mobilize resources for the blue economy.	December 2022	Strategy	<ul style="list-style-type: none"> - Product of the consultancy to carry out an analysis of the feasibility, opportunities, risks, scope, and relevance of four innovative financial mechanisms designed to increase the quality and availability of financing for development in Costa Rica. <p>The study was carried out by a multidisciplinary team composed of national and international specialists.</p> <p>At the end of the JP, it provides:</p> <ul style="list-style-type: none"> - An analysis of the problem and the focus of this pre-feasibility study. - The status of the blue economy. - Priority areas of intervention. - Financial gaps and projects to boost the blue economy.

Title of the Document	Date (month; year) when finalized	Document Type	Brief Description of the Document and the JPs Role in Finalizing it
			<ul style="list-style-type: none"> - Solutions for financing the blue economy (1. Debt indicators; 2. Bilateral creditors; and 3. Restructuring options). - Steps to implement the results of this pre-feasibility study.
<p>Costa Rica: the creation of a private fund and impact investment to finance private green investments.</p>	<p>December 2022</p>	<p>Strategy</p>	<ul style="list-style-type: none"> - Product of the consultancy to carry out an analysis of the feasibility, opportunities, risks, scope, and relevance of four innovative financial mechanisms designed to increase the quality and availability of financing for development in Costa Rica. The study was carried out by a multidisciplinary team composed of national and international specialists. At the end of the JP, it provides: <ul style="list-style-type: none"> - An analysis of the problem and the focus of this pre-feasibility study. - Demand for and supply of climate change mitigation funds in the agricultural sector. - Solutions for financing green investments (1. Private Equity Green Fund (PEGF): A mixed financing solution in the form of a structured fund; 2. Institutional and governance structure of the Private Equity Green Fund (PEGF); and 3. Fund Adviser Options). - Constitution deadlines. - Investment thesis, clients, and beneficiaries. - Impact investment strategy. - Financial products. - Impact Management System and Performance Monitoring Framework.

Title of the Document	Date (month; year) when finalized	Document Type	Brief Description of the Document and the JPs Role in Finalizing it
Costa Rica: Integrated Financing Strategy.	March 2023	Strategy	<p>- Product of the consultancy to carry out an analysis of the feasibility, opportunities, risks, scope, and relevance of four innovative financial mechanisms designed to increase the quality and availability of financing for development in Costa Rica.</p> <p>The study was carried out by a multidisciplinary team composed of national and international specialists.</p> <p>At the end of the JP, it provided:</p> <ul style="list-style-type: none"> - The status of financing for development in Costa Rica. - The approach and components of the financing strategy. - The areas of intervention proposed by the strategy (11 elements distributed across three pillars). - The roadmap to define the strategy.
Alignment of the Ministry of Public Education's Logical Framework Matrix to the monitoring framework of SDG 4 - Education 2030.	No specified date	Strategy	The document develops one of the strategies proposed in the JP: the construction of a conceptual and descriptive model through the Logical Framework methodology, on the axis of "Education Quality," its pillars and/or dimensions, as well as the measurement and monitoring indicators.
State of public-private partnerships in Costa Rica 2020.	2021	Study	The study provides an assessment based on experience regarding public-private partnerships, drawing on specific cases of project development through this modality. The analysis presented contributes to moving away from an approach that was previously mired in preconceptions. This constitutes a significant step in positioning public-private partnerships as an additional modality of public investment to be considered by institutions and various stakeholders, thus enabling improved access to financing and resources.
Gender-responsive planning and budgeting tool.	No specified date	Methodology	<p>A toolbox that includes:</p> <ol style="list-style-type: none"> 1. A conceptual framework on gender and social inclusion perspectives and their application to the education sector. 2. A conceptual framework on budgeting with gender and social inclusion perspectives. 3. Tools for planning, budgeting, and accountability with gender and social inclusion perspectives.

