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“Getting Ready to Implement the 2030 Agenda”

SDGs Learning, Training and Practice 2016

A capacity building and networking event in finding solutions to sustainable development challenges during the HLPF



“Getting Ready to Implement the 2030 Agenda”

SDGs Learning, Training and Practice 2016

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Introduction

There are significant qualitative differences between MDGs and SDGs that impact on the discussion of policy integration. The MDGs were clear, simple, quantitative and easy-to communicate targets. In contrast, the United Nations 2030 Agenda, with the SDGs at its core, is intended to be transformative, integrated and universal. It is not focused on a “single-issue approach” (e.g., on malaria and tuberculosis in health, or “enrolment in primary education” in education) but includes a systems development approach (e.g., on “health systems capacity” and life-long learning outcomes). This will require fundamental changes in the way policymaking takes place in countries, rather than simply an alignment of resources and development cooperation with targets.

The SDGs profess 3 key principles:

- Universality: The new agenda is applicable to all country typologies, not only developing countries (the concept of SDGs allows for nationally adapted and differentiated approaches for implementing what is seen as a common and collective responsibility)
- Integrated approach: The new agenda denotes that it is clearly insufficient to pursue SDG implementation on a goal-to-goal basis. What are the conditions that make policy integration viable and the obstacles to its adoption as a common practice in government institutions? While accountability will continue to reside in a particular sector, understanding how to promote an integrated approach and policy coherence to inform better planning through cross-sectoral collaboration is key for success.
- Leaving no-one behind: This is expressed in various SDG goals/targets which aim at a universal achievement (e.g. eradicate extreme poverty, eradicate hunger – zero targets; systematic use of disaggregated data; quality-outcomes based approach; and normative frameworks). This will require countries to work to reach the ‘last mile’. Countries will need to reevaluate their approaches, development interventions, and costs associated with reaching the last mile.

The lessons from MDG mainstreaming will serve as a key input in developing a package of services and tools that can be useful to countries. The challenge to support countries in planning for, implementing and monitoring the 2030 Agenda for Sustainable Development is to minimize the risk of ‘a la carte’ approach, whereby governments can choose those that seem easier to implement. In this respect, the analysis of interlinkages across targets is key. Understanding the direction of this relationship between SDG targets is needed – synergies and trade-offs. In addition, understanding the nature of the SDG target across the sustainable development dimensions – social, economic and environment – is key to ensure a balanced plan. Most of the goals in the SDGs contain a mixed bag of targets that provide different emphasis across the sustainable development dimensions.

About this training

The objective of this training is to provide an introduction on the support UNDP is making available to countries in mainstreaming the Sustainable Development Goals (SDGs) into national and subnational planning, *inter alia* by: helping countries to assess their readiness for SDG implementation; examining the interlinkages across SDG targets; setting up a SDG-based planning process; and identifying financing options – which are integral processes for defining a SDG Roadmap.

- *Module 1* focus on how to assess a country readiness to implement the SDGs. This rapid assessment determines the relevance of the SDGs for the country, including the gaps and potential inter-sectoral relevance. This module also focuses on how to establish an appropriate institutional architecture to coordinate the implementation and review of the SDGs at country level. Emphasis is given to the key ingredients a country should pay attention when setting up the framework for SDG coordination, responsible for boosting horizontal and vertical policy coherence.
- *Module 2* provides a methodological approach to develop SDG clusters to identify interlinkages across targets and goals, and synergies and trade-offs. This helps in prioritizing the sequencing of combos of goals/targets that will be subsequently integrated into development plans (national or subnational levels). The combo approach can support countries to think in a systemic way and to operationalize what an ‘integrated approach’ means for the achievement of the SDGs.
- *Module 3* discusses ways to mainstream the SDGs into national/sub-national development plans by identifying key entry-points in the planning cycle; budgeting processes; and key issues for setting up a monitoring framework.
- *Module 4* presents a structured approach to financing the SDGs based on the environmental finance experience. It also reflects on available innovative financing solutions for the SDGs at country level and presents the “Financing solutions for sustainable development” platform developed by UNDP.

Target audience

The primary target audience for this training course are policymakers at the national and subnational (regional, district, municipal) levels. This includes stakeholders from the government (head of state’s office, finance, planning, subnational bodies, sectoral ministries, national statistics office). Other experts and practitioners – in particular from multilateral and bilateral agencies, NGOs and civil society – may also find this training useful when working towards developing plans to implement the SDGs, while supporting government partners.

Module 1: Assessing a country readiness to implement the SDGs

Introduction

- The 2030 Agenda for Sustainable Development is transformative, integrated and universal and will require fundamental changes in the way policymaking takes place in countries.
- The 2030 Agenda professes three key principles: Universality, Integrated Approach, and Leaving No One Behind.
- The challenge to support countries in planning for, implementing and monitoring the 2030 Agenda for Sustainable Development is to minimize the risk of ‘a la carte’ approach. In this respect, the analysis of interlinkages across targets (beyond the goal level interlinkages) is key. Understanding the direction of this relationship between SDG targets is needed – including synergies and trade-offs. In addition, understanding the nature of the SDG target across the sustainable development dimensions – social, economic and environment – is key to ensure a balanced plan.
- UNDP has developed a tool – **The Rapid Integrated Assessment (RIA)** - to help countries determine current SDG relevance to country context, both at the national and subnational level. It provides a quick snapshot of the level of alignment between the plans/strategies (at national or sub-national levels) and SDG targets, and helps identify interlinkages across SDG targets and areas for potential multi-sectoral coordination.

Rapid Integrated Assessment

Technical analysis of the relevance of the SDGs (goals and targets) for the country at national and sub-national levels.

This step aims to provide guidance to conduct a quick analysis of national visioning documents, strategies to determine the development priorities; and to do a mapping of SDGs (goals and targets) against national/sub-national priorities.

1.1 Mapping of SDGs (goals and targets) against national/sub-national priorities. The hierarchy of documents to be reviewed are (if they are available) the National Vision Document; the medium term National/subnational Development Plan; and relevant sectoral strategies.

- ✓ Template to conduct a mapping assessment of existing policies alignment to the SDGs

Template 1 for Step 1- conduct a rapid mapping assessment of the alignment of existing policies to the SDGs

#	Policy Area/ Sector	SDG-1: Poverty					SDG-2: Hunger					SDG-3: Health							SDG-4: Education							SDG-5: Gender														
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.1	4.2	4.3	4.4	4.5	4.6	4.7	5.1	5.2	5.3	5.4									
1.	Education																																							
2.	Health																																							
3.	HR Development & Management																																							
4.	Employment																																							
5.	Renewable Natural Resources																																							
6.	Tourism																																							
7.	Trade, Industries & Mines																																							
8.	Hydropower, Renewable Energy and Hydromet																																							
9.	ICT and Media																																							
10.	Transport																																							
11.	Roads & Bridges																																							
12.	Construction																																							
13.	Human Settlement and Housing																																							
14.	Emerging Social Challenges																																							
15.	Sports																																							
16.	Preservation and Promotion of Culture																																							
17.	Conservation of Environment																																							
18.	Good Governance																																							

Steps to be undertaken:

1. Identify the main broad thematic areas (or clusters of investment) under which the planning in the country/region is structured (e.g. economic growth; poverty reduction/eradication; social protection; hunger; health; education; gender; inequality; security, peace and violence; governance; environment and transboundary issues). Under these thematic areas, the planning documents will have listed the corresponding goals and targets.
2. Once the thematic areas (or clusters of investment) are identified, in the Table Step 1 (Annex A), map under which of the national thematic areas each of the SDG Goals/Targets would fall.
3. From each of the planning documents available, identify closest goal/target addressing the issues in the corresponding SDG goal/target.
4. Identify the closest national articulated goal/target to the corresponding SDG goal/target.
5. Identify the nationally measured indicators for the national target identified.
6. By comparing the national goal/target (if it exists) with the corresponding SDG target, indicate:
 - a. Whether the corresponding SDG target is a national/subnational priority.
 - b. Is this SDG goal/target aligned with domestic goals/targets (yes/no)

1.2 Mapping the institutional framework of the government responsible for priority targets

A robust institutional framework that responds effectively and coherently to development challenges and efficiently bridges gaps in implementation is needed to achieve sustainable development. The institutional framework should integrate the three dimensions of sustainable development—economic, social, and environmental—in a balanced manner and enhance implementation by, inter alia, strengthening coherence, coordination, avoiding duplication of efforts and reviewing progress in implementing the SDGs.

- Horizontal policy coherence is fundamental to achieving the interlinked SDGs and in this regard, formalized institutional mechanisms in the form of inter-sector coordinating bodies are key.
 - Vertical policy coherence among governments (at national and sub-national levels), civil society, the private sector and other actors is an essential and complimentary aspect to horizontal policy coherence.
 - The following needs to be considered when conducting the assessment:
 - a) Map the institutional framework (line ministries and relevant cross-sectoral government bodies)
 - b) Map the governance mechanisms across national and sub-national levels, which defines the decentralization levels
 - c) Identify multiple sectors (line ministries) responsible for the implementation of the same SDG target
- ✓ Template to conduct a detailed mapping assessment of the alignment of existing policies to the SDGs, including corresponding targets and institutional apparatus

Template 2 for Step 1- Conduct a detailed mapping assessment of the alignment of existing policies to the SDGs, including corresponding targets and institutional apparatus

COUNTRY/REGION/PROVINCE	
HDI/Rank	
Inequality adjusted HDI	
Nationally established MPI	
Income Level	
UN Development Status	
GDP Per capita growth	

Goals/Targets SDGs	Thematic Area/Sector, as Identified in Key Government Planning Documents	Long Term Vision Document	Medium term National/Subnational Development Plan	Sectoral Plan	Identify National Indicators for the Specific Targets	By comparing the national goal/target (if it exists) with the corresponding SDG/Target, indicate		Institution Responsible for Target implementation
		Identify closest Goal/Target presented in Document addressing the issues in the corresponding SDG Goal/Target	Identify closest Goal/Target presented in Document addressing the issues in the corresponding SDG Goal/Target	Identify closest Goal/Target presented in Document addressing the issues in the corresponding SDG Goal/Target		Is this domestic Goals/Targets aligned with SDG Goal/Target? (yes/no)		
People	Goal 1. End poverty in all its forms everywhere							
	1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day							

ANNEX

UNDP conducted a rapid integrated assessment of Bhutan’s 11th Five Year Plan (Volume I and II) against the SDG targets. The assessment provides a gap analysis of the SDG targets that are not prioritized in the current plan and the targets that have been prioritized by multiple sectors. Sectors indicated are those listed in the 11th Five Year Plan.

RAPID INTEGRATED ASSESSMENT – BHUTAN SDG PROFILE (93 targets prioritized out of 102 – excluding SDG-17 on Mol and SDG-14 on Oceans)

#	Policy Area/ Sector	SDG-1: Poverty					SDG-2: Hunger					SDG-3: Health									SDG-4: Education							SDG-5: Gender					SDG-6: Water and Sanitation						
		1.1	1.2	1.3	1.4	1.5	2.1	2.2	2.3	2.4	2.5	3.1	3.2	3.3	3.4	3.5	3.6	3.7	3.8	3.9	4.1	4.2	4.3	4.4	4.5	4.6	4.7	5.1	5.2	5.3	5.4	5.5	5.6	6.1	6.2	6.3	6.4	6.5	6.6
1.	Education	X ¹					X ²	X ³																															
2.	Health											X ¹⁰	X ¹¹	X ¹²	X ¹³	X ¹⁴	X ¹⁵	X ¹⁶	X ¹⁷	X ¹⁸																			
3.	HR Development & Management	X																																					
4.	Employment	X ²⁰																																					
5.	Renewable Natural Resources	X ⁶¹					X ⁶²	X ⁶³		X ⁶⁴	X ⁶⁵	X ⁶⁶																											
6.	Tourism																																						
7.	Trade, Industries & Mines																				X ⁴⁰																	X ⁴¹	
8.	Hydropower, Renewable Energy and Hydromet																																						
9.	ICT and Media																																						
10.	Transport																	X ⁴²																					
11.	Roads & Bridges																																						
12.	Construction																																X ⁴⁴				X ⁴⁵	X ⁴⁶	
13.	Human Settlement and Housing																																X ⁴⁸	X ⁴⁹					
14.	Emerging Social Challenges	X ⁶⁸	X ⁶⁹	X ⁷⁰						X ⁶³	X ⁶⁴																					X ⁶⁵	X ⁶⁶	X ⁶⁷	X ⁶⁸	X ⁶⁹	X ⁷⁰		
15.	Sports																																						
16.	Preservation and Promotion of Culture		X ⁶⁷																																				
17.	Conservation of Environment																																				X ⁷¹	X ⁷²	
18.	Good Governance																																X ⁷³			X ⁷⁴			

SDG targets prioritized by multiple sectors in Bhutan’s 11th NDP

SDG targets prioritized by one sector in Bhutan’s 11th NDP

SDG targets not prioritized in Bhutan’s 11th NDP

RAPID INTEGRATED ASSESSMENT – BHUTAN SDG PROFILE CARD (updated on 27 October 2015)

REGION	ASIA & PACIFIC
HDI/Rank	136 (2014)
Inequality adjusted HDI	0.465
Nationally established MPI	
Income Level	Lower middle income
GDP Per capita	US\$ 2,069.8 (2014)
Population size	765,000 (2014)

SDGs Goals/Targets	Thematic Area/Sector, as Identified in Key Government Planning Documents	National Development Plan Identify closest Goal/Target presented in Document addressing the issues in the corresponding SDG Goal/Target	Identify National Indicators for the Specific Targets	Institution Responsible for Target implementation (line ministries)	Any relevant comment related to this priority target area in the National Development Plan?
<p>Goal 1. End poverty in all its forms everywhere</p> <p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p>	Emerging Social Challenges	<p>Basic amenities developed¹</p> <p>Increased Income²</p> <p>Skills developed³</p> <p>Enhance food and nutrition security⁴</p>	<p>✓ HHs with CGI Sheets for roofing (%)</p> <p>✓ HHs with access to piped drinking water (%)</p> <p>✓ HHs with access to sanitation (%)</p> <p>✓ HHs with access to Electricity (%)</p> <p>✓ HHs income greater than Nu. 46000 per year (%)</p> <p>✓ HHs with income generating skills (%)</p> <p>✓ Egg production (million Nos/annum)</p> <p>✓ Milk production (mt/annum)</p> <p>✓ Vegetable production (mt/annum)</p>	Gross National Happiness Commission	

Key observations drawn from the RIA in Bhutan:

1) There is a high level of integration of the SDG targets into the 11th national plan. 93 SDG targets have been prioritized out of 102, excluding targets related to SDG 14 on Oceans and SDG 17 on Means of Implementation. This is testament to the philosophy behind Bhutan’s National Vision 2020 and the GNH approach which are closely in tune with the principles expressed in the 2030 SD Agenda.

