

INFF Facility Programme Framework Document 2026–2030

April 2026



Disclaimer

The views expressed in this publication are those of the authors and do not necessarily represent the United Nations or United Nations Member States, or INFF Facility member organizations, including United Nations Development Programme (UNDP), the United Nations Department of Economic and Social Affairs (UN DESA), the United Nations Children's Fund (UNICEF), the Organisation for Economic Co-operation and Development (OECD), the European Union (EU), the Government of Canada, Italy, Spain and Sweden.

The designations employed and the presentation of the information do not imply the expression of any opinion whatsoever on the part of the INFF Facility member organizations concerning the legal status of any country, territory, city or area of its authorities, or concerning the delimitation of its frontiers or boundaries.



INFF Facility Programme Framework Document 2026–2030

April 2026



United Nations

Department of
Economic and
Social Affairs



OECD



Co-funded by the
European Union



In partnership with
Canada



Ministero degli Affari Esteri
e della Cooperazione Internazionale



**Cooperación
Española**



**Sweden
Sverige**

The INFF Facility is a joint initiative of the UNDP, UN DESA, UNICEF, OECD, EU, the Government of Canada, Italy, Spain and Sweden. It responds to the demand for support from countries developing integrated national financing frameworks (INFFs).

Contents

1. Introduction	1
2. Strategic context and rationale	3
3. Vision, objectives, strategic approach and Theory of Change	4
Vision	4
Objectives	6
Strategic approach	7
Theory of Change	8
4. Key outputs	11
Core output 1: Brokering demand and supply to help countries to apply tailored technical assistance, capacity-building and policy support to develop and operationalize INFFs, country platforms and relevant financing reforms	11
Core output 2: Providing knowledge products, peer exchange and training based on country demand	12
Core output 3: Facilitating partnership through country-level and global engagement	13
5. Governance and implementation structure	15
A. Governance	15
Governance structure	16
Operating principles and interlinkages across governance levels	17
B. Implementation approach	18
Results framework	18
Implementation approach: Brokering demand for and supply of technical assistance	21
Implementation approach: Facilitating knowledge exchange and learning	22
Implementation approach: Facilitating partnerships	23
Standard operating protocols and procedures	24
Management and reporting	25
Partnerships	25
6. Funding structure	27
7. Risk management and sustainability	29
Annexes	32
Annex A. Sevilla Commitment targets	32

1

Introduction

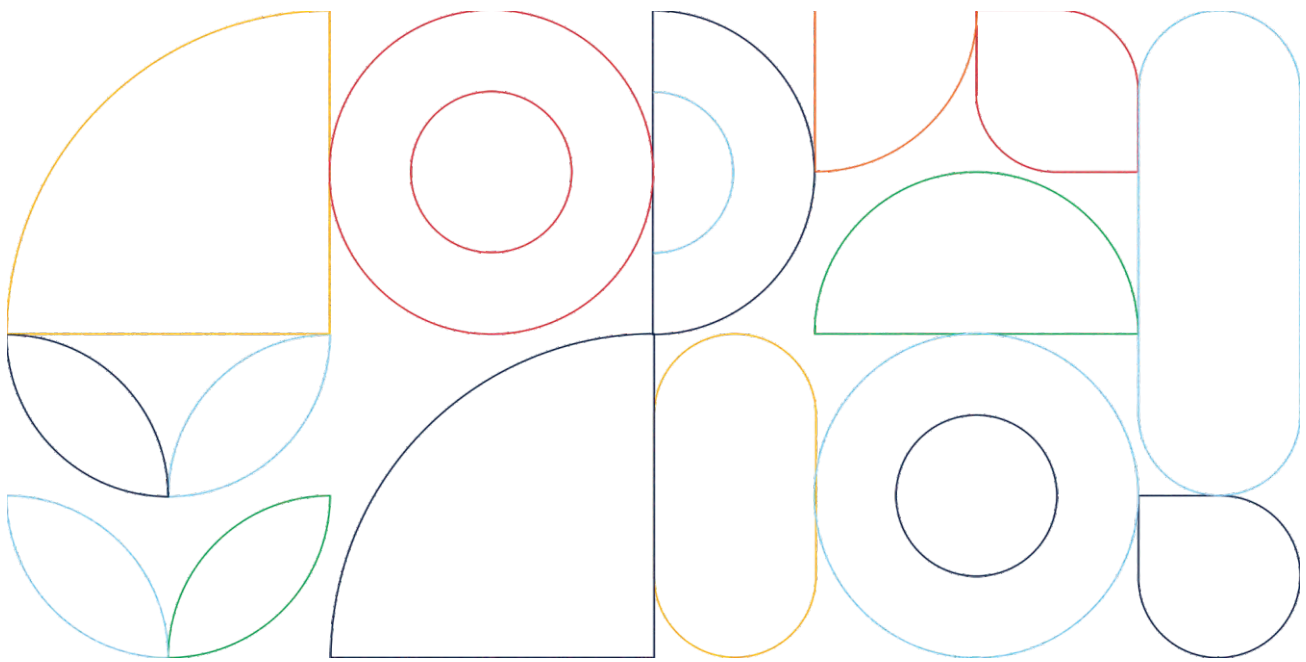
The year 2025 was pivotal for financing for sustainable development. In the midst of the largest changes to development cooperation in a generation, rapidly shifting geopolitics and an accelerating climate and biodiversity crisis, the 4th International Conference on Financing for Development (FFD4) was a high point for multilateralism and a new chance to adopt shared global goals.

FFD4 aspired to build a renewed global financing framework, to unlock larger volumes of capital at a lower cost. Through the Sevilla Commitment and the Sevilla Platform for Action (SPA), Member States, international organizations, development partners, the private sector, civil society and others committed to delivering a Sustainable Development Goal (SDG) investment push and reforming the financial architecture to enable transformative change.

These commitments laid a critical financing foundation to implement the outcomes of the 2025 United Nations Climate Change Conference of the Parties (COP30) and of the third round of Nationally

Determined Contributions (NDCs). COP30 underscored that mobilizing and aligning finance remains one of the most complex and binding constraints on climate action, particularly for developing countries. As countries move from ambition to delivery, strengthening coherent, integrated country-led financing frameworks is essential to anchor mechanisms such as national platforms (14 were announced at COP30, with more in the pipeline) in country-led systemic planning and development pathways, as well as to accelerate delivery of updated NDCs at scale.

The INFF Facility was launched in 2022, as the only dedicated international vehicle supporting country-led Integrated National Financing Frameworks (INFFs). The INFF Facility is a joint initiative of the United Nations Development Programme (UNDP), the United Nations Department of Economic and Social Affairs (UN-DESA), the Organisation for Economic Co-operation and Development (OECD), the United Nations Children's Fund (UNICEF), supported by the European Union and the Governments of Canada, Italy, Spain and Sweden. It responds to demand for support from countries



developing INFFs. The Facility brokers technical assistance, facilitates knowledge exchange and provides access to technical guidance in response to country demand.

Since 2022, the Facility has brokered technical assistance in more than 40 countries, facilitating the development of financing strategies in 26 countries and delivery of financing reforms in 24 countries. The Facility has enabled South–South learning and exchange among policy leaders from more than 80 countries and certified more than 350 experts and officials in technical INFF courses. This has leveraged the added value of core partners to the Facility, coordinating projects, capabilities and expertise.

At FFD4, the partners to the INFF Facility launched its second phase, in response to Member States' commitment. Over the period 2026–2030, the Facility will scale its operations to support the SPA goal of ensuring that 100 countries implement financing strategies, INFFs or country platforms linked to National Development Plans (NDPs), NDCs and National Biodiversity Strategies and Action Plans (NBSAPs), and related targets, by 2030. This 2026–2030 programme framework document

outlines the approach, strategy and objectives for the Facility to support this effort.

The second phase of the INFF Facility builds directly on evidence and lessons generated through a rigorous, independent mid-term evaluation (MTE) conducted between February and August 2025. This MTE covered many of the Facility's activities, carried out by UNDP in cooperation with various partners from April 2022 through March 2025. The evaluation found the Facility to be relevant and coherent with both national development priorities and global FFD commitments, as well as effective to deliver demand-driven technical assistance across diverse country contexts. The MTE also identified key areas for improvement, including a need to sharpen the Theory of Change, refine results measurement and deepen country ownership to sustain impact beyond project support. The design of this second phase—including an improved Theory of Change, an enhanced results framework and strengthened country support modalities—directly reflects these findings and recommendations, ensuring that the second phase is grounded in demonstrated evidence of what works and where course corrections are needed.

2

Strategic context and rationale

The global financing landscape for sustainable development is marked by widening financing gaps, elevated debt vulnerabilities, climate-related shocks and increasing demands on public resources. Developing countries face mounting pressure to finance NDPs, climate commitments and social priorities in a context of constrained fiscal space, high borrowing costs and fragmented financing systems. While international financial architecture reforms remain essential, countries are increasingly focused on strengthening their own financing policies, institutions and coordination mechanisms to mobilize and align finance more effectively in support of national priorities and of the SDGs.

INFFs, introduced in the Addis Ababa Action Agenda (AAAA), have emerged as a practical, country-led response to these challenges. The INFF approach helps governments to increase coherence across development planning, public finance, private investment and development cooperation, enabling more strategic financing decisions that account for risks, trade-offs and development impacts. As of March 2026, 90+ countries are applying the INFF approach, with 65+ implementing financing policy reforms and 30+ having operationalized integrated financing strategies. Early experience demonstrates that INFFs can help to mobilize and align significant

volumes of finance, while improving the quality and impact of financing decisions.

The renewed global focus on implementation following the FFD4—including pledges under the Sevilla Commitment—reinforces the importance of translating NDPs into actionable financing strategies and of aligning international support with country priorities. In this context, demand for practical, coordinated high-quality support for governments is increasing, particularly for integrated approaches that address climate, nature, gender equality and social inclusion alongside core macro-fiscal and financial sector reforms.

The INFF Facility operates within this evolving landscape, as the only dedicated global mechanism to help countries to design, implement and scale INFFs. Building on its initial phase, the Facility's 2026–2030 programme responds to growing country demand, increasing technical complexity and the need for improved coordination among partners supporting national financing reforms. By reinforcing country ownership, institutional capacity and coordination across stakeholders, the INFF Facility plays a catalytic role in building resilient national financing ecosystems that make finance work for people and the planet.