Title of the Document	Date (month; year) when finalized	Document Type	Brief Description of the Document and the JPs Role in Finalizing it
			4. Recommendations for the use of the tools, including a proposed structure for preparing a report on the actions of the MEP regarding gender equality and social inclusion.
Educational Quality Matrix in Costa Rica.	April 2022	Methodology	The Latin America Office of the International Institute for Educational Planning (IIEP) UNESCO, under the coordination of the UNESCO Multi-Regional Office in San Jose, developed technical assistance to the Ministry of Education (MEP) to achieve a participatory definition that allows for the development of a conceptual and descriptive model on the construct of “Education Quality” in the country, its pillars and/or dimensions, as well as indicators for measurement and monitoring, using the Logical Framework methodology. The aim was to ensure that this matrix considers the criteria of educational quality, equity, social inclusion, and gender equality to measure expected results in strategic areas of the ministry.
Diagnosis of national capacities for the development of indicators for input into the planning and budgeting matrix based on the Education Axis.	2023	Diagnosis	Diagnosis of national capacities for the development of indicators included in the Logical Framework Matrix, considering a set of criteria and technical standards obtained from methodologies for evaluating the quality of statistical outputs that are regularly used in the international context.
Guide for the implementation of results-based budgeting, with gender and social inclusion perspectives, in the education sector in Costa Rica.	2023	Guidance	The Latin America Office of the International Institute for Educational Planning (IIEP UNESCO), under the coordination of the UNESCO Multi-Office in San Jose, provided technical assistance to the Ministry of Education, which included the development of this Guide for the implementation of results-based budgeting in the education sector in Costa Rica. Results-based budgeting aims to promote the implementation of a budgeting process where decision-makers systematically consider the intended objectives and achieved results of programs and public policies throughout the entire cycle (formulation, approval, execution, monitoring, and evaluation).
Methodological guidelines for the development of indicators for a monitoring framework.	2023	Guidance	A set of methodological guidelines is proposed to support the implementation of a defined monitoring framework by evaluating available information and constructing missing data. The guidelines are organized into four methodological areas that provide direction for the collection and systematization of information necessary to create data for a monitoring framework. These guides are based on the main challenges identified through the analysis of the proposed outcome indicators included in the Logical Framework Matrix on education quality developed by the Ministry of Public Education of Costa Rica. However, to enhance the usefulness of the proposal, the guidelines are formulated in a general manner so that they can be applied in different contexts.

Title of the Document	Date (month; year) when finalized	Document Type	Brief Description of the Document and the JPs Role in Finalizing it
Conceptual framework for monitoring educational quality.	No specified date	Methodology	This document provides elements for decision-making regarding the development of monitoring frameworks for educational quality in Latin America and the Caribbean. To achieve this, it focuses on consolidating the developments made in the field in order to propose a conceptual framework for defining the monitoring of education quality, its components, and its modalities.
Dashboards for educational system management.	2023	Background paper	This document provides a conceptual definition of dashboards, their objectives, components, and characteristics. It suggests a set of best practices in the design and use of dashboards for managing educational systems by sharing notable experiences that promote a stronger focus on results in educational policy management. It details the possible steps to follow for developing dashboards applied to educational management.

2. Strategic documents to which the JP directly contributed

There is no data regarding the JP contribution in other instruments, but rather all of the documents herein are the product of the Programme.

Annex 3. Communication Materials

1. Human interest story

Attached are some of the stories and photographs that have been compiled to illustrate the topic of results-based budgeting in education.

https://unicef-my.sharepoint.com/personal/xmiranda_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fxm%2Fmiranda_unicef_org%2FDocuments%2FDOCUMENTOS%202022%2FSDG%20FUND%2FESTRATEGIA%2FDE%2FCOMUNICACION%2FHISTORIAS,%2FVIDEOS%2FY%2FOTROS%2FIMAGENES%2F1

2. Communication products

The DFA (Development Finance Assessment) was conducted prior to this project, but the results were presented during the JP implementation period. The Project conducted two webinars: one for government entities and cooperators, and another one with the private sector.

Title of the Document	Date when finalized (MM/YY)	Brief description and hyperlink (if it exists)

JP Communication Strategy	Sept-2021	This document establishes the communication priorities and the different actors involved: https://unicef-my.sharepoint.com/personal/xmiranda_unicef_org/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fxmira%2FDocuments%2FDOCUMENTOS%2022%2FSDG%20FUND%20FESTRATEGIA%20DE%20COMUNICACION%20COMUNICADOS%20DE%20PRENSA&ga=1
Press release	Oct-2021	This document establishes the key elements of results-based budgeting with a gender and social inclusion perspective: https://unicef-my.sharepoint.com/:w:/r/personal/xmiranda_unicef_org/_layouts/15/Doc.aspx?sourcedoc=%2F7B17B5F754-9EB2-4DB4-8D8D-2090796FFC8A%7D&file=Comunicado de prensa final talleres.docx&action=default&mobileredirect=true
Press release	Jul-2022	This document establishes the elements of the pre-feasibility study on financing for eco-sustainable housing for people in extreme poverty and the middle class: https://unicef-my.sharepoint.com/:w:/r/personal/xmiranda_unicef_org/_layouts/15/Doc.aspx?sourcedoc=%2F7B46BF057C-EC17-47DE-809C-899978ED4427%7D&file=Comunicado SDG FUND version final.docx&action=default&mobileredirect=true
Press release	Sept-2022	Event organized by the United Nations and ACOF to address the topic of financial instruments for sustainable development: https://unicef-my.sharepoint.com/personal/xmiranda_unicef_org/_layouts/15/onedrive.aspx?ga=1&id=%2Fpersonal%2Fxmira%2FDocuments%2FDOCUMENTOS%2022%2FSDG%20FUND%20FESTRATEGIA%20DE%20COMUNICACION%20COMUNICADOS%20DE%20PRENSA%20FCP%20Costa%20Rica%20explora%20nuevos%20instrumentos%20financieros%20ODS%2028-09-2022.pdf&parent=%2Fpersonal%2Fxmira%2FDocuments%2FDOCUMENTOS%2022%2FSDG%20FUND%20FESTRATEGIA%20DE%20COMUNICACION%20COMUNICADOS%20DE%20PRENSA