2) The assessment showed potential gaps related to the following SDG targets:

- SDG 5.4: Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate
- SDG 6.4: By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity
- SDG 8.10: Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- SDG 10.5: Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations

- SDG 10.6: Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions
- SDG 10.7: Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies
- SDG 11.7: By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities
- SDG 12.3: By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses
- SDG 15.4: By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development

3) Overall, while **gender is well addressed in the NDP, an important gap is the recognition and value of unpaid care and domestic work** through the provision of public services, infrastructure and social protection policies as nationally appropriate (SDG 5.4). The feminization of agriculture has been identified as one of the main challenges to agriculture growth. However, the NDP (vol I and Vol II) does not include targets to improve agricultural production that focus on technological empowerment, unmediated control and ownership of land, enhancing of agricultural management skills and knowledge of women in agriculture.

4) The NDP does not appear to contain explicit **reference to ‘mountain ecosystems’** (SDG 15.4). As Bhutan is a mountainous country, the work on ecosystems and biodiversity (reflected in the NDP) most likely also relates to mountain ecosystems. This would perhaps need to be discussed.

5) There is **no mention of promoting safe and secure working environments for migrants** and those in precarious employment. This may need to be discussed to better align the NDP with SDG 8 on inclusive growth and employment (target 8.8).

6) Regarding **social protection** (SDG 1.3), there is only a mention of developing a social protection policy for private sector employees. Given that 12% of Bhutan’s population is poor and mostly concentrated in rural areas, this may need to be looked into.

7) **The NDP notes several challenges in increasing the access of small-scale industrial and other enterprises to financial services, including affordable credit, and their integration into value chains and markets** (SDG 9.3). Challenges include limited access to finance by the Cottage and Small Industries, difficulty to access viable markets, limited industrial infrastructure, limited entrepreneurial talent/skills, use of outmoded technology, high transportation costs, low economy of scale and, poor R&D and innovation culture among enterprises.

8) Given the complexity, **the assessment did not cover most of the targets related to SDG 17 on Means of Implementation, with the exception of the targets related to Trade.** SDG 17 on means of implementation will need to be looked into more carefully on areas related to finance (ODA and domestic resources), technology (transfer of technology, North-South and South-South Collaboration), capacity-building, partnerships (public-private and civil society partnerships), and data, monitoring and accountability issues.

9) The assessment identified various **cross-sectoral linkages and these have been detailed in template 2.** It may be good to discuss whether there is collaboration between these sectors in their planning and implementation of actions and how their interventions complement each other's plan. While the assessment tried to identify as many cross-sectoral linkages, there may be additional linkages that may need to be identified for effective SDG implementation. This would need to be discussed.

10) **Bhutan's Mainstreaming Reference Group** is tasked with strengthening and facilitating the integration of all cross cutting issues (Climate Change, Environment, Disaster, Gender and Poverty) into the government's decision-making processes and development policies, plans and programmes. What is their envisioned role in implementation of the SDG's? Would they also cover other areas?

Institutional and Coordination Mechanisms: Facilitating integration and coherence for SDG Implementation

Introduction

- The establishment of a clear institutional apparatus to lead the coordination and facilitate the implementation and monitoring of the SDGs is central to determine success and uptake of a globally adopted agenda domestically.
- While national political commitment and leadership is key, given the governance structures of most countries, responsibility for actual implementation lies with local institutions.
- The large scope of the SDGs, with new areas, various cross-cutting issues, will require new modes of institutional collaboration, innovation and incentive systems that facilitate cross-sectoral action and accountability.
- UNDP has developed an **Institutional and Coordination Mechanism tool** which aims to provide information on how countries have established new or adapted their existing institutional framework in order to implement the 2030 Agenda. It highlights efforts to mobilize institutions around the SDGs, improve their functioning, and promote horizontal and vertical coherence. The tool includes information on how responsibility is allocated amongst various levels of Government (national, sub-national and local) for coherent implementation and review of the 2030 Agenda. It provides a checklist of key ingredients a country should take into account when establishing a new institutional framework or adapting their existing one. It also indicates how the country intends to review progress in implementing the SDGs including possible plans regarding the conduct of national reviews.

1.1 Establishing new institutional mechanisms and coordination structures for SDG implementation

- The scope and ambition of the 2030 Agenda for Sustainable Development will require new modes of collaboration, innovative and incentive systems that facilitates cross-sectoral action and shared accountability across different ministries, agencies, levels of government, and non-governmental stakeholders.
- The traditional ‘silo’ approach to development taken by many countries in the past has been counterproductive and undermines the integrated planning approach necessary for achieving sustainable development. Institutional coordination will require cross-sectoral synergy by coordinating across ministries to ensure that a country’s existing development plans, strategies or roadmaps align with the SDGs and to work towards coherence among different planning frameworks.
- There are a variety of ways for a country to design a coordination mechanism to oversee SDG-based planning and implementation. Some countries have opted to create new **inter-ministerial commissions** to oversee SDG implementation and break down silos across sectors. For instance, Colombia has created an inter-ministerial commission and aligned SDG efforts with the

President’s Office to ensure the highest level of commitment. Ghana established high-level inter-ministerial committees that bring together sectoral working groups across ministries.

Composition and Structure of Inter-Ministerial Commissions

- The implementation of the 2030 Agenda requires broad participation of multiple stakeholders. Along with government, the engagement of civil society, business, philanthropy, academia and others will be key to enhancing the effectiveness of current and future development efforts.
 - Inter-ministerial commissions with more inclusive membership can draw upon a wide range of perspectives and expertise, leading to more well-informed analysis and recommendations.
- An inter-ministerial commission may comprise a planning division for delivery responsible for horizontal and vertical coordination in preparing and implementing a national strategy, a small secretariat responsible for supporting and coordinating with multistakeholder mechanisms, and an implementation division responsible for coordinating the delivery efforts of service and sectoral agencies.¹
- Establishing inter-sectoral thematic working groups could be an effective way to develop policies and programs that address the integrated nature of the SDGs.² For example, in rolling out different policies and programs to address poverty reduction, the various stakeholders who can contribute to addressing poverty—such as ministries of education, employment, utilities, sanitation services, and housing— could collaborate to craft an agreed pathway to achieve this goal.

Functions of an Inter-Ministerial Commission for Sustainable Development

While the role of an inter-ministerial commission varies based on country context, a broad set of functions have been identified:

- Operate as an advisory body to government on the SDGs
- Develop or coordinate SDG implementation strategies
- Engage with key stakeholders
- Develop a national monitoring framework and accompanying set of national indicators
- Follow-up and review of the SDGs and targets
- Recommend financing measures for implementing the SDGs
- Prepare for regional and global dialogues on SDG implementation

Inter-ministerial commissions can also be involved in the creation of sustainable development policies and programs, often specifically designed to implement national sustainable development strategies.

¹ Expert Report for the Arab Sustainable Development Report: The Institutional Framework of Sustainable Development in the Arab Region: Integrated Planning for the Post-2015. United Nations Economic and Social Commission for Western Asia. 2015. <http://css.escwa.org.lb/SDPD/3572/3-Institutions.pdf>

² Tulsie B., Pass L. and Swanson D. (2014) Mainstreaming Sustainable Development into National and Subnational Development Planning in Latin America and Caribbean. IISD, Winnipeg, p. 36.

This could occur in an advisory capacity, providing feedback on government legislation or in the actual drafting of policy. In practical terms, this can involve working with a particular sector, such as business, agriculture, education or health, to explore the implications of economic, social, and environmental issues for these groups and develop sector-specific models for advancing sustainable development.

Vertical Coherence

- Local governments play a crucial role in advancing sustainable development. While it is important for national governments to set country-level goals and targets and the mandates to support them, it is often sub-national and local governments that are responsible for implementation on the ground. It is for this reason that any coordination Council or committee that is established and tasked with developing a national vision and strategy for the SDGs should include all levels of government – both national and sub-national/local. Such a council or commission must provide the necessary vehicle for both vertical and horizontal coordination, establishing vertical relationships between multi-stakeholder bodies and governments at national, subnational, and local levels.
- To promote vertical coherence and integration across government levels (from central, to provincial, to local), governments can create explicit institutional links between sustainable development strategies and supporting processes at the federal and sub-national levels. Vertical coordination and integration needs to entail both top-down and bottom-up processes: top-down leadership and steering alongside bottom-up action, engagement and ownership. Vertical coordination only works with functioning mechanisms for collaboration, deliberation, strategy and action plan development and monitoring—that is to say, working groups composed of members/administrators from the two levels. An adapted legal framework is needed in order to move such working groups beyond a voluntary arrangement.
- Vertical coherence also concerns the establishment of partnerships with actors outside government, including active civil society groups with expertise at local levels.

Recommendations

- Regardless of the institutional structure, it is recommended that inter-ministerial commissions be endorsed at the highest level (by the Head of State or Government), and engage ministries of planning, finance and economy, health, education and social development, agriculture, environment, the Chambers of Commerce, and the National Statistical Office.
- Commissions should have local government participation, as well as representation from civil society and academia. Non-governmental representatives should act as interlocutors on behalf of their broader constituency.
- Establishing an inter-ministerial commission would require a strong and technically-capable secretariat or planning department. Experience from countries suggests that the commission could comprise a delivery planning division responsible for horizontal and vertical coordination in preparing and implementing a national strategy, a small secretariat responsible for supporting

and coordinating with any multistakeholder council or mechanisms, as well as an implementation division responsible for coordinating the delivery efforts of service and sectoral agencies.³

- Any effective commission would need to comprise staff with strong capabilities in technical areas.
- Efficient functioning of inter-ministerial commissions requires retaining sufficient independence to be able to challenge policies or programs that may run counter to sustainable development. Commissions that become too close to government, run the risk of losing public credibility as an agent of change. In order to be relevant and useful, a council needs to build robust relationships at many levels of government and to be able to work together on the development of policies to advance sustainability.

Country Experience

Colombia

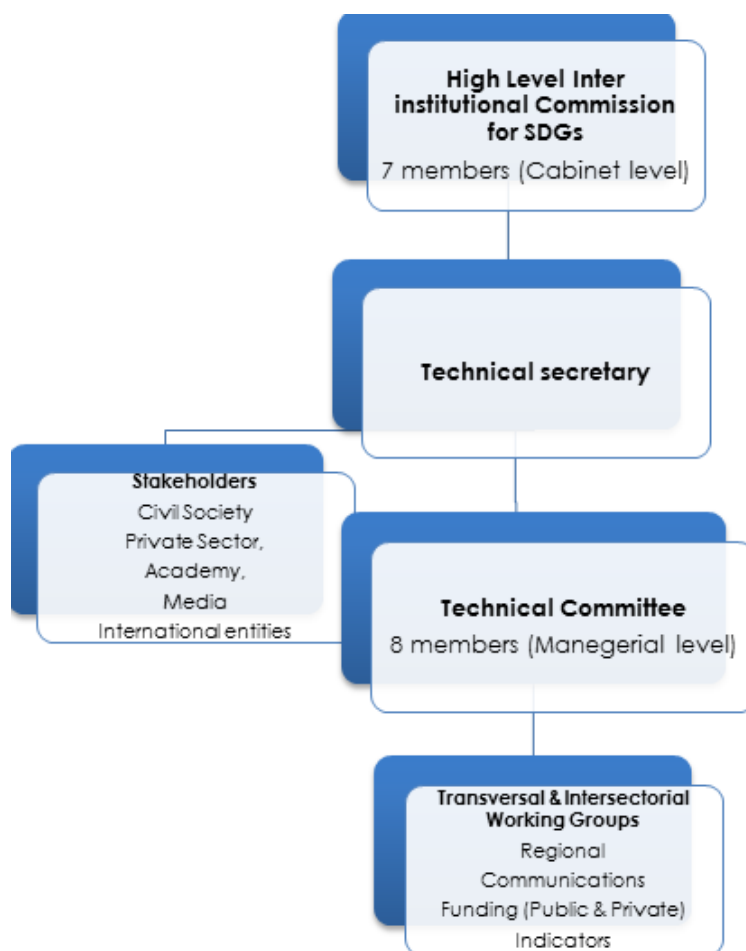
In February 2015, Colombia approved Presidential Decree No. 280, which enabled the creation of the **Inter-Agency Commission** for the Preparation and Effective Implementation of the Post- 2015 Development Agenda and the SDGs.

The Ministries of Foreign Affairs, Environment and Sustainable Development, and Finance, as well as the Department for Social Prosperity, the National Administrative Department of Statistics, and the National Planning Department, all form part of the Commission. These entities can only be represented on the Commission by their ministers/directors or vice ministers/deputy directors, which points to a high level of commitment to the implementation of the SDGs. In addition, the Colombian Presidential Agency of International Cooperation (APC Colombia) is a guest institution at every session of the Commission.

The main goal of the Commission is to implement the SDGs through policies, plans, actions and programmes with a forward planning approach and the monitoring, follow-up and review of these goals and their targets. Coordinating the institutions in charge of national implementation of the SDGs, formulating national policy and interventions for their implementation, recommending financing measures, and identifying key non-state actors to work jointly with the Commission are therefore all important functions of this newly created entity.