3

Vision, objectives, strategic approach and Theory of Change

Vision

Between 2026 and 2030, the INFF Facility will support delivery on the intergovernmental pledges made in the Sevilla Commitment adopted at the FFD4. The Commitment calls for reinforced national capacities to mobilize and align finance with sustainable development priorities, alongside enhanced international support for country-led financing strategies.

In this context, the INFF Facility's **vision** is for countries to mobilize public and private investment to achieve national sustainable development priorities through inclusive, impact-oriented financing frameworks.

The Facility will strengthen coordination across a wide range of projects and partners, to support **country-led coherent, effective and sustainable financing frameworks that mobilize and align public and private resources with national priorities, including climate goals, gender equality, social inclusion and the SDGs**. The Facility will work with partners to maximize synergies and cooperation efficiency to achieve the objectives set out in the Sevilla Commitment and the SPA, in order to support the goal of ensuring that 100 countries implement financing strategies, INFFs or country platforms linked to NDPs, NDCs and NBSAPs by

2030—with financing pipelines backed by diverse sources—and related targets (box 1).

The Facility will respond to demand from countries in different development contexts, including least developed countries (LDCs), landlocked developing countries (LLDCs) and small island developing States (SIDS), as well as countries in conflict and post-conflict situations, to develop and operationalize coherent, aligned and effective financing systems capable of delivering on national development priorities including climate goals, gender equality, social inclusion and the SDGs. These systems must be **country-led and country-owned** and put people at the centre. In this way, the INFF Facility will support delivery commitment pledges across the Sevilla Commitment and key initiatives within the SPA (box 1). The INFF Facility is the only dedicated global vehicle mandated to help countries to achieve these objectives through INFFs.

The renewed global focus on implementation following the FFD4—including pledges under the Sevilla Commitment—reinforces the importance of translating NDPs into actionable financing strategies and of aligning international support with country priorities. In this context, demand for practical, coordinated high-quality support for governments is increasing, particularly for integrated approaches that address climate, nature,

gender equality and social inclusion alongside core macro-fiscal and financial sector reforms.

The INFF Facility operates within this evolving landscape, as the only dedicated global mechanism to help countries to design, implement and scale INFFs. Building on its initial phase, the Facility's 2026–2030 programme responds to growing

country demand, increasing technical complexity and the need for improved coordination among partners supporting national financing reforms. By reinforcing country ownership, institutional capacity and coordination across stakeholders, the INFF Facility plays a catalytic role in building resilient national financing ecosystems that make finance work for people and the planet.

Box 1. Commitments made in the 4th International Conference on Financing for Development

In July 2025, in Sevilla, UN Member States issued the Sevilla Commitment, a renewed global financing framework that built on the 2015 AAAA. The Sevilla Commitment—launched alongside the SPA, which included many initiatives designed to support the implementation of INFFs and country platforms—expanded Member States' commitment to INFFs, the most frequently referenced initiative in the Sevilla Commitment.

The Sevilla Commitment specifically calls for:

- Aligning international support with INFFs and national financing strategies
- Strengthening the role of national development banks and country platforms
- Supporting the formulation of budgets to finance sustainable development
- Mobilizing foreign and private capital, from institutional investors, among others
- Enhancing follow-up mechanisms, such as the ECOSOC Forum on Financing for Development (FFD) and SDG Investment Fair
- Integrating cross-cutting priorities, including climate action, gender equality, biodiversity, agrifood systems, subnational finance and digital infrastructure

These commitments are carried forward through various initiatives under the SPA and set concrete milestones for country-led financing reforms, including the following:

Country-driven approaches to financing sustainable development and climate action

- **By 2027:** 10 countries mobilize finance for project pipelines underpinning INFFs and country platforms, supported by a broad range of public and private sources.
- **By 2030:** 100 countries implement financing strategies, INFFs or country platforms linked to NDPs, NDCs and NBSAPs, with financing pipelines backed by diverse sources.
- UN, public development banks and national and international partners continue to share knowledge and seek synergies in their technical assistance for nationally-led financing initiatives aligned with NDPs, NDCs and NBSAPs.

Integrated finance for nature, climate and development

- Help more than **15 countries** to operationalize in **2025–2026** integrated frameworks that align and leverage financing across SDGs, NDCs and NBSAPs.
- Catalyse private capital through targeted reforms and risk-reduction instruments. In at least five countries, financing strategies will guide the deployment of instruments to crowd in private investment, backed by enabling policy frameworks.

Call to action: Strengthening capacity-building and technical assistance in developing countries

- Foster coordinated capacity-building brokering to address gaps in sustainable finance and investment capabilities and promote peer learning and dialogue through regional and global exchanges of best practices. Embed capacity-building efforts in global frameworks, such as the FFD4 process and country-led INFFs.

Localizing finance to drive systemic impact for the achievement of the 2030 Agenda

- **By 2030**, 40 Integrated Local Financing Frameworks (ILFFs) will be installed, and SDG-aligned fiscal frameworks will be supported at the local level in 10 countries.

Objectives

During 2026–2030, the Facility will strengthen its position as a **responsive, tailored and catalytic** mechanism to deliver on the commitment and targets agreed at FFD4 (box 1). The Facility will work closely with countries and international partners to scale ambition, build national capacities and improve the coherence and alignment of development finance.

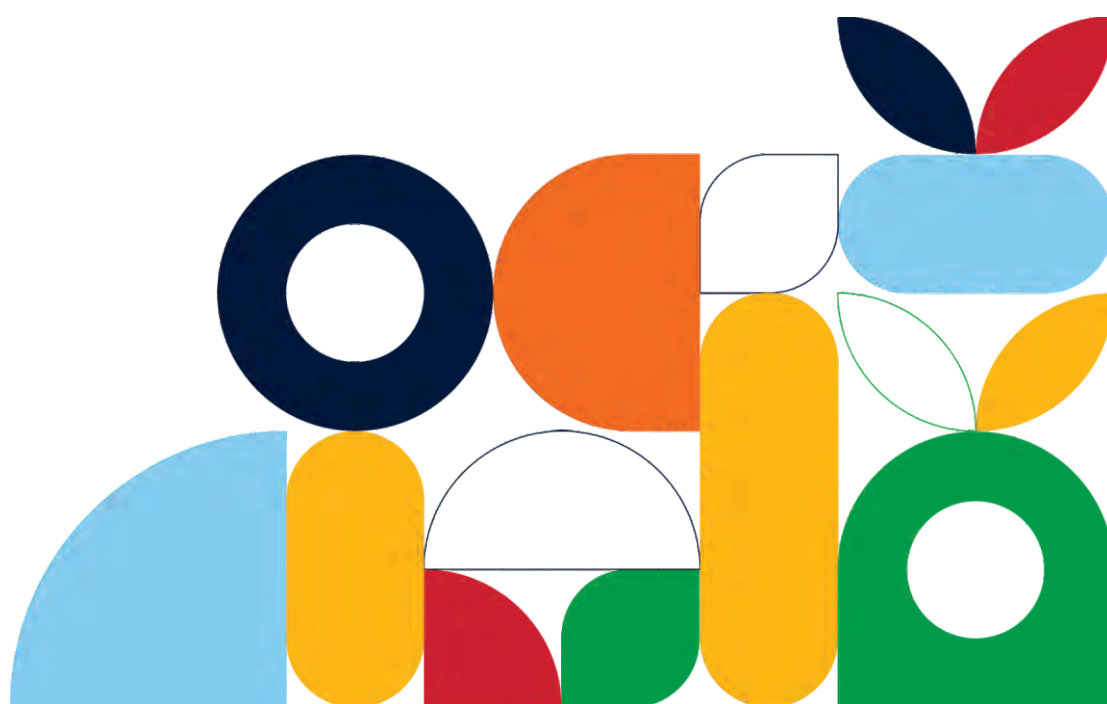
At its core, this approach reflects a **differentiated, demand-driven model** that tailors technical assistance and capacity-building support based on country context. Countries will receive help throughout the inception phase of the INFF to establish robust financing strategies and strengthen institutional capabilities, as well as to deliver priority financing reforms.

- **Inception-phase activities:** Governments that are exploring an INFF or country platform or in the process of establishing one.
- **Financing strategy and institutional activities:** Governments that are developing a comprehensive financing strategy or strengthening institutional capacities to deliver their financing strategy (e.g. governance and coordination, monitoring and review).

- **Reform-focused activities:** Countries that are delivering targeted financing reforms (e.g. on Disaster Risk Management [DRM], budget alignment, thematic bonds, carbon markets, private capital mobilization, etc.).

By acknowledging country demand and tailoring support accordingly, the Facility ensures that its offer remains **inclusive, agile and fully grounded in national leadership and ownership**. This enables the Facility to respond effectively across a wide spectrum of needs—from fiscal and budgetary reforms to climate and gender financing, from subnational and digital finance innovations to pipeline building and country platforms.

To complement the brokering and matchmaking of technical assistance and capacity-building at the country level, the Facility will work to enable countries to access technical insights and knowledge, expertise and partnerships that they can utilize to shape national financing systems. The Facility will work to improve countries' access to technical knowledge—including through South–South exchanges, expertise and training—and to deepen their collaboration with a range of development and financial partners.



Box 2. Defining INFFs and country platforms

INFFs were first introduced in the 2015 AAAA as a means to deliver on the seven action areas of the FFD Agenda through national systems. Since 2019, a body of methodological guidance and a set of technical tools have been developed to support the implementation of the approach, which is framed around an inception phase and four building blocks. Many countries have utilized this guidance and toolkit, adapting the framework to their domestic capacities and needs.

The core value of the INFF is in its holistic approach to enhancing the overall mobilization and effectiveness of financing governance. This hinges on key principles: considering the role of all available finance, including public and private finance; aligning finance with national plans; identifying gaps, synergies and inconsistencies across financing policies, and taking these into account in policy design; and engaging a wide constituency of actors in financing dialogue and decision-making.

Different countries are following different paths and are at different stages in this process. Some have institutionalized the approach within their finance and planning system, while others have used their system to shape and deliver specific financing reforms. For some, the approach is applied at the macro level, while others focus—partially or fully—on specific sectors or thematic priorities. In many contexts, the approach has been applied at the national level, but a growing number of subnational governments are also using it.