Annex 4. Stakeholder feedback

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
1	UNDCO	Allegra Baiocchi	Resident Coordinator UNSDG	Responsible for leading the efforts to achieve a coherent implementation and an effective and efficient coordination of the agencies involved directly or indirectly, as well as the link with the existing dialogue spaces.	<ul style="list-style-type: none"> - Relevance for the country that will be receiving planning towards the generation of results that contribute to the achievement of the SDGs. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - How the JP reduced duplication of efforts by PUNOs, mainly in terms of maximizing the use of resources. - Contributions of the JP to the strengthening of joint UN-government work, to generate high impact results. - Monitoring and prioritization of support from the UN.
2	UNDCO	Ernesto Rodero	Partnership and Development Finance Officer, UN CR.	RCO focal point	<ul style="list-style-type: none"> - Explanation of component 1. - Description of the activities carried out. - Identification of results. - Assessment of coordination between actors.

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
					<ul style="list-style-type: none"> - Methodologies used in the component framework. - Contributions to the development of the financing strategy and/or changes in the policy processes towards financing of the SDGs. - Sustainability of the results and use of the products. - Obstacles in the management of the component/mitigation measures. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund.
3	UNICEF	Patricia Portela de Souza	Country Representative		<ul style="list-style-type: none"> - Assessment of coordination between actors. - Identification of results. - Methodologies used. - Contributions to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Sustainability of the results and use of the products. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Obstacles in JP management/challenges and mitigation measures. - Capacity development and support needs of government counterparts.
4	UNFPA	Juan Luis Bermudez	Country Representative	Lead the activities developed by the UNFPA Product review high-level negotiations	<ul style="list-style-type: none"> - Assessment of coordination between actors. - Identification of results. - Methodologies used. - Contributions to the development of the financing strategy and/or changes in the policy processes towards financing of the SDGs. - Sustainability of the results and use of the products. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund.

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
					<ul style="list-style-type: none"> - Obstacles in JP management/challenges and mitigation measures. - Capacity development and support needs of government counterparts.
5	UNESCO	Alexander Leicht	Country Representative	Lead the activities developed by the UNFPA Product review high-level negotiations	<ul style="list-style-type: none"> - Explains the relevance for the country that planning is oriented towards generating results to contribute to the achievement of the SDGs. - Assessment of coordination between actors. - Identification of results. - Methodologies used - Contributions to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Sustainability of the results and use of the products. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Obstacles in JP management/challenges and mitigation measures. - Capacity development and support needs of government counterparts.
6	UNICEF	Juan Manuel Baldares	Programme Officer	PUNO Focal Point	<ul style="list-style-type: none"> - Assessment of coordination between actors. - Identification of results. - Methodologies used. - Contributions to the development of the financing strategy and/or changes in the policy processes towards financing of the SDGs. - Sustainability of the results and use of the products. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Obstacles in JP management/challenges and mitigation measures. - Capacity development and support needs of government counterparts.

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
7	UNFPA	Christian Vargas	Programme Associate	Lead the activities developed by the agency in Component 2	<ul style="list-style-type: none"> - Participation of UNFPA in the JP. - Relevance for the country that will be receiving planning towards the generation of results that contribute to the achievement of the SDGs. - Most important contributions of the SDG project in this area: <ul style="list-style-type: none"> - Identification of results. - How JP reduced duplication of efforts by PUNOs primarily in terms of maximizing the use of resources. - Contributions of the JP to the strengthening of joint UN-government work, to generate high impact results. - Sustainability of the results and use of the products. - UN support to the government and/or key counterparts for the implementation of the SDG financing strategy. - Monitoring and prioritization of support from the UN. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Obstacles in JP management/challenges and mitigation measures.
8	UNESCO	Romina Kasman	Head of the Education Sector	JP Manager at UNESCO	<ul style="list-style-type: none"> - Explanation of Component 2. - Relevance for the country that will be receiving planning towards the generation of results that contribute to the achievement of the SDGs. - Identification of results. - Assessment of coordination between actors. - Obstacles in the management of the components/challenges and mitigation measures. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Sustainability of the results and use of the products.