Colombia’s National Development Plan “Todos por un nuevo país” (2014-2018) constitutes the main platform for the Commission’s work on the SDGs and through which their implementation will be articulated, as was established in Decree No. 280. The Plan should thus form the basis for achieving the political coherence needed for effective SDG implementation at the national level in Colombia.

³ Expert Report for the Arab Sustainable Development Report: The Institutional Framework of Sustainable Development in the Arab Region: Integrated Planning for the Post-2015. United Nations Economic and Social Commission for Western Asia. 2015. <http://css.escwa.org.lb/SDPD/3572/3-Institutions.pdf>



Ghana

In Ghana, national coordination on the SDGs has been organized at three levels, two of which focus on the various dimensions of the SDGs and the other on how to finance their implementation. The **Inter-ministerial National Technical Committee** (NTC) on the SDGs and the **Committee on Financing for Development** are the two working groups with the **High-Level Inter-ministerial Coordinating Committee** (HLICC) providing policy oversight.

The Ghanaian government established the **Inter-ministerial National Technical Committee** in 2014 comprising representatives of 22 government agencies, ministries and institutions as well as two civil society organisations. The committee’s primary task was to discuss and evaluate the Focus Areas put forth by the inter-governmental Open Working Group on sustainable development to ensure that they reflected Ghana’s prevailing socio-economic situations and aspirations for the future. The NTC also provided the platform for collating inputs which provided the basis for Ghana’s negotiations at the Open Working Group Sessions and inter-governmental negotiations at the UN.

Ghana’s National Development Planning Commission set up the **High-Level Inter-ministerial Coordinating Committee** (HLICC) with the aim of providing strategic guidance to the work of the NTC and ensuring greater coordination among the state agencies participating in the post-2015 development

process. The committee comprises Ministers and Directors from 11 government agencies and ministries. The committee will galvanize support and promote coordination for the implementation of the SDGs.

The **Committee on Financing for Development** aims to ensure that critical priority financing issues are factored in the debates on financing the post-2015 development goals. The committee is chaired by the Ministry of Finance and led Ghana’s participation at the Third International Conference on Development Financing held in Addis Ababa in July 2015.

While these systems for coordination were set up initially for coordinating inputs to international consultations, they now have the extended mandate to actualize the implementation of the SDGs.

1.2 Adapting existing institutional frameworks for SDG implementation

- Experience from a range of countries highlights the critical role that strong institutional and coordination frameworks have played in supporting the achievement of the MDGs. Many countries are adapting their existing institutional frameworks established during the MDG-era, and expanding them for the implementation of the SDGs. This includes the M&E function, as well as (mainly) the horizontal coherence across ministries and vertical coherence across government levels (national, sub-national, and local).
- Governments adopted sustainable development as an overarching goal at the UN Conference on Environment and Development in Rio de Janeiro in 1992, and agreed on the need for all countries to formulate national sustainable development strategies (NSDSs), which should harmonize the various sectoral economic, social and environmental policies and plans operating in the country. They also stipulated that NSDSs should be developed through the widest possible participation and be based on a thorough assessment of the current situation and initiatives in each country. They promoted the use of **National Councils on Sustainable Development** (NCSD) to engage stakeholders with the creation, implementation and monitoring of such strategies, and build consensus and ownership of the plans.

Functions of a National Council on Sustainable Development

- A core function of most NCSDs is to operate as an advisory body to government, examining sustainable development issues and providing advice on the evolution and success of sustainable development strategy and policy. This has been one of the most productive areas of NCSD activity, particularly when they have been able to help move policy and action forward decisively in a priority area.⁴
- Many NCSDs have also been tasked with regular reporting and review of progress on a national strategy. Such reports have monitored progress against agreed baselines and generated knowledge to inform policy review, program adjustments and resource allocation decisions.

⁴ National Councils for Sustainable Development: Lessons from the Past and Present. SDplanNet. 2014.

- A small number of NCSDs have been known to play a role in the implementation of sustainable development policies; however, this only appears to be the case in smaller countries and where NCSD is very closely linked to government.

Location and Composition of an NCSD

- The location of the NCSD within the administrative structure of government is used as an indication of the political clout that could be exercised by the body in order to influence decisions and actions on sustainable development issues. Experience from countries indicates that locating the NCSD within a Ministry does not give it the necessary political clout needed to effectively coordinate sustainable development matters. Countries with **NCSDs located under the Office of the President / Prime Minister** have noted that the high level positioning has ensured effective coordination.
- Membership of government institutions to most NCSDs cuts across all sectors. While there is greater representation from environment and natural resources, the representation from planning and finance related government ministries and agencies, from social sector related ministries and agencies is insufficient.
- Major groups are represented in most NCSDs. However their representation is generally not broad and more needs to be done in terms of the representation of certain major groups, particularly workers and trade unions, parliamentarians, indigenous people, farmers, women and youth groups. As experience shows, governments cannot achieve sustainable development solely through their own actions. Civil society and other stakeholders need to be strongly involved in the process of setting, implementing and monitoring SDGs and targets. NCSDs that have taken a participatory approach have been more likely to foster a strong sense of national ownership of the sustainable development strategy, something that is key to successful implementation.
- NCSDs should be decentralized to levels that provide the appropriate setting for addressing sustainable development issues. Decentralization can occur in the following forms: by establishment of sub-national bodies, by representation of local level focal points in the NCSD, and by virtue of local government decentralized structures. The level of decentralization will depend on the size of the country, its population, and federal system. Coordination between the NCSDs and their decentralized structures is mostly assured through various multi-stakeholder committees, which allow for direct communication.

Challenges

- Structural challenges include difficulty in getting ministries and members of parliament to develop a feeling of ownership over the sustainable development strategy and its implementation, inadequacy of institutions to perceive social and economic realities and their impacts on sustainable development, and difficulties in coordinating policies and initiatives in efforts towards achieving the national sustainable development targets. The lack of full institutional recognition

in some countries has also made it difficult to ensure that relevant ministries are complying with recommendations made by the NCSDs and the National Sustainable Development Strategies.

- Some NCSDs have prioritized particular dimensions of sustainable development or issues over others. This could point to a failure to understand the interconnected nature of different sustainable development issues and the need to address them in a coordinated manner.
- NCSDs from a number of countries have also observed key challenges related to monitoring sustainable development processes. These mostly lie with the quality of monitoring data. Some countries emphasized the difficulties in relying on ad hoc measurement of sustainable development in the absence of more permanent mechanisms. Some struggle to collect reliable and adequate data on the effectiveness of policies and initiatives, with the lack of systematic data collection and the fragmented nature of the sustainable development sector given as a key reason for this being the case.
- In terms of financing, many NCSDs have noted challenges related to overall levels of financing required to successfully implement National Sustainable Development Strategies and the ways in which such funds are allocated.

Country Experience

Bangladesh

The Government of Bangladesh established the **Sustainable Development Monitoring Council (SDMC)** in 2009. The role of the SDMC is to ensure sustainable development in the country with particular focus on the effective implementation and monitoring of progress on different elements of the National Sustainable Development Strategy. The SDMC also reviews the obligations and commitments under the different Multilateral Environmental Agreements. The Council focuses on five Strategic Priority Areas with three cross-cutting areas. The strategic priority areas include sustained economic growth, development of priority sectors, social security and protection, environment, natural resources and disaster management. The three cross-cutting areas include disaster risk reduction and climate, good governance and gender. The Sustainable Development Monitoring Council is the apex body to monitor and evaluate the progress of implementation of NSDS.

This institutional structure is currently being reformed to ensure its coordination with the new NSDS (2010-21). The SDMC will be chaired by the *Minister of Planning* as preparation of national development plans and strategies and its monitoring fall under its purview. The Council will include representatives from ‘concerned ministry/department/agencies’, training institutes and research organizations, NGO’s, academia, the private sector, and civil society. The SDMC will need a supporting institution to follow-up with relevant ministries, departments and agencies. In this context, a secretariat will be established in the General Economics Division of the Planning Commission. The General Economic Division will be provided with adequate staff and logistics to provide the required support to the Council.

The Government is also establishing a **Sustainable Development Board** with proposed members from representatives of related ministries and government agencies, which will be chaired by the Cabinet Secretary. The Sustainable Development Board will provide technical advice to the SDMC in implementing and monitoring strategic priority areas identified in the NSDS, and suggest interim modifications to the strategy. The Ministry of Environment and Forest will provide the secretarial support to the Board and the Board may co-opt any other organization/expert as member of the Board if necessary.

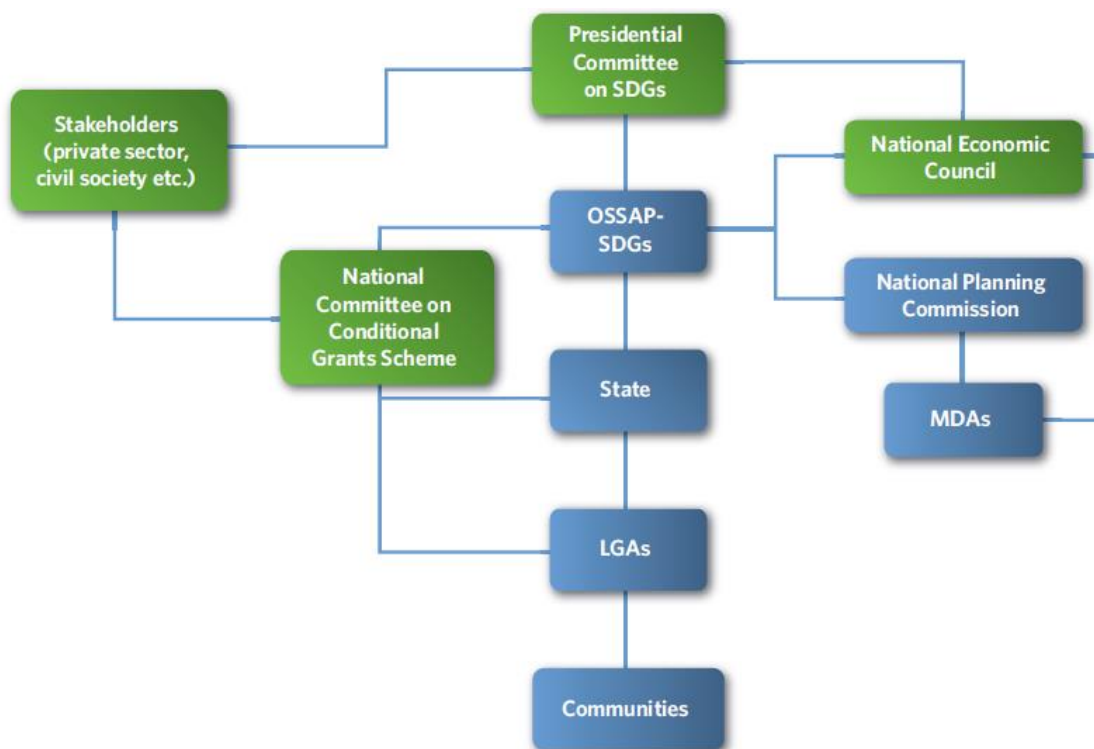
Nigeria

The Nigerian Government is expected to build on the existing MDG arrangements to transition into the SDG era, given the achievements of these institutions. The Presidential Committee for the MDGs will be adapted to continue to play a key role as the focal point for the coordination of national efforts towards the SDGs. Adaptation will focus on strengthening key institutional relationships that were weak under the MDGs; and incorporate all relevant sectors under the SDGs. The Office of the Senior Special Advisor to the President on MDGs (OSSAP-MDGs) acts as the Secretariat of the Presidential Committee. The two National Assembly Committees on the MDGs proved as vital platforms for political advocacy, to generate buy-in among government entities, and oversight of MDG activities.

Given the need to boost vertical collaboration between the federal, state and local government levels, the continuity of the National Committee on the Conditional Grants Scheme (CGS) is considered paramount. In particular, the Project Support Units at the state level provided critical investments in the social sector that enabled the acceleration of MDG achievements. Project Support Units housed within the state planning departments proved to be more successful rather than those ad hoc units connected to the Governor's office.

At local level, low capacity of local authorities made the engagement on the MDG agenda challenging. In most locales, engagement was restricted to the activities with the CGSs. At the federal level, the relationship with the National Planning Commission (NPC) was also challenging as there was limited integration of the roles by the NPC, OSSAP-MDGs and other Ministries, Departments and Government Agencies in the implementation and monitoring of the MDGs.

Despite recognition of the role of the private sector, there was no formal institutional platform to facilitate engagement.



1.3. Promoting an integrated cross-sectoral approach

The integrated nature of the SDGs requires institutional arrangements, within and across national and local governments, involving multiple ministries, departments, and government institutions. This level of cross-sectoral cooperation requires innovative planning instruments that use frameworks and incentives to coordinate cross-ministerial activity. As climate change is a cross-sectoral issue, this section will discuss national institutions dedicated to helping in the implementation of climate change related interventions, how they fit within the overall government structure and their mandates, other arrangements that exist to support implementation of climate change action if no dedicated institution exists, and how the arrangements are working.

Institutional arrangements for Climate Change

- Climate Change is an issue that has implications for all sectors. Governments across the world have come to realize that climate change presents a threat to economic and social progress and that it must be given priority in poverty reduction and sustainable development strategies. This implies **expanding focus on climate change from purely the realm of environment and environment ministries – which are typically the least well-funded and politically influential of the sectors -- to other key sectors**, such as health, planning and finance so that climate change activities become an integral component of all aspects of policy-making.