Country platforms are catalytic tools for operationalizing INFFs and translating high-level policies into investments. These platforms are country-led coordination and investment frameworks rooted in INFF principles (national ownership, coherence, inclusivity) and mechanisms to mobilize investment in bankable project pipelines, typically within a specific sector or thematic priority related to the national plan or NDC. They are embedded at the highest levels of government, typically led operationally by the Ministry of Finance and the National Development Bank, supported by development finance institutions, multilateral development banks (MDBs), private sector actors and philanthropy. Their purpose is to coordinate investments, structure bankable project pipelines, deploy financial derisking tools and facilitate international cooperation on development and climate investments.

Strategic approach

INFFs have evolved between the AAAA and the Sevilla Commitment, from a half-sentence concept to a central role in strengthening country leadership and fostering development finance cooperation. This shift reflects not only the reinforced commitment of Member States, but also a growing expectation that INFFs will play a more strategic role in the years ahead. As countries seek to deliver on the Sevilla Commitment, INFFs are increasingly expected to strengthen national capacities to mobilize and align finance with sustainable development priorities, and to enable better coordination of international support behind nationally owned financing strategies and country platforms.

In this context, INFFs are also expected to serve as an integrating framework across key thematic priorities—including climate action, gender equality, social inclusion, and crisis prevention and recovery—to ensure that financing policies and instruments are aligned with NDPs, NDCs, social protection strategies and resilience objectives. By embedding these thematic lenses within a single, country-led financing architecture, INFFs help governments move beyond fragmented initiatives towards more coherent, impact-oriented financing pathways.

In a changing development finance landscape, it is also crucial to leverage INFFs' potential to help developing countries transition from funding to financing, by creating enabling environments for domestic sustainable investments, redirecting finance flows from business-as-usual to the SDGs and elevating countries' voices and ownership to shape the global financing architecture. In parallel, INFFs are increasingly linked to the emergence of country platforms as vehicles to translate policy reforms into investable pipelines, improve coordination among public and private actors and crowd in long-term finance at scale. Strengthening these links improves country ownership and voice, both to shape national financing trajectories and to inform global financing architecture reforms.

At the same time, the localization of financing is becoming a defining priority. As service provision, climate action and crisis response increasingly take place at the subnational level, INFFs are expanding to support ILFFs and local finance solutions. This support includes strengthening intergovernmental fiscal systems, enabling local access to capital markets and blended finance, and aligning national

financing strategies with local development priorities, to ensure that financing reforms translate into outcomes for communities.

Against this backdrop, the INFF Facility—launched in 2022 through joint efforts by UNDP, UN-DESA, UNICEF, the OECD, the European Union, Italy, Sweden and Spain—is expanding its support and entering a new phase. The INFF Facility 2.0, launched at FFD4, reflects a renewed commitment to partnerships, strengthened coordination structures and an updated Theory of Change. In its second phase, the Facility will fully align its activities with the direction set by the Sevilla Commitment and the SPA initiatives (box 1). These global targets provide a shared horizon for country-led reforms and partner collaboration. While they are not performance indicators for the Facility itself, they present an ambitious frame of reference for the collective impact the Facility seeks to enable, supporting systemic financing policy reforms, strengthening country platforms, aligning public and private finance with SDG priorities across climate, gender, social and resilience dimensions and reinforcing country ownership and leadership to shape the future of development finance.

Theory of Change

This vision is operationalized through the Facility's **Theory of Change** (figure 1)¹, which outlines how the Facility's tailored technical assistance, peer learning, knowledge generation and partnership coordination contribute to country-led progress on integrated financing strategies, policy reforms, country platforms and resource mobilization. The Theory of Change provides a flexible but structured framework to guide results, embed a strong feedback loop and ensure the Facility remains responsive to both country needs and evolving global priorities.

The Theory of Change is grounded in the recognition that achieving the SDGs requires country-led financing systems that mobilize and align diverse resources in coherent, sustainable ways. Yet, in many contexts, financing systems remain

fragmented, short-term and misaligned with sustainable development priorities. The Facility addresses this challenge by helping governments to improve their ability to steer financing towards the results that matter most to people and the planet.

The logic underpinning this approach is that, when governments lead on integrated financing strategies and reforms (supported by the right capacities, evidence and partners), they are better positioned to mobilize resources at scale aligned with national priorities. The approach based on INFFs and country platforms provides the institutional backbone for this work, creating a structure for governments to coordinate across ministries and with external partners, while also embedding accountability and transparency within in.

1. The Facility's updated Theory of Change 2026–2030 reflects lessons learned from the Facility's first phase, feedback from Facility partners and stakeholders, recommendations from the 2024 UNDP external evaluation, and priorities articulated in the Sevilla Commitment.

The Facility acts as a catalyst for combining **tailored technical assistance, peer learning, global knowledge and partner engagement**. Technical support responds to country demand, ensuring relevance and ownership. Knowledge products, training and South–South exchanges enable policymakers to learn from each other and adapt solutions to their own contexts. Engaging diverse actors—including development partners, public development banks, the private sector, civil society and philanthropy—helps governments build partnerships and align with their sovereign financing priorities.

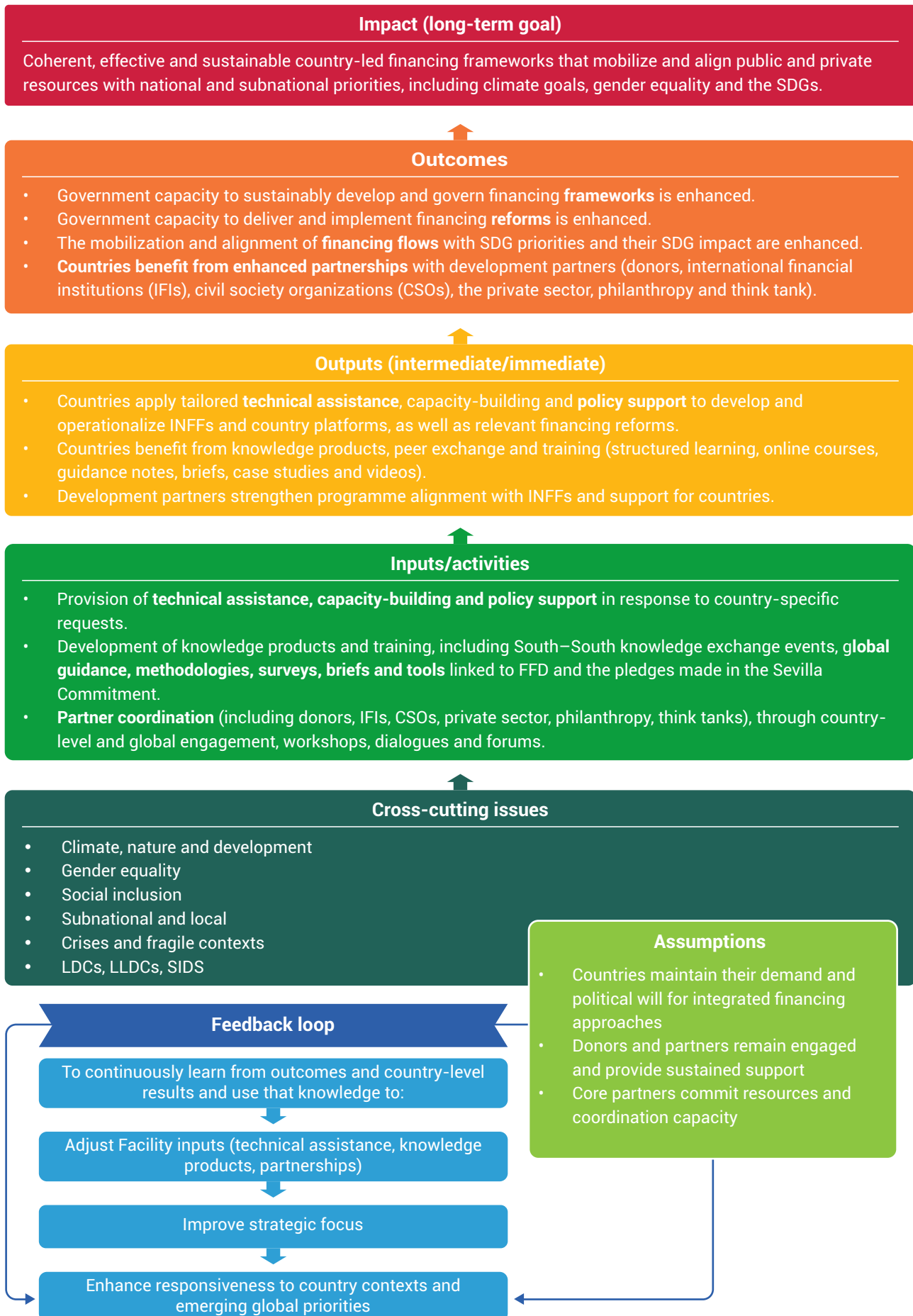
Over time, this combination of **country ownership, enhanced capacity, better-aligned financing flows and deeper partnerships** will lead to financing

systems that are more coherent, effective and sustainable. These systems will strengthen progress towards the SDGs and also enable countries to report more systematically on financing towards global commitments such as the FFD4 outcome, reinforcing accountability at both the national and international levels.

Cross-cutting priorities determined by the Steering Group—**climate and nature, gender equality, social inclusion, subnational and crisis contexts**—are embedded throughout the Facility's Theory of Change and evolve to reflect changes in country priorities, ensuring that financing strategies and reforms address the needs of those most at risk of being left behind and build resilience and sustainability.



Figure 1. Theory of Change of the INFF Facility



4

Key outputs

The INFF Facility 2.0, launched under the Sevilla Commitment and the SPA, represents a new chapter in global efforts to help countries finance their sustainable development. Building on the lessons and achievements of its initial phase, the INFF Facility has been strengthened to respond to governments' evolving and growing financing needs. This change reflects recognition of the fact that achieving the SDGs requires not only more resources, but also smarter, better-coordinated and more inclusive support to help countries mobilize finance aligned with their sustainable development priorities.

At its core, the Facility 2.0 has been designed to be a broker of technical expertise, a provider of knowledge and guidance and a convener. The Facility's renewed delivery model is anchored in three core categories of outputs: (i) implementation support; (ii) knowledge and learning; and (iii) partnerships. Each output category has been designed to address specific country needs by providing technical assistance, sharing global best practices or promoting multi-stakeholder collaboration. Together, these outputs aim to enable countries to unlock the full potential of the INFF approach, transforming national financing systems and accelerating progress towards the SDGs.