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
9	NA	Wilbert Castro	Consultant	Component 2: Data and systems development	<ul style="list-style-type: none"> - Explanation of component 2. - Activities carried out by the consultant in component 2. - Most relevant results were achieved from the activities carried out. - Evaluation of the coordination with the different actors for the achievement of the objective. - Sustainability of the results and use of the products. - Diagnostic tools/methodologies used. - Lessons learned and areas for improvement. - Obstacles in the management of the component/challenges and mitigation measures
10	NA	Leonardo Salas	Consultant	Component 2: Budgeting for results	<ul style="list-style-type: none"> - Explanation of Component 2. - Activities carried out by the consultant in Component 2. - Most relevant results were achieved from the activities carried out. - Evaluation of the coordination with the different actors for the achievement of the objective. - Sustainability of the results and use of the products. - Diagnostic tools/methodologies used. - Lessons learned and areas for improvement. - Obstacles in the management of the component/challenges and mitigation measures. - Contribution of the Logical Framework Matrix to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Development of sustainable alliances and collaborations with partners.
11	MEP	Karol Zuniga	Focal point of the Joint Government Programme	The MEP is the key counterpart in Component 2 of the JP and supervise the pilot project for the implementation of budgeting for results.	<ul style="list-style-type: none"> - Assessment of coordination between actors. - Identification of results. - Methodologies used. - Contributions to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Sustainability of the results and use of the products. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Obstacles in JP management/challenges and mitigation measures. - Capacity development and support needs of government counterparts.

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
12	NA	Nelson Stratta	Consultant	Component 1: Financing Instruments and strategy Pre-feasibility studies of thematic funds	<ul style="list-style-type: none"> - Development of Component 1: - Activities carried out for the development of the developed products. - Negotiation processes undertaken. - Actors involved in the development of the strategy. - Prioritizations carried out in terms of innovative financing mechanisms and thematic funds. - Impact of the context on the implemented activities and future opportunities for additional activities.
13	NA	Carmen Lia Meoño	Consultant	Component 2	<ul style="list-style-type: none"> - Explanation of Component 2. - Activities carried out by the consultant in Component 2. - Most relevant results were achieved from the activities carried out. - Evaluation of the coordination with the different actors for the achievement of the objective. - Sustainability of the results and use of the products. - Diagnostic tools/methodologies used. - Lessons learned and areas for improvement. - Obstacles in the management of the component/challenges and mitigation measures. - Contribution of the Logical Framework Matrix to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Development of sustainable alliances and collaborations with partners.
14	NA	Bertha Mora	Consultant	Component 2	<ul style="list-style-type: none"> - Explanation of Component 2. - Activities carried out by the consultant in Component 2. - Most relevant results were achieved from the activities carried out. - Evaluation of the coordination with the different actors for the achievement of the objective. - Sustainability of the results and use of the products. - Diagnostic tools/methodologies used. - Lessons learned and areas for improvement. - Obstacles in the management of the component/challenges and mitigation measures. - Contribution of the Logical Framework Matrix to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Development of sustainable alliances and collaborations with partners.

No.	Name of Entity	Name	Title	Contact Information/ Role in the Programme	Summary of Feedback
15	NA	Lorraine Alpizar	Consultant	Component 2: Project Planning and Management	<ul style="list-style-type: none"> - Explanation of Component 2. - Activities carried out by the consultant in Component 2. - Most relevant results were achieved from the activities carried out. - Evaluation of the coordination with the different actors for the achievement of the objective. - Sustainability of the results and use of the products. - Diagnostic tools/methodologies used. - Lessons learned and areas for improvement. - Obstacles in the management of the component/challenges and mitigation measures. - Contribution of the Logical Framework Matrix to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Development of sustainable alliances and collaborations with partners.
16		Viviana Solis Barquero	Project Coordinator "Strengthening of the financing architecture of the SDGs"		<ul style="list-style-type: none"> - Assessment of coordination between actors. - Identification of results. - Methodologies used. - Contributions to the development of the financing strategy and/or changes in the policy processes towards the financing of the SDGs. - Sustainability of the results and use of the products. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund. - Obstacles in JP management/challenges and mitigation measures. - Capacity development and support needs of government counterparts.
		Leonardo Sanchez	Vice-Minister of Education		<ul style="list-style-type: none"> - Assess the scope of the implementation of the results-based budget within the MEP. - The main barriers to increasing efficiency within the education sector. - Lessons learned and areas for improvement based on future Joint Programmes supported by the Fund.

NOTE: There were two other people identified as Component 2 consultants who were contacted but did not respond.

Likewise, individuals from the MEP, BANHVI, the CCSS Pension Operator, ALIARSE, the Vice Presidency of the Republic, INAMU, and UNESCO were sent a self-administered digital questionnaire. Only one person from INAMU provided the information by completing it.