- A survey of over 45 countries conducted by UNDP in 2011 revealed that a few countries have established **national institutions fully dedicated to addressing climate change**. For example, Mexico established the Climate Change Inter Ministerial Commission, composed of several working groups, to coordinate the formulation and implementation of federal national strategies on mitigation and adaptation to climate change. India established the Prime Minister’s Council on Climate Change, which has key representation from government, the private sector, and civil society. In the case of China, the government established the National Leading Group on Climate Change that includes representation from ministries and government sectors involved in addressing climate change. Brazil established the Interministerial Commission on Global Climate Change aimed at coordinating government actions in the area of climate change.
- A significant number of countries noted that the **Ministry of Environment** has the designated role of coordinating and helping in the implementation of climate change related activities in the absence of a national institution fully dedicated to addressing climate change. Some countries have also established a Climate Change Unit under the Ministry of Environment to coordinate and in some cases implement climate change related activities. For example, in El Salvador, the Climate Change Unit established under the Ministry of Environment is in charge of climate change negotiations, development of a national climate change plan, implementation of adaptation and mitigation projects, and mobilizing resources. In Sri Lanka, the Climate Change Secretariat established under the Ministry of Environment is responsible for overall coordination of climate change related activities and serves as a dedicated focal point for climate change work.

Effectiveness of the institutional arrangements

While the climate agenda has moved forward in some countries supported by strong institutional and coordination mechanisms, many countries have identified gaps in governance and institutional needs and provided suggestions for improvement. These are highlighted below:

- **Specialized and focused institutional framework:** Some countries lack specialized national institutional arrangements for climate change, which impede the coordination and implementation of climate change activities. For instance, some countries highlighted the need for a dedicated coordinating unit for climate change to move the implementation of climate change activities at the national level, since policy, technical and institutional level coordination is needed across the different sectors that contribute to and are impacted by climate change. Some countries called for establishing a Technical National Climate Change Committee to support mainstreaming climate change within stakeholder agencies and to enhance the participation of these agencies in climate change related activities. While national institutional arrangements for Climate Change have been established in some countries to assist in coordination and implementation of climate change related activities, in many cases, the arrangements are not effective as climate change is perceived to be solely an “environmental” issue and not a cross-sectoral issue. Establishing a permanent external institutional structure outside of the Ministries could help address this issue and provide impetus for effectively tackling challenges in coordinating climate change related activities. In the Dominican Republic, India and China, for example, the national institutional structures responsible for addressing climate

change have been established directly under the authority of a powerful central agency such as the Prime Minister’s Office, which has helped bring climate change issues to the highest political level and driven other sectors to cooperate in various interventions.

- **Institutional mandates:** In some countries, institutional arrangements and the legislative framework to address climate change issues were established in accordance with the UNFCCC and its Kyoto Protocol. However, in some cases, the mandate is too narrowly focused and does not encompass many of the key areas that are critical to addressing climate change issues. For example, some countries have established the appropriate legislative framework and institutional arrangements required by UNFCCC and its Kyoto Protocol. However, in practice, these arrangements were only relevant for initiation of carbon markets. The arrangements did not take into account strong capacity in climate change related adaptation/mitigation, technology transfer, scientific research, and public awareness. In some cases overlapping institutional mandates have undermined efforts to address climate change issues.
- **Coordination mechanisms:** Countries identified many challenges with regard to coordination in responding to planning, designing and monitoring Climate Change initiatives amongst key national institutions. The national institution responsible for implementing climate change related interventions in some countries have neither the power nor the legal mandate for providing interinstitutional coordination to foster mainstreaming of climate change into other sectors. Inadequate frameworks to coordinate climate change related activities and the lack of effective communication have also been noted as key challenges. Establishing a dedicated coordinating unit for climate change could help improve coordination between the various ministries and agencies involved in climate change related interventions. Assigning climate change coordinators within all ministries and agencies involved in addressing climate change issues is also an effective way to address challenges related to coordination. For example, to address the gap in interagency coordination for Climate Change in Thailand, the Government designated Climate Change Coordination Officers in all 19 ministries as well as 11 related agencies.
- **National Climate Change Policy and Strategy:** Some countries noted the need for an overarching national climate change policy and/or strategy to improve the coordination and implementation of climate change related activities in their countries. For example, due to the absence of a national climate change policy in some countries, the institutional arrangements for coordination and implementation of climate change related activities are not clear thereby impeding effective action. In some countries, there is a need for an overarching climate change policy or strategy given the dispersed nature of policies, mandates and sector strategies that leave efforts to address climate change disjointed. A National Climate Change Strategy is important as it helps strengthen the mandate of the national institution responsible for addressing climate change issues and to ensure that climate change is addressed as a cross sectoral issue.
- **Capacity and resource constraints:** The climate change institutional and operational arrangements in many countries lack sufficient capacity to coordinate and support adaptation and mitigation initiatives. Some countries highlighted the need to strengthen the policy, legal and institutional framework for climate change interventions. The lack of capacity building and training programs for public administration staff on climate change concepts and conventions

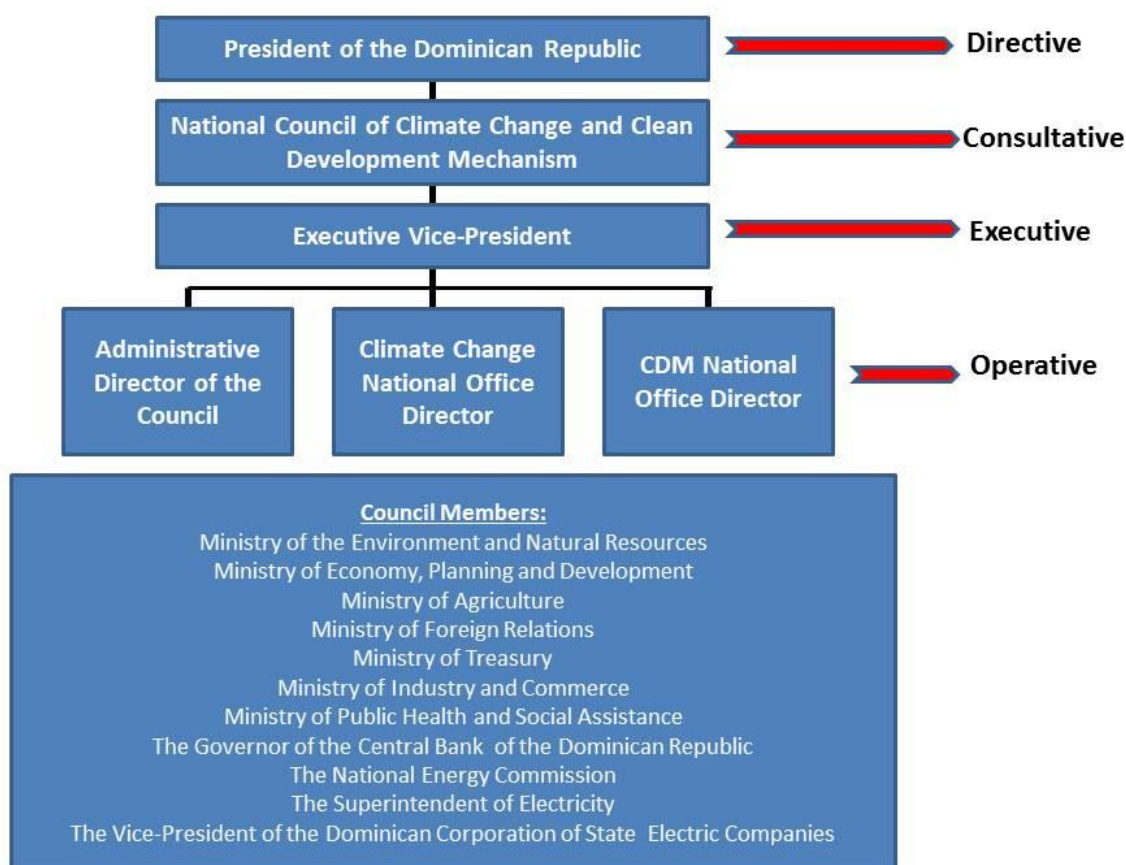
was also highlighted. Furthermore, some countries emphasized the need for trained personnel with technical expertise in climate change to provide sound strategic advice to relevant authorities for decision making. They also noted that capacity and resource constraints are further compounded by a high staff attrition rate, which affects institutional memory at the national and local level. On the issue of capturing and analyzing climate information, many countries highlighted the need to improve technological infrastructure. In this regard, there is need for appropriate instruments and techniques, skilled fieldworkers, and technicians for adequate data collection. Some countries also noted that information networks, established for the purpose of exchanging climate change information, are deficient and called for this knowledge base to be strengthened. A critical challenge that many countries highlighted is the lack of financial resources for coordinating and supporting the implementation of climate change related activities as well as for sustained capacity development efforts. In some cases, the competition for potential funding associated with climate change has affected the sincere collaboration between agencies.

Country Experience

Dominican Republic

In September 2008, in accordance with the Presidential Decree No. 60108, the Dominican Republic established the National Council for Climate Change and Clean Development Mechanism (CNCCMDL). The Council is the national institution solely dedicated to address the issues of climate change and clean development mechanism (CDM) in the country. It is also the focal point in the climate change negotiations within the United Nations Framework Convention on Climate Change.

CNCCMDL is preceded by the President of the Dominican Republic and it has the following institutional structure.



The establishment of the National Council for Climate Change directly under the authority of the President of the Dominican Republic has helped bring climate change issues to the highest political level and driven other sectors to cooperate in various interventions.

Thailand

The Government of Thailand established the **National Climate Change Committee (NCCC)** in 2006. The NCCC is responsible for the formulation of national climate change policy as well as determining the national position towards the international negotiations under the United Nations Framework Convention on Climate Change (UNFCCC). The Committee also has the remit to monitor line ministries’ implementation of climate change-related activities, including the allocation of climate budgets to line ministries.

Chaired by the Prime Minister, the Committee members comprise:

- Minister of Natural Resources and Environment
- Minister of Energy
- Minister of Industry
- Minister of Agriculture and Agricultural Cooperatives

- Minister of Finance
- Minister of Science and Technology
- Minister of Transport
- Minister of Public Health

The NCCC also includes representatives from academia and civil society organizations. The Office of Natural Resources and Environmental Policy and Planning (ONEP) under the Ministry of Natural Resources and Environment serves as the secretariat of this committee.

To better enable coordination for Climate Change across sectors, in 2009 the Thai government designated Climate Change focal points in all 19 ministries as well as 11 related agencies.

1.4 Checklist of key ingredients a country needs to take into account when defining an institutional apparatus to facilitate SDG implementation and review

Strong Institutional Foundations:

- ✓ A government that is resource efficient with sound public financial management
- ✓ A representative government that builds consensus and is participatory and inclusive
- ✓ A civil service that is capable and effective
- ✓ Institutions grounded in the rule of law, accountable and transparent with sound oversight mechanisms and separation of powers

Institutional coordination and implementation mechanisms:

- A governance structure comprising:
 - ✓ Leadership and high-level commitment
 - ✓ Long-Term Vision and Multi-tiered Planning Mechanisms
 - a long-term national vision with goals, targets and indicators (e.g. 15 years to 2030);
 - medium-term national development strategy (e.g. 5-years) with medium-term priorities and quantitative targets. The targets should be specific, measurable, achievable, relevant, and time-bound;
 - short- to medium-term sectoral plans;
 - financed through annual budget allocations;
 - Integrated long- and medium-term spatial plans for sub-national/local implementation of national development strategy and sectoral strategies.

- Inter-Ministerial Planning Commission/Committee or Other Institutional Mechanisms
 - ✓ Institutional coordination mechanism for strategy formulation and implementation. For example, inter-ministerial steering or oversight committee, planning or sustainable development commission, or other mechanism for horizontal and vertical coordination.

- ✓ Well-resourced and technically capable planning secretariat or department, including divisions responsible for supporting horizontal, vertical and multi-stakeholder coordination, and skilled staff with adequate capacities.

Mechanisms for National Ownership and Multi-Stakeholder Engagement

- ✓ Formal National Multi-stakeholder Council or Advisory Body. For example, a National Council for Sustainable Development

Mechanisms for follow-up and review

- ✓ An agreed development strategy with targets that are specific, measurable, achievable, relevant, and time-bound
- ✓ A well-resourced and proficient National Statistical Office
- ✓ National Sustainable Development Indicator Framework and Information System – including sustainable development indicators, baselines, and strong datasets
- ✓ National Sustainable Development Reports: regular, outcome-based reporting on progress.
- ✓ Review mechanisms, which include national peer reviews, internal peer reviews; external auditing; parliamentary reviews; budgetary reviews; public, local monitoring, and international monitoring.
- ✓ Authoritative, independent body for reporting and review.

Module 2: Promoting an integrated approach: how to develop SDG Combos

Introduction

This module describes the steps involved in the developing clusters, or combos, of SDG targets to recognize the trade-offs and synergies between sectoral priorities and address the 2030 Agenda integrating the three dimensions of sustainable development.

2.1 What is and how to promote an integrated approach?

An integrated approach fosters a balance across the three dimensions of sustainable development– and foments inter-sectoral collaboration. Applying an integrated approach requires:

- Understanding the potential trade-offs of policy choices and competing priorities for development(e.g. biofuels vs food production; food production vs ecosystem conservation)
- Understanding the missing links: There are policies that require actions in other areas if they are to succeed – the “missing link”.
- Understanding what the potential positive spill-over effects are: certain policies and interventions will have a strong positive spill-over into other areas.

An integrated approach calls for:

- Aligning social, economic and environmental policies
- Bringing together sectoral and inter-sectoral policies
- Maximizing synergies across sectors and targets
- Managing trade-offs across sectors and targets

2.2. Identification of interlinkages

Policy integration is needed to bridge the gap between the current silo institutional structures at national, regional and international levels and the reality where different dimensions and sectors are interconnected. The process of policy integration should start from the early stage and should relate to the definition of priorities and planning, be carried through implementation and monitoring, and undergo reviews to allow Governments and other stakeholders to learn from implementation and ensure accountability.

- More than half of the SDG targets make an explicit reference to at least another goal which may facilitate cross-sector integration of thinking, policy and implementation. However, the SDGs do not reflect all the links that matter for decision-making at different levels
- “Cluster” or ‘Combo’ approach is i) when linkages between several specific sectors are highlighted in their interaction to identify tensions, ii) trade-offs and iii) potential synergies, and iv) when progress is monitored for the system as a whole and not only at the sectoral level. Such

an approach can be applied to the SDGs and targets. This should stimulate the formulation of new approaches to ensure that the progress on all goals moves in the same direction.