Core output 1: Brokering demand and supply to help countries to apply tailored technical assistance, capacity-building and policy support to develop and operationalize INFFs, country platforms and relevant financing reforms

The INFF provides, brokers and matchmakers tailored technical assistance and capacity-building (TACB) to help governments design and implement integrated financing frameworks. The Facility responds to demand from governments using the INFF approach, deploying a demand-driven model that tailors TACB support to country context and needs.

This includes support for setting up national multi-stakeholder INFF coordination mechanisms, as well as for designing and implementing financing reforms.

Key needs addressed

- **Supporting the development of robust financing strategies:** Governments often face challenges in translating priorities linked to development plans, climate and environmental action (e.g. through NDCs and NBSAPs), gender equality and social inclusion into actionable financing strategies that harness their full policy toolkit potential across public and private finance.² Helping governments establish holistic strategies to finance sustainable development lays the foundation for a more sustainable

2. Research conducted in 2019 found that more than 70% of 107 national development plans were not costed and that only 29 included a financing strategy. A. Chimhowu, D. Hulme and L. Munro, *The "New" National Development Planning and Global Development Goals: Processes and Partnerships* (Manchester: University of Manchester, 2019).

financial architecture at the national and subnational levels.

- **Strengthening institutional capacity to mobilize financial flows and align them with national priorities:** Governments often face challenges in designing effective policy reforms and harnessing new financing instruments that unlock impactful investment in their sustainable development priorities. Strengthening institutional capacity is essential to turn policy ambitions into real, measurable progress on sustainable development.
- **Enhancing coordination across government and stakeholder groups:** Countries' financing decisions are frequently made in silos, leading to inefficiencies and missed opportunities. Improved coordination across ministries, agencies and development partners fosters policy coherence and enables more strategic use of resources. Inclusive platforms also enable meaningful engagement with civil society and the private sector, ensuring that countries' financing strategies reflect diverse perspectives.
- **Improving transparency, monitoring and accountability mechanisms:** Robust systems for tracking financial flows and outcomes are essential to build trust and ensure that countries' financing strategies deliver results. Strengthening such mechanisms supports evidence-based policymaking and enhances public confidence in countries' reforms.

What the Facility provides

- **Demand-driven support windows:** The Facility responds to government demand across three areas of technical assistance activities. **Inception-phase activities** respond to governments that are exploring or in the process of establishing an INFF or a country platform. **Financing strategy and institutional activities** support governments that are developing a comprehensive financing strategy or strengthening institutional capacities to deliver these, in areas such as governance and coordination or monitoring and review. **Reform-focused activities** support countries that are delivering targeted financing reforms in areas prioritized in their financing strategies or through the INFF approach, including DRM, budget alignment and fiscal policy coherence, thematic bonds, carbon markets, private capital mobilization and country platforms. These activities include support for diagnostics, the design of effective policies, and the structuring and deployment of a range of financing instruments tailored to country needs. Countries may request support for a combination of activities across these categories.
- **Access to cutting-edge expertise:** The Facility helps countries to access the technical expertise they require to meet the priority needs of their INFF process. Facility partners maintain a roster of national, regional and global experts to draw on, while also leveraging in-kind expertise from a broader pool of development actors. This pool includes members of the OECD's Development Assistance Committee (DAC), public development banks, relevant international organizations, southern partners and private sector experts. The Facility plays a brokering role, ensuring that countries receive high-quality, neutral and context-specific support in line with their financing needs and reform priorities.

Core output 2: Providing knowledge products, peer exchange and training based on country demand

The Facility strengthens the global INFF knowledge base and fosters peer learning to accelerate INFF implementation worldwide. It enables countries to

access dedicated guidance and training, learn from one another, adapt best practices and build the skills they need to lead financing reforms.

Key needs addressed

- **Building capacity through structured training and certification:** Effective INFF implementation requires relevant expertise on the INFF approach and on key financing areas and instruments. Structured training programmes and certification processes ensure that government officials and independent experts are equipped with the knowledge and competencies needed to lead national INFF processes and financing reforms.
 - **Facilitating peer learning and South–South cooperation:** Countries benefit significantly from exchanging experiences and learning from one another, especially when navigating complex financing reforms. Through peer learning platforms and South–South exchanges, countries are exposed to innovative practices and tested solutions, which can be adapted to their own national circumstances. This collaborative learning environment not only accelerates progress across regions but also fosters continuous improvement and encourages more countries to embark on or deepen their INFF processes.
 - **Ensuring access to diagnostic and methodological tools:** Countries need guiding tools to assess their financing landscapes and identify reform priorities. Access to tools and methodologies empowers governments to make informed decisions and tailor strategies to their unique contexts.
- and in-person workshops tailored to national and regional contexts. Training programmes are designed to strengthen understanding of the INFF methodology and key financing instruments, and are complemented by certification pathways for government officials and independent experts to ensure quality and consistency in INFF implementation. These programmes build capacity at the national, regional and global levels, ensuring consistent understanding and local ownership of the INFF approach.
- **Knowledge platform:** The Facility develops and maintains a living repository of methodological and analytical resources, including diagnostic tools, general INFF guidance and deep dives on specific themes or country groupings. These tools are informed by INFF country experiences, ensuring relevance and usability.
 - **Peer learning:** The Facility plays a central role in documenting and sharing practical country experiences, helping to build a global repository that reflects diverse contexts and approaches. The Facility convenes workshops, thematic discussions, bilateral exchanges and regional forums to facilitate the exchange of experiences and best practices and promote direct engagement between countries and regions. These engagements foster mutual learning and help countries to adapt successful models to their own contexts.
 - **Annual survey:** An annual survey of progress in INFF implementation and priority areas for future work and support is conducted across countries using the INFF approach. This is a key input for the Facility's overall strategy and annual planning. It provides valuable insights and informs analysis by the Facility and its partners.

What the Facility provides

- **Training hub:** Certification programmes and e-learning courses are developed and offered to government officials, implementing partners and independent experts. This includes self-paced e-learning modules, live virtual sessions

Core output 3: Facilitating partnership through country-level and global engagement

The Facility's delivery model is anchored in strategic partnerships that span the national, regional and global levels. These partnerships enable broad engagement by bringing together a

diverse range of actors, including those able to provide technical expertise, financing and project pipelines in support of countries' development priorities.

Key needs addressed

- **Expanding collaboration beyond core Facility partners:** Addressing the complexity of financing for sustainable development requires inclusive partnerships that go beyond the Facility's founding members. Engaging new actors (including development agencies, MDBs, philanthropic organizations, non-traditional donors and private sector stakeholders) leverages additional resources and perspectives.
- **Enhancing the visibility of the INFF approach:** Raising awareness of the INFF's value and impact helps to mobilize political will and attract new partners. Advocacy efforts ensure that the INFF is recognized as a leading framework to

What the Facility provides

- **Strategic partnerships to scale INFF implementation:** The Facility 2.0 places a strong emphasis on broadening engagement beyond its founding members, helping to operationalize the Facility's multi-layered partnership model (box 3). This is an opportunity to explore linkages and potential synergies between INFFs and other policy or financing instruments (e.g. country platforms and MDB project pipelines). By engaging external partners in countries' INFF processes, the Facility helps align external support with national priorities and facilitates access to technical expertise and financing opportunities that can accelerate implementation and scale impact.

The Facility will strengthen its engagement with the private sector, as a critical partner in financing sustainable development. This includes building structured linkages with major global initiatives, such as the Global Gateway and the Global Investors for Sustainable Development (GISD) Alliance, leveraging these platforms to align private capital with country-led financing strategies and INFF priorities. By connecting governments' INFF processes with these initiatives, the Facility will help countries to access private investment, derisking instruments and partnership opportunities that can accelerate the delivery of financing reforms and build out bankable project pipelines.

- **Advocacy:** The Facility develops and helps to curate targeted materials (e.g. country case studies, INFF insight videos, presentations of country experiences) that highlight how governments are using the INFF approach to strengthen financing systems and deliver results. Country-level INFF impacts and lessons learned help to build understanding and support for the INFF approach. These insights not only strengthen domestic buy-in among policymakers and stakeholders but also serve as inspiration for other countries considering the adoption of INFFs or seeking to accelerate progress in their own implementation.

In addition, the Facility will invest in a more systematic approach to communicating its value proposition and results to external audiences, including prospective donors, development partners, policymakers, private sector partners and the broader FFD community. This will include developing clear, accessible narratives to illustrate how INFFs provide an integrated framework for aligning financing with national priorities across climate, social development and economic transformation, and how the Facility's support translates into tangible country-level change. Regular reporting on results and targeted outreach materials will ensure that the Facility's achievements and unique added value are well understood by those who matter most to its continued success and scale.

- **Global engagement:** The Facility actively participates in international policy forums to promote shared understanding, strengthen uptake of the INFF approach and enhance monitoring and follow-up. This is rooted in the FFD process—where UN Member States first committed to the INFF approach—in connection with related processes such as the UNFCCC; programmes of action for LDCs, SIDS and LLDCs; and the G20. This ensures that the INFF approach is reflected in global agendas and positioned as a practical framework for financing the SDGs.

5

Governance and implementation structure

A. Governance

To ensure strategic direction, coordination and accountability, the Facility's governance structure remains partnership-led and assigns reinforced roles to implementing countries, civil society and the private sector through dedicated mechanisms. The updated governance framework is designed to enhance country ownership, strengthen alignment with the FFD process, broaden multi-stakeholder engagement and improve operational efficiency.

The renewed governance arrangements directly respond to the commitments made under the Sevilla Commitment at the FFD4, where Member States called for a scaled-up, better-coordinated global effort to support the development and implementation of INFFs. Stronger representation of UN Member States, including INFF-implementing countries, will ensure that governance is firmly anchored in national priorities and experiences. At

the same time, alignment with the FFD4 outcome and the ECOSOC FfD Forum will reinforce the Facility's contribution to peer review and reporting mechanisms, helping to connect national financing strategies to global follow-up processes.

The governance framework also expands participation from civil society, the private sector and think tanks, ensuring that a diverse set of voices contributes to the evolution of the INFF approach and its application. Finally, operational efficiency will be strengthened through streamlined decision-making: a Steering Group that meets biannually, an inclusive Annual Country-Led Dialogue and a Technical Coordination Unit (TCU) that provides coherent support to countries and partners.

In this way, the Facility continues to operate as a partnership-led mechanism, but with a clearer governance structure, stronger accountability and an enhanced TCU to ensure effective delivery.