- Issues to observe at country level: minimize the risk of ‘SDGs a la carte’, whereby governments can choose those that seem easier to implement; guidelines on how to set target levels that are ambitious yet in accordance to country circumstances issued (tensions with existing policy; targets already covered by other existing government policies and strategies).

2.3. Determining the balance across sustainable development dimensions

An analysis across targets and their interlinkages is needed to ensure proper integration. This analysis is done at three levels:

- 1) Understand the focus of each target as it relates to SD dimensions (social, economic, and environmental). This will help ensuring that the prioritized targets within the planning process can strike a balance across the different dimensions;
- 2) Map the interlinkages across targets – so if a particular country only prioritizes X number of targets in the planning, the monitoring should reflect X prioritized targets + Y targets (interlinked) = $n/169$ (out of the total targets from the SDG Framework). This can also help sequencing targets up to 2030 in line with policy and planning cycles at national and sub-national levels;
- 3) Keep in mind that the relationship between targets is dynamic and may evolve over time – it is still important to determine the expected impact between targets if it is a positive (+) or negative (-) or both (+/-) relationship. This helps to take into account any mitigation measures needed to be put into place along the development spectrum.
- 4) Contextualize. Country context matters when identifying the direction of relationship across targets and magnitude of interlinkages (synergies and/or trade-offs).

Template for the identification of balance across SD dimensions, mapping of potential interlinkages across targets, and determining the relationship between targets

SDGs Goals/Targets	SD focus (social, environmental, economic)	Potential Line Ministers (Responsible Institutional Apparatus)	SDGs Potential Interlinkages
Goal 1. End poverty in all its forms everywhere			
1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day	Economic Social	Ministry of Economy Ministry of Social Development	Goal 2 Food 2.1 Goal 4 Education 4.1, 4.3, 4.4, 4.6 Goal 8 Decent work and Economic growth 8.1 Goal 10 Inequality 10.1, 10.2, 10.3, 10.7
1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	Economic Social	Ministry of Economy Ministry of Social Development	Goal 2 Food 2.1 Goal 8 Decent work and Economic growth 8.1 Goal 10 Inequality 10.1, 10.2, 10.3, 10.4, 10.7
1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Economic Social	Ministry of Social Development	Goal 2 Food 2.1, 2.2 Goal 3 Health 3.8 Goal 10 Inequality 10.2, 10.4 Goal 11 Cities 11.1
1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Economic Social	Ministry of Economy Ministry of Social Development	Goal 2 Food 2.3, 2.5 Goal 3 Health 3.8 Goal 4 Education 4.3, 4.4, 4.5 Goal 5 Gender 5.5 Goal 7 Energy 7.1 Goal 8 Decent work and Economic growth 8.3, 8.10 Goal 9 Infrastructure 9.1, 9.3 Goal 10 Inequality 10.2, 10.4 Goal 15 Ecosystems and Biodiversity 15.6
1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	Economic Social Environmental	Ministry of Environment Ministry of Social Development Ministry of Urban Development	Goal 2 Food 2.4 Goal 4 Education 4.7 Goal 9 Infrastructure 9.1 Goal 11 Cities 11.5, 11.b, 11.c Goal 13 Climate 13.1, 13.3 Goal 14 Oceans 14.2

2.4. Clustering the goals - developing ‘SDG Combos’

Using SDG 1 as an example, the first step consists in analyzing the factors that shaped the social and economic achievements of the past. The second step involves creating groups of targets and goals based on an analysis of their interconnections, as well as the aims of each country’s policies.

The first step: metrics and drivers of change

The trends observed in social, economic and environmental achievements over the long term serve as a starting point for a multidimensional analysis. These trends reveal the dimensions that show improvement, those that are stagnating, and those that are generally worsening. They also provide an

overview of the drivers of changes. Examples of these tools include income pyramids for each country, which aid on understanding of transformations to income or the analysis of each country’s performance in terms of economic growth, allowing the dimensions that show a correlation with growth and those that have been underestimated due to economic growth to be identified. Beyond the factors directly related to income, there are additional drivers that explain transitions to poverty and inequality, including the characteristics of the labor market, the existence of social protection services, care systems for children and dependent older adults, and access to physical and financial assets.

Using a time series of national household data, using a probit stepwise, which is adept to large number of independent variables, as Figure 1 shows, the products that can be determined.

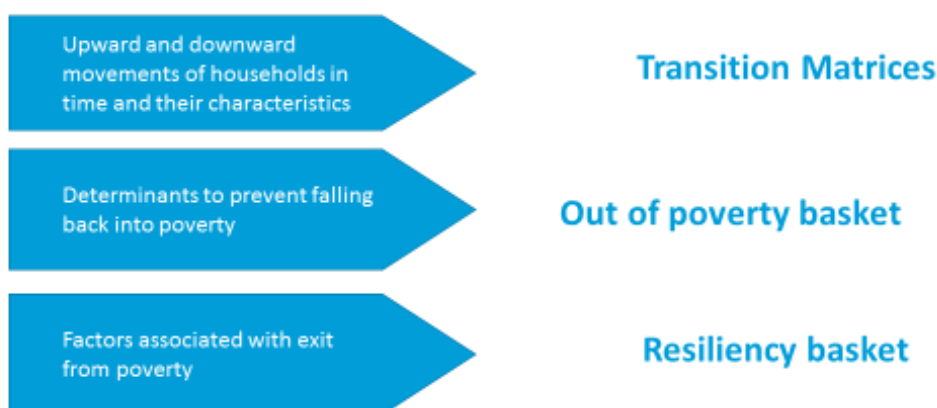


Figure 1.- Data products

The first stage is to estimate a regression for each transition:

- **Regression 1:** Poor households in r_0 which are non-poor in r_{0+1} : out of poverty over time
- **Regression 2:** Households that are not poor in r_0 who are poor in r_{0+1} : fall into poverty over time

With the following model:

$$p_{ir} = E(t_{ij} | \mathbf{X}_{ir_0}, \mathbf{Z}_{ir}) = \alpha_0 + \alpha_1 \mathbf{X}_{ir_0} + \alpha_2 \mathbf{Z}_{ir}$$

Where:

p_{ir} : Binary dependent variable, for the regression 1,

- 1: Poor HH in r_0 which is not poor in r_{0+1}
- 0: Poor HH in r_0 which is poor in r_{0+1}

For the regression 2:

- 1: Non-poor HH in r_0 which is poor in r_{0+1}
- 0: Non-poor HH in r_0 which is non poor in r_{0+1}

\mathbf{X}_{ir_0} : Initial characteristics

- Demography and geography
- Characteristics of the head of household
- Labor market indicators
- Social security indicators
- Physical and financial assets
- Household characteristics
- Environmental characteristics
- Subsidies, benefits, social assistance

Z_{it}: Changes in time

- Change in number of people employed at home
- Change in household size
- Occurrence of shocks

The second stage, after obtaining the significant variables from the probit stepwise, is to estimate a probit regression with just these significant variables to test consistency of results and avoid overkill.

The third stage is to estimate the marginal contribution of the significant variables obtained in the previous step to the probability of each transition, for the representative household of the sample.

Example: Determinants for leaving poverty in Chile

Table 1 Determinants for leaving poverty. Poor HH in r₀ which are not poor in r₀₊₁

	1996-2001	2001-2006	2006-2009
Minors (<12yo) per HH in r ₀	-15.0***	-5.1***	-8.5***
Change in HH size between r ₀ and r ₀₊₁	-10.7***		
HH residing in urban area	19.1***	5.6***	
Change in HH working family members between r ₀ and r ₀₊₁	13.6***	5.2***	12.7***
Head of household with a pension in r ₀		11.8***	17.1***
Household with homeownership in r ₀			9.9***
Head of HH with secondary or higher level of education in r ₀	13.6***	6.5***	13.3***

*** p<0.01, ** p<0.05

Table 2.- Determinants of relapsing into poverty. Vulnerable HH in r₀ which are poor in r₀₊

	1996-2001	2001-2006	2006-2009
Minors (<12 y.o.) per HH in r ₀	5.8***	3.2***	2.2***
Elderly (>65 y.o.) per HH in r ₀		-3.6***	-4.4***
Change in HH size between r ₀ and r ₀₊₁			2.5***
HH residing in urban area		-3.6***	
Change in HH working family members between r ₀ and r ₀₊₁	-5.9***	-3.6***	-5.3***
Head of household with a pension in r ₀		-6.0***	-7.2***
HH with savings in r ₀			-2.7**
HH with access to credit in r ₀			-3.6**
Years of education of Head of HH in r ₀	-1.1***		

*** p<0.01, ** p<0.05

The second step: clusters of specific targets for each country

The second step consists of moving forward from measurements and analysis of the drivers of change in public policy. This is achieved through an approach that enables synergies and interconnections to be identified between the range of targets and dimensions in the 2030 Agenda. As in the case of its predecessor, the MDG agenda, there are no quick fixes for addressing the SDGs. All countries generate their own policies and implementation strategies, seeking to align international commitments with national planning priorities. However, one of the major differences between the MDGs and SDGs lies in the scope and ambition of the new agenda. In this sense, the advance from a relatively modest agenda of policies based on eight goals and 21 targets to an agenda comprising 17 goals and 169 targets is no trivial matter.

Various lessons have been learned from the MDG agenda, one of which marks a fundamental difference in the 2030 Agenda: these new goals are only achieved if there are clearly defined targets, bottlenecks are addressed and there is engagement in efficient intersectoral and inter-territorial coordination with these targets in mind. **The holistic nature of the SDG agenda requires an approach that promotes solutions capable of going beyond a sectoral and territorial approach and bureaucratic fragmentation, to encourage coordination and efforts to achieve the goals in every country.**

The process of grouping the targets into clusters is by no means random. It begins with the identification of a strategic objective established in a government policy, such as the eradication of all forms of poverty and inequality, building resistance to natural disasters and climate change or the promotion of citizen security and social cohesion. This starting point can be pinpointed on the matrix of 169 targets and 17 goals described in Figure 2. When grouping the targets into clusters, two temptations arise. The first is the temptation to make selections based on narrow sectoral mandates. Rather than choosing two or three SDGs, it is more effective to link various targets corresponding to many more SDGs with a single political strategic objective — for example, “no one left behind” — to include targets that address actions linked to education, health, the fight against poverty and various other dimensions.

In this case, identifying a critical mass of interventions has a greater impact than promoting dozens of actions with a low level of funding, high territorial dispersion and high bureaucratic fragmentation. If political decision makers can increasingly and persistently focus their attention on strategic and structural matters, there will be a better chance of achieving sustained impacts.

A prior analysis of measurements and drivers of change enables us to identify the examples of clusters of targets illustrated in Figure 3. For example, an approach focusing on the eradication of poverty (SDG 1) is supported by the information available from the breakdown of data on income poverty and multidimensional poverty, as well as long-term trends illustrating a structural situation characterized by the presence of hard exclusions. In order to make progress on poverty eradication, 20 to 30 targets are set linked to employment and social and environmental issues, as well as gender equality, the prevention of natural disasters, climate change, and access to assets that can strengthen people’s capacity to weather a crisis.

Only a holistic, intersectoral agenda makes it possible to address the interconnections that exist within this critical mass of interventions.

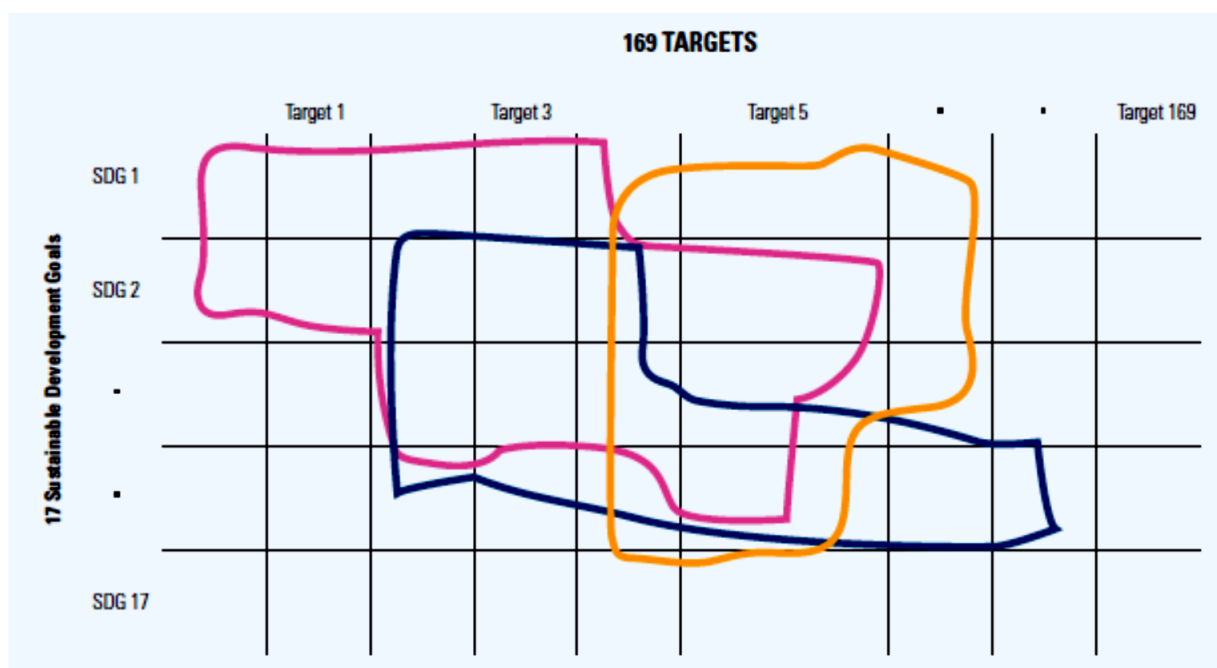


Figure 2.- Grouping of SDG targets considered from a multidimensional perspective