Governance structure

Governance level 1: Strategic oversight—Steering Group

The Steering Group provides overall strategic direction and decision-making authority for the INFF Facility. It ensures high-level coherence across the work of all partners, reviews and endorses workplans and budgets,³ and monitors overall progress.

Composition

- Core partners: UNDP, UN-DESA, OECD, UNICEF
- Strategic partners: EU, Sweden, Italy, Spain, Canada

Functioning

- Meets biannually, in-person or virtually, with ad hoc meetings as needed
- Decisions are reached by consensus among partners
- The TCU prepares materials and facilitates follow-up

Responsibilities

- Approve joint annual workplans, budgets and annual reports
- Set strategic priorities aligned with the Sevilla Commitment
- Review implementation progress and ensure accountability
- Champion INFF priorities and the INFF Facility with partners and in global processes

Governance level 2: Country interface—Annual Country-Led Dialogue

To enhance country engagement and ensure that the INFF Facility remains responsive to national priorities, an Annual Country-Led Dialogue will be convened, typically on the margins of the ECOSOC FfD Forum. This Dialogue provides a high-level platform, with participation at the ministerial or senior policy level, to ensure both strategic and political relevance.

The Dialogue amplifies country voices by serving as a forum where governments can articulate their financing needs, priorities and experiences, thereby strengthening the demand side of the INFF agenda. It also enables the Facility to respond more effectively to trends and challenges—offering a structured mechanism to identify emerging country demands and financing gaps—and to adapt its technical assistance and knowledge work accordingly.

At the same time, the Dialogue strengthens partnerships by creating an inclusive space for implementing and strategic partners to share their insights, deepen collaboration and engage directly with countries and Facility partners. It also provides a venue for the INFF Facility to report back to governments on strategy and results, including ongoing technical assistance, implementation experiences and knowledge initiatives, ensuring transparency and accountability.

Through this process, the Annual Country-Led Dialogue serves as a key interface between governments and partners, anchoring the Facility in national priorities while fostering alignment and collective action across the wider FFD community.

Participation is open to INFF-implementing and interested countries, UN entities, development agencies, financial institutions, civil society, the private sector, research institutions and donors. These actors may contribute to, or collaborate with, the Facility's work voluntarily (through technical collaboration, funding or complementary support at the country level) without being part of the core governance or TCU. The Annual Country-Led Dialogue offers a platform for such partners to engage, share insights and help shape collective understanding and responses to financing challenges.

The Dialogue will be chaired by two Member States: one country using the INFF approach and one development partner who is a member of the INFF Facility Steering Group (Canada, Italy, Spain or Sweden). The TCU organizes the Dialogue, compiles

3. Ultimate financial accountability and decision making resides within the legal agreements for the projects that are brought under the umbrella of the INFF Facility, among the core partners and funders party to each individual agreement. The Steering Group will advise on the overall workplans (with the corresponding budgets) that these individual projects contribute to.

key takeaways and shares a summary of discussions and recommendations with the Steering Group to inform its deliberations.

Governance level 3: Co-hosted Technical Coordination Unit

The TCU serves as the Facility's operational coordination and implementation hub. It coordinates across UNDP, UN-DESA, the OECD and UNICEF in a lean structure, with each institution supporting distinct but complementary areas to deliver the Facility's country-focused approach. Each institution contributes projects to the INFF Facility and the TCU facilitates coordination and synergies across institutions and projects. The OECD provides the TCU with targeted technical and strategic inputs, in line with its mandate and available capacity. OECD engagement may evolve over the course of the second phase, in response to ongoing DAC review and resource considerations.

Partner roles

- **UNDP:** Technical leadership and coordination of country-level TACB activities, knowledge products, South–South exchanges, communications and operational support
- **UN-DESA:** Leadership on methodology and INFF training, knowledge products and country-level technical assistance
- **OECD:** Provision of technical expertise and strategic support on TACB matchmaking, DAC engagement and transition finance, with engagement modalities responsive to evolving institutional capacity and priorities
- **UNICEF:** Provision of technical expertise and technical assistance, coordination of country-level activities, knowledge products and support on financing social sectors and social inclusion

Core TCU functions

1. Country support and technical assistance

- Coordinate delivery of country-level support and delivery in response to government demand
- Matchmake technical assistance through TACB brokering
- Facilitate collaboration with and engagement of implementing partners and other interested partners to support country-led financing frameworks

2. Knowledge, training and learning

- Support application of the INFF framework through the training hub, global guidance documents, peer-to-peer exchanges and knowledge products
- Facilitate South–South learning among countries
- Monitor country progress and results across regions and generate analysis and knowledge products

3. Management and reporting

- Coordinate partner meetings and Steering Group engagement, including workplan development and progress reviews
- Develop, monitor and report on annual workplans and multi-annual programme framework documents
- Facilitate annual country-led dialogues and takeaways
- Manage communications and outreach, including the Facility's website, events and digital tools

Operating principles and interlinkages across governance levels

The TCU is co-hosted by partners on an equal footing, based on their respective capacities and mandates, with an agreed division of labour and independent funding. It meets regularly to ensure responsiveness and coherent workplan delivery. Governance levels are closely interconnected: the Steering Group provides strategic oversight and approves workplans and budgets; the Annual Country-Led Dialogue offers a platform for dialogue, peer exchange and stakeholder input; and the TCU functions as the operational hub, coordinating implementation across partners. The three levels reinforce one another in a horizontal, partnership-driven model.

B. Implementation approach

Results framework

Results Level	Results Statement	Key Indicators	Means of Verification	Attribution
Impact	Coherent, effective and sustainable country-led financing frameworks that mobilize and align public and private resources with national and subnational priorities, including climate goals, gender equality and the SDGs.	<ul style="list-style-type: none"> • Number of governments implementing financing strategies, INFFs or country platforms linked to NDPs, NDCs and NBSAPs (target: 100)⁴ • Disaggregated by number of countries that reference financing for gender equality, climate action and social development, and financing in subnational and/or crisis contexts 	<ul style="list-style-type: none"> • INFF survey and database • Country financing strategies/country platform documentation • Voluntary National Reviews (VNRs) 	Contextual (not directly attributable)
Outcome 1	Government capacity to sustainably develop and govern financing frameworks is enhanced.	<ul style="list-style-type: none"> • Number of governments reporting their progress on INFFs 	<ul style="list-style-type: none"> • Financing strategy, governance and monitoring documents • Country progress reports • INFF survey • VNRs 	Contextual
Outcome 2	Government capacity to deliver and implement financing reforms is enhanced.	<ul style="list-style-type: none"> • Number of governments designing and implementing financing reforms to enhance financing governance, financial policy, regulation, instruments and enabling environments, and coherence and alignment with national priorities 	<ul style="list-style-type: none"> • Reform action plans • Legal/policy instruments • Country self-reporting • INFF survey 	Contextual
Outcome 3	The mobilization and alignment of financing flows with SDG priorities and their SDG impact are enhanced.	<ul style="list-style-type: none"> • Financial resources mobilized/aligned⁵ 	<ul style="list-style-type: none"> • Government budget and financing reports • Partner investment data • Country platform/ Pipeline documentation • INFF survey 	Contextual

4. Target taken from the SPA initiative "Country-driven approaches to financing sustainable development and climate action."

5. Connected to SPA initiative target "10 countries mobilize finance for project pipelines underpinning INFFs and country platforms, supported by a broad range of public and private sources."

Results Level	Results Statement	Key Indicators	Means of Verification	Attribution
Outcome 4	Countries benefit from enhanced partnerships with development partners (donors, IFIs, CSOs, the private sector, philanthropy and think tanks).	<ul style="list-style-type: none"> • Number of governments reporting partner engagement in their INFF or country platform (IFIs, development plans, private sector philanthropy, civil society, etc.) 	<ul style="list-style-type: none"> • INFF survey • Country platform partnership records • Country coordination platforms 	Contextual (not directly attributable)
Output 1	Countries apply tailored technical assistance, capacity-building and policy support to develop and operationalize INFFs and country platforms, as well as relevant financing reforms.	<ul style="list-style-type: none"> • Number of countries with outputs delivered by technical assistance, capacity-building or policy support from the INFF Facility (target to be set) • Disaggregated by theme (climate, gender, social, subnational, crisis) • Disaggregated by support type (inception, institutional capacity, reform support) • Disaggregated by number of technical assistance activities provided through brokering mechanism 	<ul style="list-style-type: none"> • Facility project records • Technical assistance reports • Country feedback 	Directly attributable
Output 2	Countries benefit from knowledge products, peer exchange and training	<ul style="list-style-type: none"> • Number of countries and partners involved in knowledge exchange events, and • Number of views of knowledge products, policy briefs and other publications on Facility online platform • Disaggregated by number of events, guidance, methodologies, tools, e-learning courses 	<ul style="list-style-type: none"> • Facility knowledge platform analytics • Training participation records 	Directly attributable
Output 3	Development partners strengthen programme alignment with INFFs and support for countries.	<ul style="list-style-type: none"> • Number of development partners integrating INFFs in their programming • Disaggregated by number of donors, IFIs, CSOs, private sector, philanthropy, think tanks 	<ul style="list-style-type: none"> • Partner programming documents • Facility partnership records 	Directly attributable

Results Level	Results Statement	Key Indicators	Means of Verification	Attribution
Input / Activity 1	Provision of technical assistance, capacity-building and policy support in response to country-specific requests.	<ul style="list-style-type: none"> • Number of countries with technical assistance, capacity-building and policy support activities provided by the Facility • Disaggregated by number of countries focused on gender equality, climate action, social development, subnational level, crisis contexts • Disaggregated by number of technical assistance activities provided through brokering mechanism 	Project concept notes, terms of reference documents, policy recommendation papers, email exchanges with governments	Directly attributable
Input / Activity 2	Development of knowledge products and training, including South–South knowledge exchange events, global guidance, methodologies, surveys, briefs and tools linked to FFD and the pledges made in the Sevilla Commitment.	<ul style="list-style-type: none"> • Number of knowledge products developed by the Facility • Disaggregated by number of South–South knowledge exchange events • Disaggregated by number of guidance, methodologies, tools • Disaggregated by number of e-learning courses, training workshops • Disaggregated by number of country experiences documented (reports, case studies, briefings, interviews, etc.) 	Publications, websites, social media posts	Directly attributable
Input / Activity 3	Partner coordination (including donors, IFIs, CSOs, private sector, philanthropy, think tanks), through country-level and global engagement, workshops, dialogues and forums.	<ul style="list-style-type: none"> • Number of partnerships established with development partners to support developing countries • Disaggregated by number of donors, IFIs, CSOs, private sector, philanthropy, think tanks 	Partner programme documents, websites, press-releases	Directly attributable

Note: All outcome-level indicators will be monitored as far as possible based on the Facility's available data and resources. These indicators reflect progress made at the country level and may not be directly attributable to the Facility's interventions. They are intended for contextual tracking and are not linked to the Facility's operational performance targets.