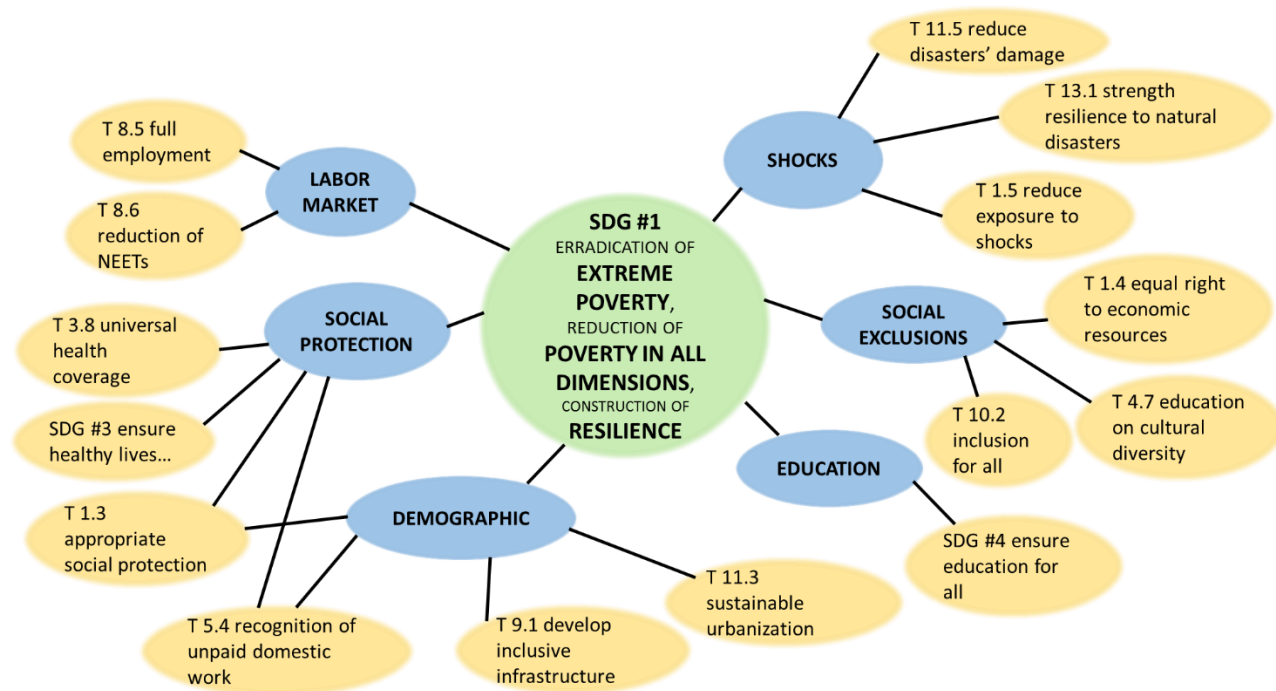


Figure 3.- Cluster of targets for drivers for SDG 1, based on objectives for a specific country

Understanding how the targets are interconnected helps guide policymakers in identifying the specific areas that require political actions to be implemented in order to achieve the desired results. This approach also makes it possible to prioritize the creation of indicators for monitoring those targets that contribute to the achievement of the specific agenda in each country. Ultimately, it enables areas to be identified where there are structural problems that need to be addressed through democratic dialogue, the creation of a consensus, the strengthening of institutions, and so on.

The definition of clusters of targets will provide a starting point for the intersectoral and inter-territorial coordination of policies. Moreover, exercises to accelerate achievements by eliminating obstacles to specific targets can be used to expand the impact of a group of targets. The definition of clusters of targets will also clarify the action of sectoral ministries, subnational government levels and specialized agencies providing real political support. Political dialogue, coordination and the exchange of information will be essential throughout this process.

Module 3: Mainstreaming the SDGs into development planning, budgeting and monitoring

3.1. Preparing SDG-based development plans

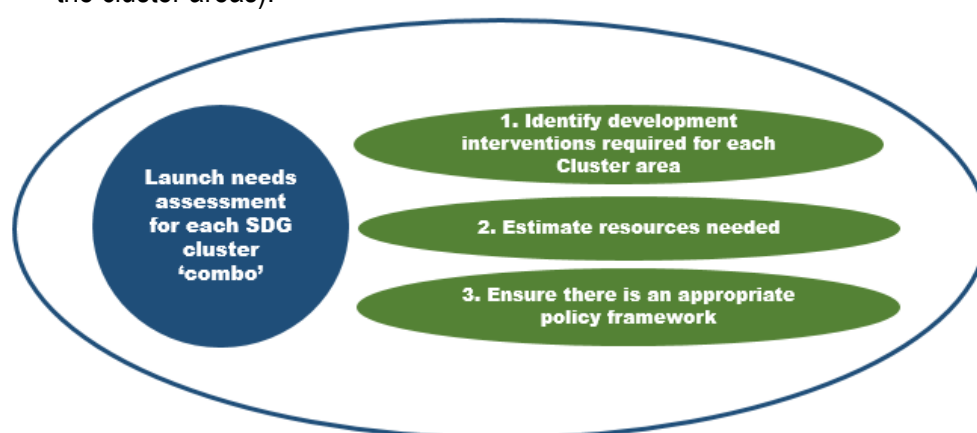
A fundamental principle guiding mainstreaming efforts is to avoid creating parallel processes. The review of experiences of some of the earlier initiatives associated with the ‘localization/nationalization or contextualization’ of the MDGs to mainstream into national and sub-national development plans shows that the failure to integrate new initiatives and frameworks into existing ones results in wasted efforts.



A holistic planning approach that leads towards sustainable development should:

- (1) Include a review of existing strategies and plans, and existing coordination systems as well as its parts (e.g. application of methodologies such as the Rapid Integrated Assessments detailed under Module 1 could help a guided systematic analysis).
- (2) Establish a clear coordination mechanism which will allow consultations with different sectors (within the government), levels (national and sub-national), and multi-stakeholder partners (including civil society, private sector, media and academia). Consider participatory methods proved to be conducive in bringing together all relevant developmental issues and diverse interests of local development stakeholders in a particular country (e.g. see UNDP’s forthcoming Institutional Coordination Tool which provides a checklist of key ingredients a country should consider when establishing an institutional architecture to implement and monitor the SDGs).
- (3) Set baselines for SDG status and coverage.

- (4) Identify and prioritize ‘clusters of investments which can accelerate development progress in a country – fully aligned with the SDGs. This should consider the well-being including the state and the direction and rate of change of that state of human, ecological, and economic sub-systems, their component parts, and the interaction between the parts (e.g. UNDP’s methodology on how to develop SDG Clusters or ‘combos’ could help countries prioritize).
- (5) Adapt SDG Targets to local realities and priorities.
- (6) Launch a needs assessment for each SDG ‘Cluster’ – which will provide the development interventions needed under each cluster area/combo, the interlinkages (e.g. an assessment of potential risks, synergies and trade-offs would also be required for each of the cluster areas).



- (7) Define tracking indicators for each SDG Cluster.
- (8) Formulate a budgeting framework aligned with priority areas (‘cluster areas/combos’) - consider both positive and negative consequences of human activity, in a way that reflects the full costs and benefits for human and ecological systems, in monetary and non-monetary terms. A country should also consider developing a financing strategy. Options for innovative and alternative source of financing are described under Module 4.
- (9) Prepare a national development strategy, which is fully aligned with the 2030 Agenda.
- (10) Design a M&E framework as per the needs (e.g. consider the development of interim benchmarks for SDG targets).

The principle of **integration** have emerged as the key principle guiding not only the sustainable planning process but also the design and delivery of development interventions into planning and implementation of development agendas. In a nutshell, this principle entails that all assistance should aim at introducing new practices and methods into on-going institutionalized or statutory frameworks such as planning, budgeting, monitoring and other cycles, rather than creating parallel alternative structures. Better integration is expected to foster horizontal coherence – better collaboration across sectors – and vertical coherence – better collaboration across different government levels (national and sub-nationals). For instance, when preparing SDG focused strategies, SDG targets must be integrated into locally defined

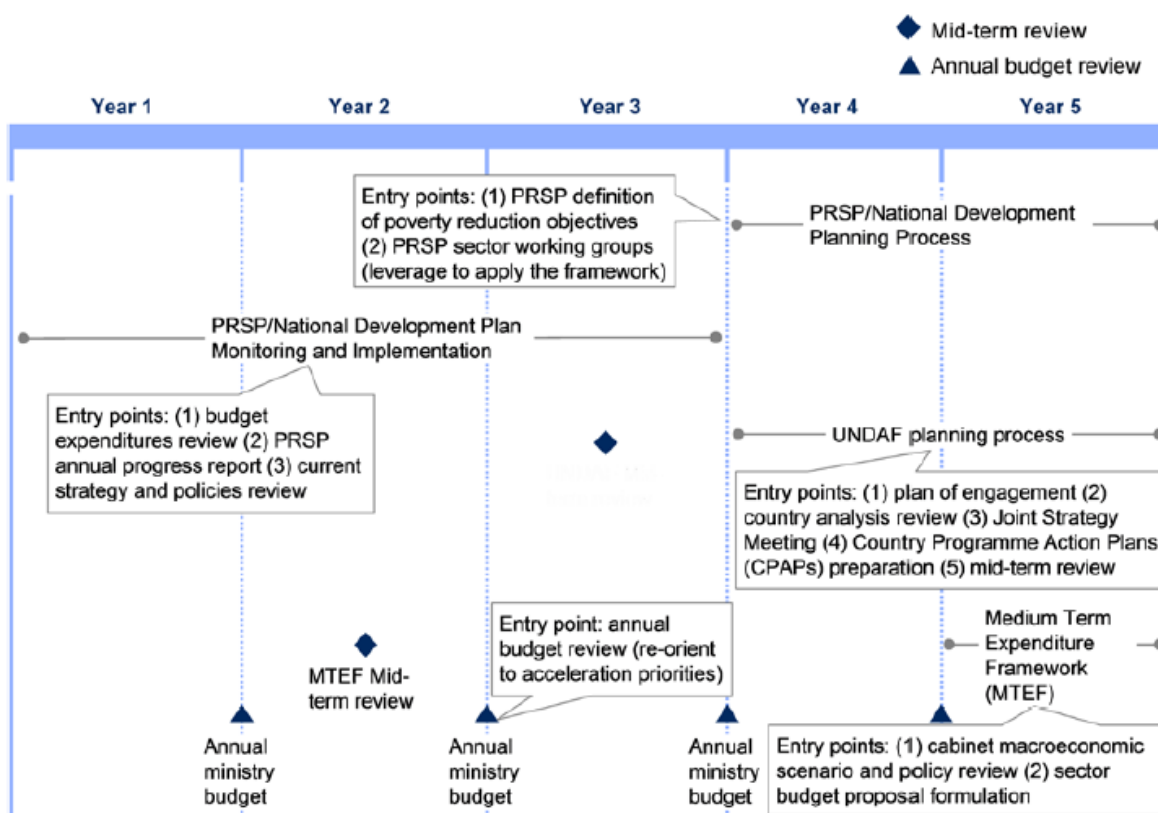
strategies and action plans by demonstrating how established priorities are linked to the national and global SDG targets, rather than developing specific SDG attainment plans and transposing them onto local communities.

Government planning cycle: The planning framework at national and local levels

It is important to determine the government planning cycle and respective planning framework at national or sub-national levels. Broadly, one of the following could apply:

- Option 1: the planning cycle starts in 2016 (Year 1 of the SDG framework) and national government entities have an opportunity to adequately reflect on the SDG framework to ensure alignment of national priorities. Each government life cycle is expected to last from 4 to 5 years – which is the periodicity of each National Development Plan or Local development agenda, or equivalent.
- Option 2: the planning cycle was initiated prior to the adoption of the 2030 Sustainable Development Agenda and will continue to last the first few years of the SDG framework. In this case, countries undergoing a mid-term review have an opportunity to align their national or sub-national priorities to the SDG framework.

Graph 1. Illustrative Government planning cycle at national and sub-national levels: mapping entry points allows planners to build outputs directly into existing government processes⁵



⁵ Graph borrowed from the MDG Acceleration Framework Toolkit (2010).

Government planning often has to take into account the reality of different cycles: planning at national and local levels; four or five-yearly electoral cycle; annual planning and annual budgeting; and monitoring and evaluation.

In many countries, in order to create greater certainty in budgets and introduce multi-year planning the National Treasury has adopted a Medium Term Expenditure Framework (MTEF)⁶.

Key components of an effective planning process

Any successful planning process has to be owned and led by the government, which should demonstrate high-level political commitment and ensure strong coordination between government entities. Planning should also be carried out in an inclusive and transparent way and be subject to periodic progress reviews.

High-level political commitment

Aligning MDG strategies with national development strategies requires full and sustained commitment from the highest levels of government — from both the executive and legislative branches. Such high level leadership is critical for identifying priorities, setting clear goals, overcoming bureaucratic inertia, and ensuring that different line ministries and departments work with a joint vision and purpose. In reality, such commitment is not guaranteed and requires advocacy efforts to make the MDG agenda relevant to governments by linking them with national agendas and focusing on issues of national priority (e.g., social inclusion; high quality of life for all; reaching high international standards of education, health and social services). In many cases, particularly in middle-income countries, human deprivations are localized in certain regions, among specific groups (e.g., women, ethnic minorities, and rural populations). Achieving MDGs in these contexts will require targeted interventions. Otherwise, the MDGs may be achieved on average at the national level, with serious gaps remaining in various subnational regions or among groups.

Strong coordination amongst government entities

SDG planning has to take place at all levels of government — national, regional and local. At the national level, the primary responsibility for their respective sectors lies with the line ministries, including specialist ministries such as those responsible for health and water management. But regional or local governments have important roles in determining appropriate community-level interventions and should thus participate in thematic working groups.

Overall coordination of line ministry strategies can then be carried out, with the full political and technical support of senior government, by the ministry of planning, the ministry of finance or the office of the president or vice president. Whichever government institution ultimately serves as strategy coordinator, it must communicate with all stakeholders often and regularly — keeping them abreast of the latest developments and addressing emerging issues of concern.