Implementation approach: Brokering demand for and supply of technical assistance

The implementation approach describes **how** the Facility operationalizes its functions to deliver country-tailored, demand-driven support. Building on the governance structure, the Facility applies a structured process to intake demand, broker and matchmake technical assistance, and coordinate implementation across partners.

The core function of the INFF Facility is to support governments and stakeholders at the national level in operationalizing INFFs and delivering the priorities identified through national processes. Working collaboratively across Facility partners and technical providers, the Facility coordinates and brokers the supply of expertise in a way that prioritizes country ownership, impact, transparency and accountability and flexibly adapts to each country's pace and needs.

Country support is organized through two complementary modalities: (i) brokering technical assistance to be delivered by one of the Facility's core partners; and (ii) matchmaking in-kind technical assistance from external partners (including members of the OECD's DAC, IFIs, philanthropy, NGOs, think tanks and other development partners).

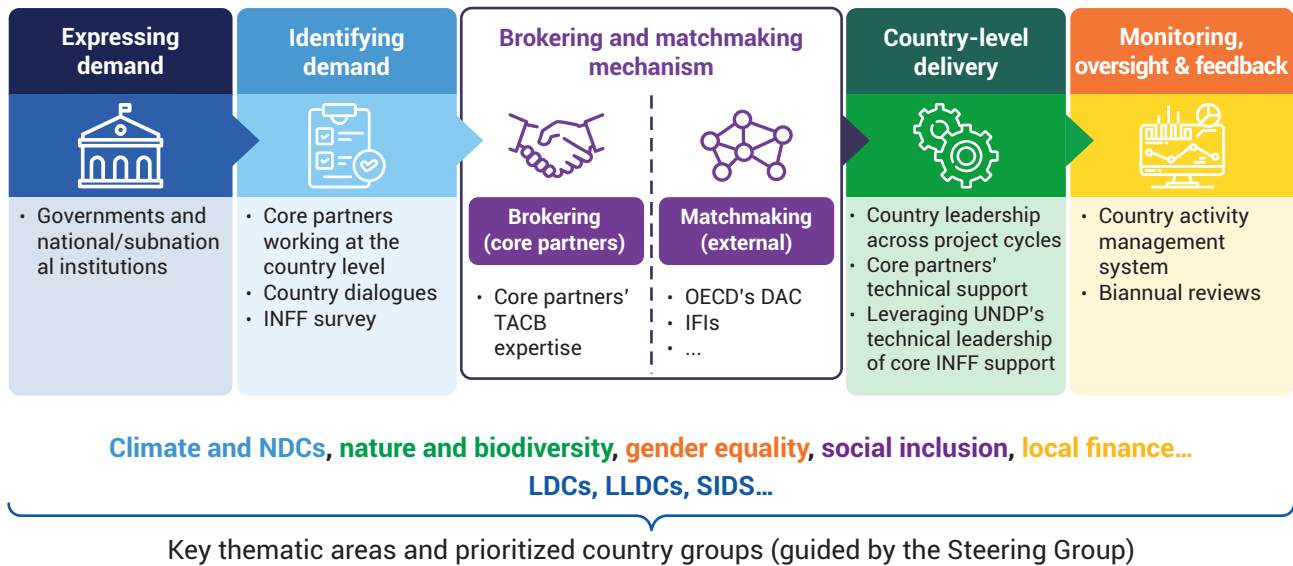
Country activities are undertaken only when a **government clearly expresses demand**. The annual INFF survey is used alongside ongoing in-country policy dialogue and engagement to understand key areas of demand across countries. Where possible, Facility partners will also seek joint mission trips to better understand country demand for more tailored

support. Formal requests from the lead government institution may be submitted to one of the core partners to shape specific country activities supported through the brokering mechanism. The Facility will consider requests from governments, and core partners will also circulate calls for proposals in line with available resources.

On the supply side, brokering support is drawn from core partners' pool of TACB expertise. Requests for in-kind support are brokered by the TCU to connect the demand identified by organizations working at the country level (particularly UNDP and UNICEF) with the supply of in-kind technical assistance (e.g. from the OECD's DAC). All partners ensure that support is neutral, complementary and aligned with national priorities.

The portfolio of countries supported will be closely monitored by the INFF Facility's core partners and development partners. Decisions regarding individual country activities will need to be approved by the relevant core partner (brokering model) and across partners active on the demand and supply sides (matchmaking model). Information across both modalities will be captured in the Facility's country information management system and discussed at biannual all-partner meetings. Technical assistance will be monitored and managed in relation to key thematic priorities (including gender equality, climate, social inclusion and local finance) and across country groupings (such as LDCs and SIDS). Strategic direction on country and thematic priorities may be provided by the Steering Group. Strengthened feedback loops—including country-led dialogues—will ensure a participatory process and continuously inform updates to the prioritization and implementation approaches.

Figure 2. Implementation approach: Brokering demand for and supply of technical assistance



Implementation approach: Facilitating knowledge exchange and learning

The INFF Facility facilitates knowledge exchange and learning, as core enablers of effective and sustainable INFF implementation. It draws on country experience, sectoral insights and analytical work to develop knowledge products, training programmes and peer-learning activities that strengthen national capacity and support financing reforms.

The Facility applies a demand-driven, context-specific approach guided by country priorities, implementation challenges and emerging thematic areas (such as climate, gender equality, social inclusion and development cooperation). By linking learning to policy processes, it ensures that knowledge products and training are relevant, practical and aligned with national reform agendas.

A distinctive feature of the approach is its emphasis on applied learning. Training combines a conceptual understanding of the INFF methodology with hands-on use of tools, diagnostics and policy frameworks, supported by case studies, simulations and country-based exercises. Content is anchored in the INFF framework and sectoral guidance, to ensure methodological consistency while also allowing flexibility to adapt to different country contexts.

The Facility operationalizes knowledge and learning through an integrated training curriculum, which comprises three complementary streams:

1. Global training on the INFF methodology

This programme establishes a foundational understanding of the INFF approach and its four building blocks through a combination of self-paced e-learning modules, live interactive sessions and practical exercises. Participants are certified to strengthen competencies and ensure consistency in their understanding of the methodology.

2. Thematic and sectoral deep-dive training

The Facility applies the INFF methodology to specific financing challenges and sectors that are key for countries' INFF implementation. This training explores policy trade-offs, financing barriers and reform options, enabling participants to design sector-specific financing strategies aligned with national priorities.

3. Tailored technical training

Customized training programmes are developed in collaboration with requesting governments and/or partners to address specific policy needs, institutional contexts or reform priorities. These may include technical clinics, coaching sessions and joint

problem-solving workshops that integrate INFF tools with NDPs, budgets and/or sector strategies.

Across all streams, training delivery is modular, interactive and scalable, combining virtual, in-person and hybrid formats. These are further supported by preparatory materials and post-training engagement to reinforce learning and sustained application. The Facility integrates a training-of-trainers approach to promote sustainable capacity development, so it equips selected participants with both technical expertise and the ability to cascade learning within their own institutions and countries, thereby strengthening national ownership and expanding the pool of qualified INFF practitioners. The Facility also leverages partnerships with core partners and regional hubs to scale delivery and integrate INFF learning into existing capacity-building programmes, aligning training offers, reducing duplication and maximizing outreach.

Beyond formal training, the Facility develops and disseminates knowledge through a digital knowledge platform that hosts methodological and sectoral/thematic guidance and another platform that hosts e-learning courses on the four building blocks of the methodology, the inception phase and an additional INFF course on climate finance based on the same thematic guidance. These are continuously updated based on country experiences and lessons from implementation, ensuring that knowledge remains dynamic and responsive to evolving needs.

Peer learning is facilitated through thematic dialogues, regional forums, bilateral exchanges and/or networks of partners on financing for sustainable development. These platforms enable countries to share experiences, adapt successful models and collectively address common challenges. Learning activities are linked to ongoing INFF processes, strengthening the feedback loop between knowledge generation and policy implementation.

The Facility applies systematic monitoring and feedback mechanisms to ensure the relevance, quality and impact of knowledge and learning activities. Participation data, platform analytics, surveys and qualitative feedback from group

exercises are used to assess learning outcomes and inform iterative improvements in training content and delivery models.

Lessons generated through training and peer learning are systematically fed back into the Facility's technical assistance and partnerships functions, creating a cycle where country experience informs global knowledge and global knowledge strengthens country implementation. Knowledge exchange and learning are positioned not as stand-alone activities, but as an integrated operational function that underpins an effective, coherent and scalable INFF approach.

Implementation approach: Facilitating partnerships

Facilitating partnerships is a core operational function of the INFF Facility and a critical enabler of country-led financing reforms at scale. Given the magnitude and complexity of the SDG and climate financing challenge, no single institution or instrument can deliver results in isolation. The Facility therefore operates as an open, catalytic partnership platform that helps align a diverse ecosystem of actors behind nationally owned financing strategies and INFF processes.