⁶ A Guide to National Planning Framework, by the Presidency of South Africa, available at: <http://www.thepresidency.gov.za/docs/pcsa/general/npf1.pdf>

Inclusiveness and transparency

SDG planning has to encompass not just national and subnational governments but also a diverse set of other stakeholders, including civil society organizations (CSOs), academic institutions and the private sector, and groups normally under-represented, such as women’s and children’s groups. All can inform the process with unique technical expertise, alternative perspectives, and on-the-ground experience. When vulnerable groups, especially the poor, participate, they can try to ensure that their needs are taken into account.

For this purpose, the planning process must be inclusive, participatory and transparent from the outset. Bringing CSOs into Stage 1 sets the tone for all subsequent planning stages, building a foundation for broad-based participation and enhancing the legitimacy of both the national vision and the resulting development strategy. Getting this right during Stage 1 is therefore critical to the strategy’s overall success. This is not easy. Engaging a wide range of non-government actors requires careful management.

- *Civil society:* CSOs should be involved since they can represent the needs of under-represented communities and regions. They also have extensive experience in delivering services to the poor and can recommend interventions appropriate to particular target populations and geographic areas. They should therefore be represented in thematic working groups, as well as in public consultations.
- *Private sector.* The private sector contributes directly to the achievement of the MDGs by providing the income and employment needed to eliminate poverty. It also contributes to social services such as health and education and can add vital management expertise and help mobilize resources. Private sector representatives should therefore work with the government to identify priority infrastructure investments — such as energy, transportation, water and sanitation. In thematic working groups and other activities they can be represented by national chambers of commerce or similar organizations.
- *UN System.* Governments can rely for critical support on UN agencies, funds and programmes. For this purpose, UN Country Teams (UNCT) can help establish consultative processes and advise on different aspects of SDG planning. The team can also appoint UN focal persons to support thematic working groups and coordinate UNCT assistance. The UNCT should also align its SDG efforts in the countries with the UN Development Assistance Framework (UNDAF). UN support on the ground is coordinated through the Office of the UN Resident Coordinator.

Periodic progress reviews

No analysis can claim perfect foresight. As they implement their development strategies, governments, civil society and all the development partners will constantly be learning important lessons. The coordinating bodies of the SDG planning process should therefore establish robust mechanisms for regular and objective progress reviews. As obstacles or problems emerge, the partners will then be in a much better position to revise, reinforce and generally adjust their strategies.

Progress reviews have two basic pillars. The first is a clear set of timelines that anticipate outputs at regular intervals. The second is a set of SMART indicators to measure progress⁷. Generally speaking, it will take around 12-15 months to finalize the alignment of the SDGs with existing national development frameworks. During this period, the government can schedule the deliverables of the process to feed directly into an ongoing dialogue with multi-stakeholders on implementation and financing.

3.2 Budgeting

- **Medium-Term Expenditure Framework:** In order to create greater certainty in budgets some countries have introduced a multi-year planning such as the Medium Term Expenditure Framework (MTEF), which provides a three-year rolling budget that is reviewed annually. Parliament too has its own cycle following the annual calendar.
- **Results-based budgeting:** is a budget process in which. (a) Budget formulation revolves around a set of predefined objectives and Expected Results, (b) Expected results justify the resource requirements which are derived from and linked to outputs; and (c) in which actual performance in achieving results is measured by objective performance indicators (source: Council of Europe).
- **Participatory Budgeting:** an approach that can be applied by governments to take budgeting one step further by involving citizens (and non-citizens on its territory for whose protection and welfare the governments are responsible, such as refugees and stateless persons) directly in the budgeting process (UNDG Mainstreaming Guidance Note, 2015).
- **Budget mainstreaming:** Budget mainstreaming is an approach that promotes the integration of specific issue areas into fiscal budgets.
 - *Environmental budgeting* is another issue area that has been the focus of budget mainstreaming approaches. The UNDP-UNEP Poverty-Environment Initiative has developed a guidebook for mainstreaming the environment for poverty reduction and sustainable development in 2015.
 - *Gender-responsive planning and budgeting:* National economic policies and plans need to recognize the roles and contributions of men, women, boys and girls, and address their needs equitably. However, even gender-responsive policies and plans often fail to improve gender equality and empower women because insufficient resources are allocated to implement them. Although resources alone will not achieve gender equality,

⁷ SMART indicators stand for **Specific:** The system captures the essence of the desired result by clearly and directly relating to achieving an objective, and only that objective. **Measurable:** The monitoring system and its indicators are unambiguously specified so that all parties agree on what the system covers and there are practical ways to measure the indicators and results. **Achievable and Attributable:** The system identifies what changes are anticipated as a result of the intervention and whether the result(s) are realistic. Attribution requires that changes in the targeted developmental issue can be linked to the intervention. **Relevant and Realistic:** The system establishes levels of performance that are likely to be achieved in a practical manner, and that reflect the expectations of stakeholders. **Time-bound, Timely, Trackable and Targeted:** The system allows progress to be tracked in a cost-effective manner at a desired frequency for a set period, with clear identification of the particular stakeholder group to be impacted by the project or programme.

ensuring adequate financing is a necessary step. While taxes are a key source of financing for such initiatives, tax reforms can increase the tax burden on the poorest women, and at the same time fail to generate enough revenues to fund programmes needed to improve their lives. Gender-responsive planning and budgeting ensures that fiscal resources are generated and allocated in a way that affects women and men equitably.

UNDP helps development planners, researchers and civil society to make development planning and practice more gender-responsive. Some specific examples of UNDP’s work in this area include:

- Gender and Economic Policy Management Initiative in Africa (GEPMI-Africa): This initiative is designed to increase the effectiveness of economic policies and poverty reduction strategies in Africa so that they benefit poor women and men more equitably.
- Developing a Gender Needs Assessment tool and training government officials and civil society groups to implement it. The tool helps to assess the needs and estimate the costs of programmes that promote gender equality and women’s empowerment.
- Gender and Taxation Initiative: analyzing the nature and composition of taxation and current tax reform efforts.

Other areas of UNDP’s work in gender-responsive planning and budgeting include:

- Providing technical support to mainstreaming gender equality into national development plans and sectoral strategies
- Advocating for the recognition of unpaid work in policy making
- Helping women to participate in planning, budgeting and policy-making processes
- Tracking and monitoring policy implementation and service delivery to women.

3.3 Monitoring

Assessing existing SDG monitoring capacity

This step highlights ways to assess existing monitoring capacity and provides a checklist for conducting a needs assessment. It also focuses on the need for cross-cutting indicators to reduce the monitoring burden at the country level. To track progress on the achievement of the Sustainable Development Goals (SDGs), a **facilitating policy environment** coupled by an **effective monitoring system** at the national and sub-national levels (regional and local levels), has to be in place to effectively assess the performance of a country towards meeting the SDGs.

1. Mapping the existing monitoring framework at the country level

2. Mapping the availability of data and relevant information (including disaggregated data)

As the discussion shifts from a poverty alleviation focus to a broader sustainable development focus and from an emphasis on developing countries to the active engagement of the entire world, the post-2015 goals and indicators and how they are collected need to similarly evolve. There are sizeable data gaps, most notably on new issues likely to be measured under the 2030 agenda. The SDG Targets repeatedly call for the use of disaggregated data in order to operationalize its call to leave no-one behind. Visualizing

and counting everybody is key to the ability to having the proper interventions designed. Hence the need to develop capacities at national and local level to capture, report and disseminate data , disaggregated by gender, age, ethnicity, and geographical location.

Disaggregation of data

Data for the 2030 agenda should be disaggregated to determine whether population groups are disadvantaged, which might in turn require targeted policies and programs. Data can be disaggregated by:

- 1) characteristics of the individual or household (e.g. age, sex, income, disability, religion, ethnicity and indigenous status);
- 2) economic activity; and
- 3) spatial disaggregation (e.g. by metropolitan areas, urban and rural, or districts).

The table below highlights the primary data source for each SDG:⁵

SDGs	Primary data sources
Goal 1: End poverty in all its forms everywhere	Household surveys, Administrative data
Goal 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Household surveys, Administrative data, Census
Goal 3. Ensure healthy lives and promote well-being for all at all ages	Household surveys, Administrative data from health facilities, Civil registration and vital statistics
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Household surveys, including the Multiple Indicator Cluster Surveys (MICS) and Demographic and Health Surveys (DHS); Administrative Data
Goal 5. Achieve gender equality and empower all women and girls	Household surveys; Administrative data
Goal 6. Ensure availability and sustainable management of water and sanitation for all	Household surveys; Administrative data
Goal 7. Ensure access to affordable, reliable, sustainable, and modern energy for all	Household surveys; Administrative data
Goal 8. Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All	Administrative Data; Labor Force surveys; International monitoring
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Administrative Data; Research and Development Surveys
Goal 10: Reduce inequality within and among countries	Household Surveys; Administrative data
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Household surveys and citizen/community-run surveys; Vital registration for mortality, administrative data (national accounts and statistics) to assess economic loss and damage; Remote sensing; Satellite imagery, open public space maps and/or GIS data; Data from municipal bodies and/or private contractors
Goal 12. Ensure sustainable consumption and production patterns	Administrative data; international monitoring; Remote sensing/satellite

For disaggregation by age, countries should at a minimum disaggregate by the following set of groups: 0-2 years (infants), 2-5 years (pre-school age), 5-14 years (school age), 15-49 years (childbearing age), 15-64 years (working ages) and 65 years and older (elderly persons).

3. Assessing national capacity for monitoring SDG indicators

The SDGs require annual reporting of high-quality data from all countries. This, in turn, will require much greater investments in building independent, impartial national statistical capacities and strengthening statistical quality and standards. The following criteria need to be in place to enable countries to effectively monitor and report on the SDGs.

- ✓ Legal and institutional framework for statistics
- ✓ Management and organization of the statistical system
- ✓ Financial resources
- ✓ Human resources and technical training
- ✓ Equipment and physical resources
- ✓ Data collection and processing

Checklist for monitoring capacity needs assessment

Assessing the national statistical legal and institutional framework ¹⁷	
Statistical legislation and degree to which the system is independent	<ul style="list-style-type: none"> ✓ Existence and implementation of the statistical law or act; ✓ Degree of political autonomy of the National Statistical Office: who approves statistical outputs and indicators; ✓ Degree of functional autonomy of the National Statistical Office: who approves the work program and annual budget; ✓ Degree of technical autonomy of the National Statistical Office or other government data providers: who decides on methodological issues; ✓ Basic rules of data collection: voluntary and statutory data collection, any penalties for non-compliance with compulsory data collection and capability to enforce them, incentives for respondents (individuals, households, enterprises) to answer; ✓ Individual statistical data confidentiality protection: how well-developed and practiced are the rules to prevent disclosure of individual data;
Management and organization of the statistical system	<ul style="list-style-type: none"> ✓ Institutional arrangements or agreements between the National Statistical Office and line ministries for regular data transfers, data compilation and publication; ✓ Organizational structure of the National Statistical Office and efficiency in terms of data flows;
Assessing the national statistical capabilities	
Financial resources	<ul style="list-style-type: none"> ✓ Government statistics budget; ✓ Current budget spending on statistics; ✓ Budget distribution by public and private, central and regional, sectors; ✓ Budget distribution by type of activity—data collection instruments to monitor the SDGs (includes overhead for human resource investments and policy and legislative reform), research, training; ✓ Budget distribution for modernization of M&E systems in each sector;
Human resources and technical training	<ul style="list-style-type: none"> ✓ Adequacy of the number of technical staff within the National Statistical Office and the line ministries (number of staff, number of statisticians per 10,000 population);

	<ul style="list-style-type: none"> ✓ Average wages in statistical system as compared to average wages in government, and to private sector; ✓ Statistical training and re-training facilities;
Equipment and physical resources	<ul style="list-style-type: none"> ✓ Adequacy of office space at central and regional level; ✓ Availability of field equipment, such as vehicles and GPS; ✓ Adequacy of statistical infrastructure (registers, database structures, GIS, and IT); ✓ Adequacy of IT hardware (installation, maintenance, and upgrade) and software (including training and documentation); ✓ Adequacy of the physical and virtual security of the statistical system;
Assessing the performance of the statistical system	
Data collection and processing	<ul style="list-style-type: none"> ✓ Current methods of data collection: design, conduct, frequency, coverage and comparability of censuses and surveys; ✓ Collection and compilation of statistics based on administrative records; ✓ Timeliness and periodicity of statistics; ✓ Challenges in the collection of data (disaggregated), including availability of data for 'new' areas of the SDG's; ✓ Gaps and overlaps in data collection; ✓ Data processing arrangements and level of decentralization; ✓ Data validation: organization and procedures of functional data capture, checking, imputation and validation;

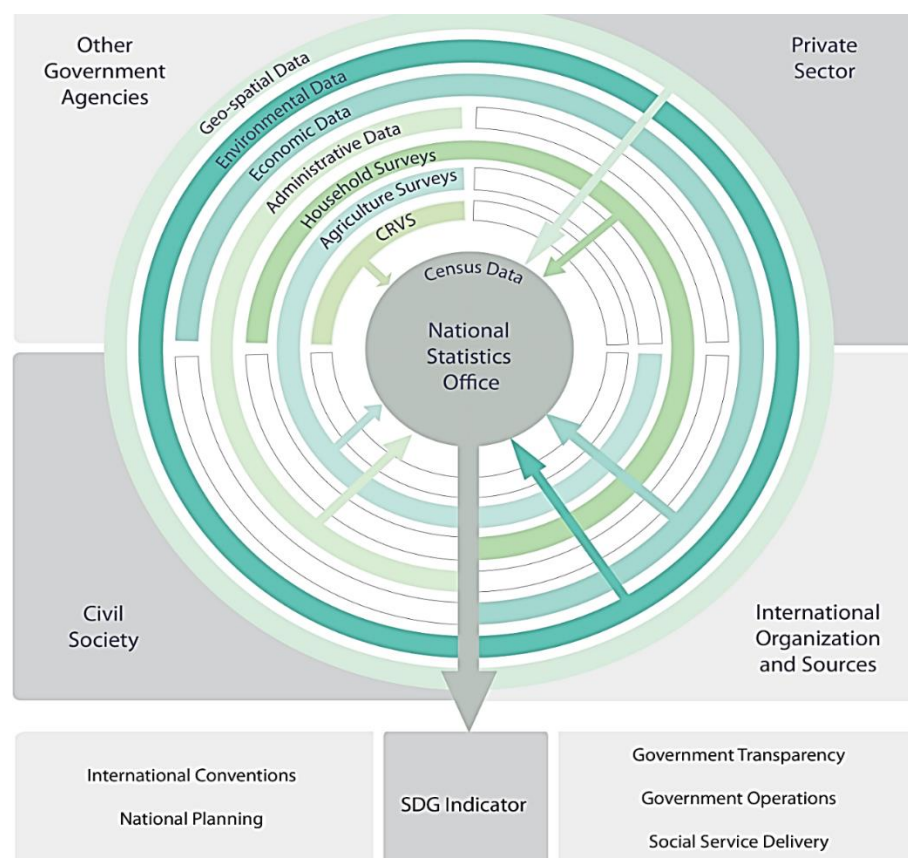
Note: This checklist is not exhaustive and is intended to serve as a general guide.