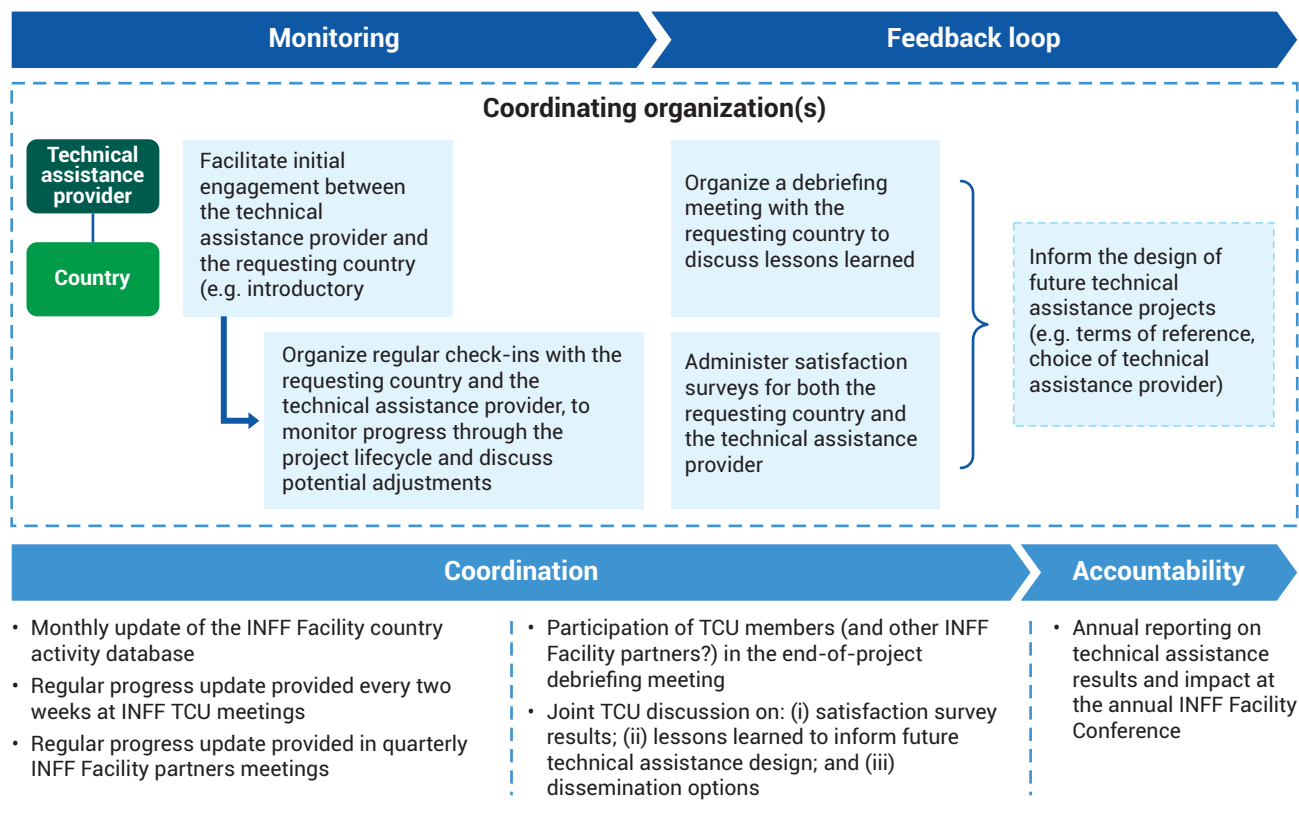
The Facility's partnership approach is deliberately open and flexible. Engagement is not limited to its core or strategic partners, but extends to a broader ecosystem that includes MDBs, bilateral development agencies, public development banks, philanthropic organizations, private sector actors, civil society and research institutions. These actors may engage at the global, regional and/or country levels and through different modalities, including the provision of technical expertise, programme alignment, participation in country platforms and/or support for knowledge generation and peer learning. This flexibility enables partnerships to adapt to different country contexts and levels of institutional maturity, avoiding one-size-fits-all arrangements.

At the same time, the Facility emphasizes transparency, learning and accountability in how partnerships are facilitated. It tracks engagement with partners through country-level information

systems, surveys and regular reporting, enabling the Facility and its partners to better understand how different forms of support contribute to country outcomes over time. Annual reporting and country-led dialogues provide opportunities to reflect on progress, identify gaps and adjust approaches in

response to evolving country needs and global priorities. Partnerships are not treated as static arrangements, but as part of a continuous learning process aimed at improving the effectiveness, coherence and impact of financing for sustainable development.

Figure 3. Monitoring, coordination and feedback through the TACB project lifecycle



Standard operating protocols and procedures

The quality, consistency and alignment of technical assistance provided through the INFF Facility are safeguarded by a set of standard operating protocols (SOPs). These SOPs ensure that support is demand-driven, embedded in national processes and consistent with the INFF methodology.

- Certification and training:** All technical assistance providers are supported in completing the INFF certification process, which combines e-learning modules, roster registration and regular refresher training sessions. The training hub expands this approach to include government officials, consultants and other INFF stakeholders, ensuring a shared understanding of the INFF framework.

- Quality assurance and backstopping:** Technical assistance is embedded in national INFF processes and delivered under government leadership. Implementing partners' country/regional offices provide backstopping and quality assurance, while the Secretariat ensures alignment with the global INFF methodology. The OECD may help to identify neutral expertise through bilateral technical assistance windows. Oversight is continuous, with Facility partners jointly reviewing delivery against agreed quality standards.
- Country information management and monitoring:** The Secretariat maintains a country information management system that tracks demand, activities and results. This is linked to a strengthened monitoring, evaluation and learning unit that systematically captures country feedback and integrates it into project

cycle work. An improved country activity database will provide visibility across all country activities.

- **Coordination with Country Offices and partners:** Requests for support are processed through formal demand intake mechanisms and coordinated with UN country teams and development partners to ensure complementarity. Facility SOPs set out clear protocols for information-sharing, joint planning and the allocation of roles and responsibilities.
- **Communications and knowledge management:** Communications are a joint Facility function, ensuring consistent visibility, outreach and accountability. The Secretariat manages global and country-level communications in close coordination with partners, maintaining the Facility's website, events and digital tools as central platforms for knowledge exchange.

Management and reporting

The Facility is managed through an annual workplan and budget, approved by partners and underpinned by clear institutional roles. Biannual reviews ensure timely priority adjustments, while regular Secretariat

meetings keep delivery aligned with country demand.

Reporting is oriented towards results. An annual results report—to be presented at the ECOSOC FfD Forum—tracks collective progress and lessons learned. An improved country activity database enhances transparency and provides real-time visibility of support across countries. Communications and visibility strategies broaden outreach, while clear donor reporting on both financial and programmatic results ensures accountability and reinforces Facility impact.

Partnerships

The Facility's delivery model is supported by a multi-layered partnership structure that mobilizes diverse actors across the national, regional and global levels. Partnerships are essential to ensure that technical assistance, financing and policy engagement are aligned with country-led INFF processes. The Facility works with implementers, core partners, strategic partners, technical partners and financiers to ensure coherent, complementary support.



Box 3. The INFF Facility's multi-layered partnership model

The INFF Facility operates through a multi-layered partnership model that reflects the diversity of actors involved in financing sustainable development. Each layer plays a distinct role in helping countries to design, implement and scale their INFFs.

INFF implementers:

Countries that are using the INFF approach and demonstrate political leadership to align financing with national development priorities. They may request technical assistance from the Facility to support the design or implementation of their financing strategies and reforms.

Core partners:

Core partners contribute human and financial resources and jointly manage the Facility's TCU. They are responsible for day-to-day operations, including brokering technical assistance, curating knowledge products and facilitating country engagement. Current core partners are **UN-DESA, the OECD, UNDP and UNICEF**.

Strategic partners:

Strategic partners provide high-level guidance and financial support to the Facility. They shape its strategic direction and help to ensure alignment with broader development cooperation agendas. Current strategic partners are **the European Union, Canada, Italy, Spain and Sweden**.

Technical partners:

Technical partners contribute specialized expertise to the Facility's technical assistance pool. They include South–South cooperation providers, members of the OECD's DAC and members of the Inter-Agency Task Force on Financing for Development. Their contributions help to ensure that technical assistance is high-quality, context-specific and responsive to country needs.

INFF financiers:

INFF financiers (including MDBs, bilateral donors and private sector financiers) support the implementation of INFFs by financing country-led project pipelines. In many cases, their investments build directly on technical support provided by the Facility, helping to translate financing strategies into concrete development outcomes.

6

Funding structure

1. Funding model

The Facility brings together different partner projects under a common programmatic framework, to offer a coordinated support portfolio that countries using the INFF approach can access.

The model utilized during the first phase of operations relied on activities financed and delivered under individual projects. This approach will be retained in the second phase, complemented with joint fundraising where possible.

The projects that contribute to the Facility's programme framework comprise a mix of bilateral and multiparty legal agreements signed by different combinations of funders and INFF Facility core partners. Contributing projects are defined by the individual funding and implementing partners who are parties to each agreement and should ideally align, in whole or in part, with the Theory of Change, results framework and strategy presented in this programme framework document. The programme framework document does not supersede individual legal agreements between partners and funders for each project under the INFF Facility. It provides a common framework to guide these projects towards a shared purpose across partners. In the unlikely

event of conflict with partner/funder agreements for any individual project under the Facility and this programme framework document, the project agreement will prevail.

Strategic role of resource mobilization

Resource mobilization is a critical enabler of the INFF Facility's second phase (2026–2030), which will focus on **scaling up support to help countries to develop and implement their INFFs**, as announced at the FFD4 in Sevilla. To deliver on this ambition, the Facility must secure adequate, predictable resources while ensuring coordination and transparency across partners. To enable scaled support, the Facility will seek to engage new partners and deepen relationships and collaboration with existing partners.

Alongside traditional donor funding, the Facility will pursue a strategic approach to engage the private sector and philanthropic actors as new sources of funding and strategic partnership, recognizing the growing role of private capital in financing sustainable development and the opportunities presented by global initiatives such as the Global Gateway and the GISD Alliance.

2. Differentiated cost structure and funding modalities

The Facility's resource needs are structured around two distinct cost categories:

- **Core support functions:** These include Facility management, refinement of operating procedures, regular meetings with INFF Facility partners and other relevant stakeholders and the production of joint knowledge products. These functions, which were conducted by the TCU during the INFF Facility's first phase, are critical to the Facility's day-to-day operations and have to date been funded by projects contributing under the INFF Facility. Moving forward, the core partners will seek **joint fundraising** to enable this core support.
- **Programmatic activities:** These refer to country-level technical assistance, capacity development, the development of training materials, and implementation support for countries' INFFs. Due to Facility partners' diverse mandates and operational models, **fundraising for programmatic activities will continue to be undertaken independently** by each TCU member.

3. Joint resource mobilization strategy

To address the fundraising challenges encountered during the first phase and improve coordination, the Facility will develop a **joint resource mobilization strategy (RMS)** by mid-2026. This strategy will:

- **Define a minimum budget** for core support functions through a detailed costing exercise. The agreed minimum budget will be reflected in the Facility's annual work plan for 2026.
- **Convene existing INFF donors** to provide visibility on their expected contributions for the 2026–2030 period.
- **Outline a collective approach to identifying and engaging new donors**, exploring complementary funding from the private sector and philanthropic actors, reducing reliance on individual fundraising and expanding the Facility's funding base.
- **Strengthen mechanisms for coordination** in resource mobilization, including regular discussion of fundraising efforts in manager meetings.

The RMS will be a key instrument to ensure sustainable financing, enable strategic planning and scale up the Facility in the second phase.





Risk management and sustainability

Building on its first phase, the INFF Facility 2.0 embeds risk management and sustainability to ensure lasting financing reforms. The INFF Facility is entering its next phase with a global financing landscape marked by heightened uncertainty, evolving priorities and increasingly complex demands on governments. To fulfil its mandate of supporting coherent, effective and sustainable country-led financing systems, the Facility must remain responsive to immediate needs and resilient to longer-term challenges. This requires embedding risk management and sustainability considerations across all levels of its operations, from governance and partnerships to technical assistance and financial stewardship. By proactively addressing risks, the Facility ensures its support remains credible, agile and aligned with country priorities and international pledges under the Sevilla Commitment and the SPA.

Risk management in the INFF Facility 2.0 is not treated as an isolated function, but as a cross-cutting principle that underpins governance, implementation and monitoring processes. Achieving the Sevilla Platform of Action milestones will require a proactive approach to risk management and sustainability. The SPA sets out clear milestones for country-led financing reforms, including the following: by 2027, at least 10 countries will mobilize finance for project pipelines underpinning INFFs and country platforms; by 2030, 100 countries will implement financing strategies linked to NDPs, NDCs and NBSAPs. Delivering on these targets requires governments and partners to navigate political transitions, institutional capacity constraints and fragmented international support. The Facility mitigates these risks by tailoring technical assistance to diverse contexts, strengthening country-led dialogues and ensuring that international partners—including the UN, public development banks and bilateral actors—align their support with national priorities.

The Facility's risk management framework also highlights that integrated financing for climate, nature and sustainable development is central to its mission. Under the SPA, the INFF Facility 2.0 and its partners will help more than 15 countries to implement integrated frameworks in 2025–2026 that align financing with the SDGs, NDCs and NBSAPs. In at least five countries, financing strategies will be developed to deploy innovative instruments to reduce risk and attract private capital. These efforts have inherent risks, such as limited market interest and weak enabling policy environments. The Facility addresses these challenges through scenario analysis, policy support and partnerships with MDBs and private financiers. This approach ensures reform quality and sustainability while unlocking significant financing flows.

The INFF Facility 2.0 ensures sustainability by building resilient institutions and localized financing frameworks. The SPA underscores the importance of building capacity and localizing finance to deliver systemic impact. By 2030, 40 ILFFs will be in place and at least 10 countries will have adopted SDG-aligned fiscal frameworks at the

subnational level. To reduce the risks of uneven uptake or weak institutionalization, the Facility will foster coordinated capacity-building mechanisms embedded within global processes such as FFD4, expand structured training and certification through its learning hub, and strengthen peer learning and South–South exchanges. These efforts will ensure that reforms are technically sound and institutionally anchored, leaving behind a legacy of knowledge, capabilities and local ownership. With these measures, the Facility embeds sustainability into its model while reinforcing its ability to manage risks and deliver on the SPA's concrete milestones for financing sustainable development by 2030.

The matrix below outlines the main risks and underlying assumptions associated with the Facility's Theory of Change. It identifies potential challenges at the impact, outcome and output levels, along with proposed mitigation measures. This structured approach ensures that the Facility will remain accountable, adaptive and capable of helping countries to implement INFFs and country platforms in line with the Sevilla Commitment and the SPA pledges.

Risks and assumptions matrix

Key risks	Mitigation measures	Assumptions
I. Impact level		
<p>1) Global shocks (economic crises, debt distress, pandemics, conflicts, climate disasters) shift priorities and reduce fiscal space.</p> <p>2) Weak international commitment to FFD and Sevilla Commitment follow-up undermines the Facility's leverage.</p>	<ul style="list-style-type: none"> • Implement flexible Facility workplans to adapt windows to emerging crises. • Strengthen linkages to ECOSOC FfD Forum and global reporting processes to maintain visibility. • Build crisis-sensitive financing modules (e.g. DRM, climate bonds, contingency financing). 	<ul style="list-style-type: none"> • There is sustained global commitment to FFD outcomes and the SDGs. • Countries continue to prioritize financing reforms as part of national development strategies.

Key risks	Mitigation measures	Assumptions
II. Outcome level		
<p>3) Government changes, political instability or low-level buy-in reduce ownership.</p> <p>4) Institutional capacity gaps and high staff turnover weaken sustainability.</p> <p>5) Fragmented donor support, limited private sector engagement or failure to attract sustainable financing undermine financing efforts.</p> <p>6) Development partners pursue parallel initiatives, leading to duplication. Civil society and the private sector are not meaningfully engaged.</p> <p>7) Weak monitoring systems and data gaps prevent systematic</p>	<ul style="list-style-type: none"> • The Annual Country-Led Dialogue and inclusive INFF platforms anchor national reforms and enhance demand. • A training hub and peer learning boost institutional knowledge and resilience to counter staff turnover. • The Facility is a neutral broker that aligns donors, mobilizes blended finance and supports LDCs, SIDS and countries in fragile contexts. • The Facility's protocols ensure coordinated support while engaging civil society and the private sector in governance. • The Facility aims to strengthen monitoring systems and provide technical guidance for SDG-aligned financing reports and voluntary national reviews. 	<ul style="list-style-type: none"> • Governments maintain demand and political will. • Development partners align with Facility coordination and remain committed. • National institutions invest in sustaining reforms beyond Facility support. • Data systems and partner reporting improve incrementally.
III. Output level		
<p>8) Uneven quality of technical assistance undermines credibility.</p> <p>9) Limited uptake of peer learning and knowledge products reduces impact.</p> <p>10) Risk of over-reliance on a narrow set of partners/expertise undermines effectiveness.</p> <p>11) Shortfalls in donor contributions</p>	<ul style="list-style-type: none"> • SOPs, certification and backstopping to guarantee the quality of technical assistance. • Active facilitation of peer learning, South–South exchanges and regional networks to drive uptake. • Broader partner ecosystem (MDBs, philanthropy, private sector) to diversify expertise and funding. • Multi-donor pooled funding windows and transparent reporting to sustain financing. 	<ul style="list-style-type: none"> • Facility partners (OECD, UN-DESA, UNDP, UNICEF) continue to provide technical and institutional support. • Countries remain willing to request and utilize Facility support. • Donors maintain interest in pooled funding and thematic windows.
IV. Input/Activity level		
<p>12) Demand exceeds the Facility's response capacity, creating delays or unmet expectations.</p> <p>13) Knowledge products risk becoming outdated if not refreshed.</p> <p>14) Coordination challenges among co-hosts and at the country level may reduce efficiency.</p>	<ul style="list-style-type: none"> • Demand-intake system and country information management that streamline prioritization and tracking. • Regular updates to tools/methodologies; integration of monitoring and evaluation lessons. • Lean but formalized Secretariat with clear roles and responsibilities among the Facility partners; quarterly workplan reviews. 	<ul style="list-style-type: none"> • Facility partners (OECD, UN-DESA, UNDP, UNICEF) maintain coordination capacity and resource commitments. • The Facility's operating model remains lean, inclusive and adaptive.

Annexes

Annex A. Sevilla Commitment targets

Directly relevant to INFFs

- To align international support with INFFs
- To formulate national budgets that support sustainable development
- To attract foreign investment, including from institutional investors
- To develop and strengthen country-led and country-owned sustainable development strategies
- To put in place and enhance country platforms led by national development banks
- To strengthen national and regional follow-up on development finance through the ECOSOC FfD Forum and catalyse investment through the SDG Investment Fair

Indirectly relevant to INFFs

- To place people at the centre and combat inequalities within and among countries, including through investment in social protection systems and human development
- To mainstream a gender perspective and promote gender-responsive solutions across the FFD agenda
- To promote the consideration of the environment, biodiversity, climate, disaster risk, food security, nutrition and sustainability of agrifood systems in fiscal programming, in line with national circumstances, sustainable development priorities and poverty eradication strategies
- To strengthen subnational finance, where appropriate, by enhancing local and regional authorities' technical, technological and human resource capacities; improving accounting systems and reporting mechanisms; and strengthening intergovernmental coordination
- To encourage countries with national development banks to reinforce their capacities to effectively contribute to sustainable development, as appropriate, including by leveraging resources from MDBs and other investors; and to support countries without development banks in establishing such institutions
- To strengthen tax systems and ensure transparency and accountability in public financial management, taking a whole-of-government approach
- To promote budget transparency and accountability, including by implementing transparent, data-driven procurement systems, enhancing oversight and ensuring strengthened, resourced, independent and professional supreme audit institutions and parliamentary oversight or equivalent bodies
- To promote policy frameworks that create an enabling environment at all levels for investment in sustainable development, including, but not limited to, good governance, anti-corruption measures and the rule of law, enhanced transparency, investor and consumer protection and fair competition
- To promote innovative financial instruments that are scalable and support sustainable development, such as thematic bonds, sustainability-linked bonds and other instruments, including sukuk, and to encourage their use in national financing strategies

- To promote the access of micro-, small and medium-sized enterprises (MSMEs) to affordable financing by strengthening the financial infrastructure and the MSME ecosystem (including through microcredit, local banks, credit unions, national development banks and other financial institutions) and creating targeted credit lines for MSMEs
- To increase the mobilization ratio of private finance from public sources by 2030 by strengthening the use of risk-sharing and blended finance instruments
- To promote the uptake of impact investing (such as impact funds, thematic bonds, and investment lenses) in line with national circumstances
- To encourage the definition of national sustainable finance mobilization strategies, integrated into national financing frameworks, where appropriate
- To encourage the adoption of sustainability disclosure standards for reporting on impacts, risks and opportunities, through a country-driven approach tailored to national circumstances
- To leverage existing efforts towards the interoperability of taxonomies, including through a set of common design principles to guide local implementation, taking into account national circumstances and development priorities
- To support the development of financing plans and coordination of investment in digital infrastructure (including digital public infrastructure) and digital public goods, and to provide technical support, including through country-led platforms.





www.inff.org