Institutional and Coordination Mechanisms for Monitoring Progress on the SDGs at country level

Strong collaboration and coordination is required to effectively monitor progress on the SDGs. In most countries this would require close coordination between the National Statistical Office, other data producers within the National Statistical System (such as line Ministries) and the Ministry of Planning or specialized designated agency in charge of leading the implementation of the National Development Strategy.

National Level Monitoring

- A national monitoring system tracks progress made against policy and development objectives; it can also help identify where and what kinds of corrective actions may be needed. The management and implementation of national monitoring systems are usually led by an office in the ministry of development or planning in collaboration with the national statistics office. For its part, the national statistics office is usually responsible for providing quality control in formulating indicators and for coordinating overall data collection and analysis, in response to the goals and objectives of development policies and plans and sector strategies. Sector ministries may each have a comprehensive monitoring and information system and can collect data that can serve to inform SDG indicators.
- The challenge for NSOs in an SDG era is not necessarily to produce all the data, but, as seen in the figure below, to produce, compile, ensure quality, process and report on many different existing sources of data.



Source: Sustainable Solutions Network, 2015.

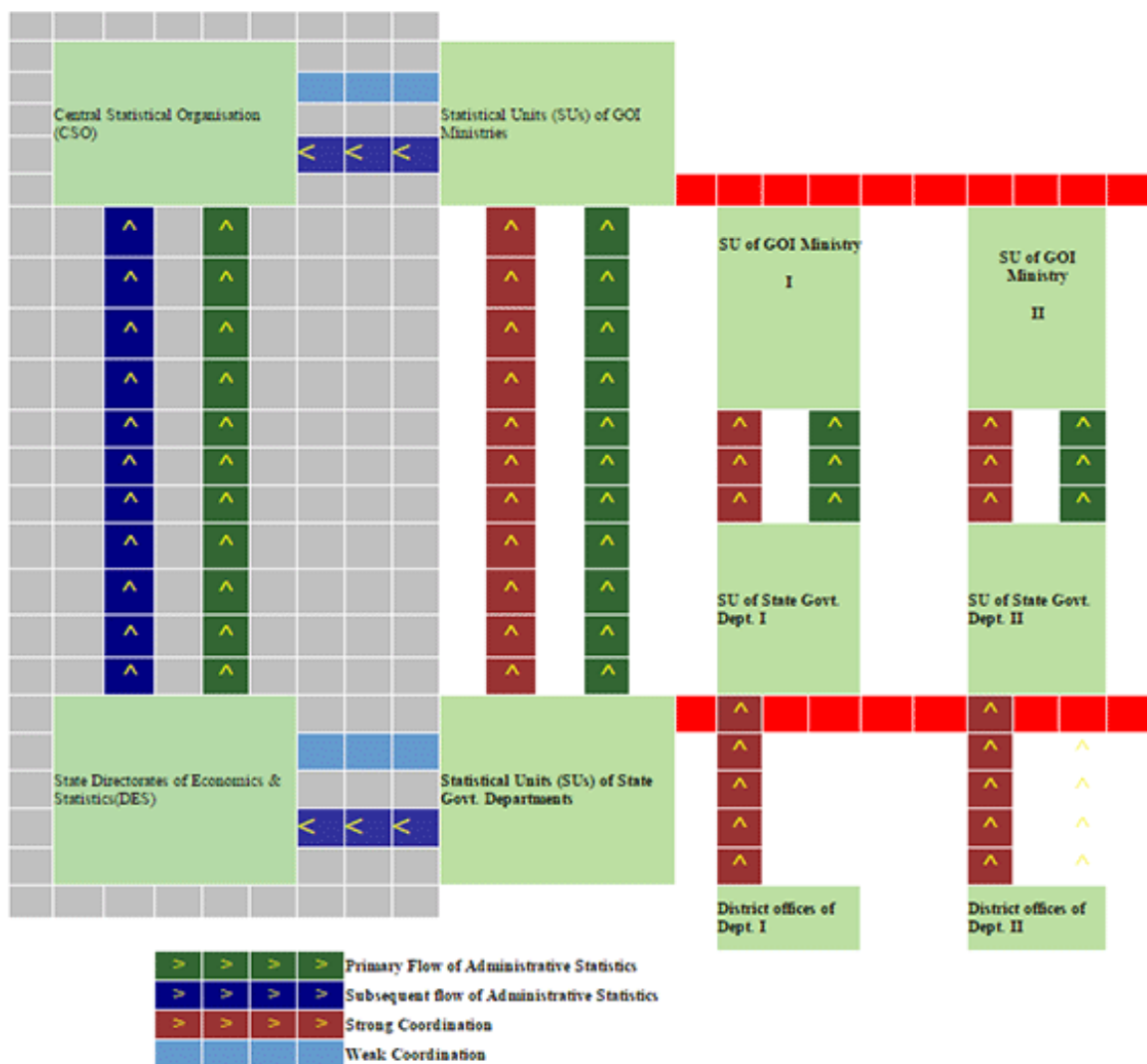
Needs Assessment for SDG Monitoring and Statistical Capacity Development⁸

- Country experience: In **India**, the Central Statistical Office (CSO) is responsible for coordination of all statistical activities in the country.⁹ It helps in identifying data gaps and/or duplication of statistical work and suggesting remedial measures, verifying and maintaining norms and statistical standards, advising the Departments of the Government on statistical methodology and on statistical analysis of data, and liaising with Central Government Departments, State Governments, and international statistical agencies. The collection of statistics for different subject-specific areas like agriculture, for example, rests with the corresponding administrative ministries. Some of the ministries, like Agriculture, Water Resources, and Health, have full-fledged statistical divisions. Large-scale statistical operations like the Population Census, Annual Survey of Industries, and Economic Census, are generally centralised, and these cater to the needs of other ministries and departments, as well as State Governments. Though the CSO has no legal authority to enforce standards and coordination, the work is done through institutional arrangements like inter-departmental meetings of Working Groups, Technical Advisory Committee on various subjects, and Standing Committee, in the case of Central Ministries. Coordination with States is through appointed liaison officers, meetings with high-level statistical

⁸ A Needs Assessment for SDG Monitoring and Statistical Capacity Development. SDSN. 2015.

⁹ Government of India. Ministry of Statistics and Programme Implementation. <http://mospi.nic.in/nscr/iss.htm>

coordination committees of the State Governments and also through a Conference of Central and State Statistical Organisations. The figure below depicts a simplified version of the present Indian Statistical System, the flow of Administrative Statistics, and the links between different statistical offices and the strength of those links. The system is *laterally decentralised* among the Ministries of the Government of India and in every one of them, *vertically decentralised*, between the Centre and the States.



Statistical System in India
Source: Government of India¹⁰

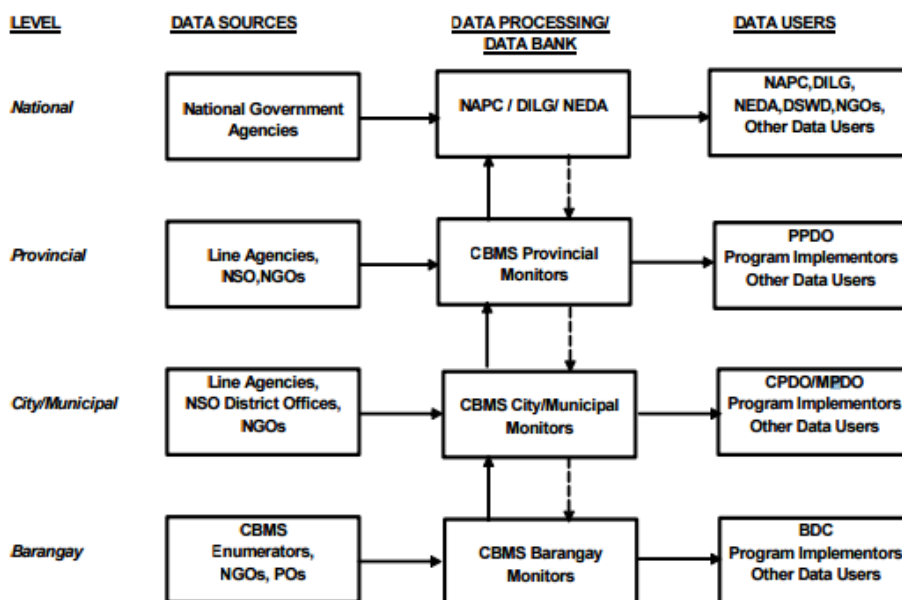
Sub-national level monitoring

- It is important that progress towards the SDGs is monitored not only at the national but also at the sub-national level, disaggregated by gender, age, ethnicity, and geographical location as local government units (LGUs)

¹⁰ Ibid.

play a key role as primary provider of basic social services at the local level. Most LGU’s have their own comprehensive monitoring systems.

- In **the Philippines**, for example, the Department of Interior and Local Government (DILG) developed the MDG Monitoring System that monitors the different development projects being implemented and progress on MDG localization.¹¹ The system primarily tracks LGU responsiveness to the MDGs, including integration of MDG-responsiveness programs and projects in the local plans and budget; issuance of local policies supportive of MDGs; institutionalization of the local MDG benchmarking and monitoring tool, and documentation and replication of good practices.
- These local level systems can be updated to incorporate any new or revised indicators disaggregated by gender, age, ethnicity, and geographical location that are identified in the process of tailoring the SDGs to national contexts.
- Many countries also have **community-based monitoring systems (CBMS)** in place to support the decentralization process, improve local governance, enable better targeting of programs and beneficiaries, and empower local communities to participate in the process. CBMS has been used to monitor achievement of MDG targets at the municipal as well as district level. It has three key features: 1) it is LGU-based while promoting community participation; 2) it taps existing LGU personnel and community volunteers as monitors; and 3) it has a core set of indicators. The system is flexible and can accommodate SDG indicators that are not covered as well as community-specific indicators to reflect additional concerns of the community. The figure below shows the CBMS flow of information among the different levels of government in the Philippines. Coordination is key to effective monitoring.



CBMS flow of information in the Philippines - Source: Reyes, Celia M., et. al¹²

¹¹ Philippines: 2010 Progress Report on the Millennium Development Goals. Government of Philippines and UNDP.

¹²Community Based Monitoring System: A Tool to fight Poverty. http://www.pep-net.org/sites/pep-net.org/files/typo3doc/pdf/CBMS-GRB/METHODOLOGY_WORKSHOPS/Tool_fight.pdf

Module 4: Financing the 2030 Agenda on Sustainable Development

A major task for policy-makers in financing the 2030 Agenda will be to devise financing solutions to attract and direct investments to areas where greater co-benefits and multiplier effects can be achieved. This toolkit provides guidance to review and operationalize those financing solutions that can enable the implementation of sustainable development strategies - a national development plan, the country's biodiversity strategy or the respective Nationally Appropriate Mitigation Actions.

4.1 A Toolkit on Financing Solutions for Sustainable Development

UNDP is preparing a toolkit – a Financing Solutions for Sustainable Development Platform: an intelligent database that describes their potential, advantages, disadvantages, risks and characteristics. It profiles case studies and refers to multiple external sources, including e-learning and advanced guidance material, where available. The development of the domestic financial sector and the integration of local, national, regional and international markets have increased the number of options the public and private sector can choose from to advance investments in SDG sectors. This toolkit helps to search among those financing solutions. The importance of investing in sustainable development is highlighted in the video below.

The Toolkit is available at: <http://www.undp.org/content/sdfinance/en/home.html>

4.2 How the toolkit works?

The platform features a simple navigation system. Please review the search menu on the right to navigate among the technical fiches that describe various financing tools, instrument and strategies. You can search for the financial result to achieve, the financial instrument used, and the sector or most relevant Sustainable Development Goal(s). For additional information on the search and tagging system please visit the "How to use this toolkit" section. All solutions are also listed alphabetically in the "Solutions" section.

The toolkit and the review of the financing solutions was guided by three overarching principles:

- **Efficiency:** public and private finance must be used catalytically. That is, to plan wisely, allocate resource for results and leverage multiple sources of finance.
- **Effectiveness:** finance solutions should not be framed in silos. They should be combined to deliver multiple economic, social and environmental benefits and be risk-informed.
- **Equity:** countries and people need to fairly participate and benefit. The financial market and the multiplication of financial flows have largely benefitted a fewer economies, sectors, and groups.

4.3 Financing solutions

- **Biodiversity Offsets:** Measurable conservation outcomes resulting from actions that compensate for significant residual adverse biodiversity impacts arising from development projects.
- **Bioprospecting:** Systematic search for biochemical and genetic information in nature in order to develop commercially-valuable products and applications.
- **Carbon Markets:** Carbon markets aim to reduce greenhouse gas emissions cost-effectively by setting limits on emissions and enabling the trading of emission units.
- **Climate Credit Mechanisms:** Market mechanisms that enable entities, for which the cost of reducing emissions is high, to pay low-cost emitters for carbon credits that they can use towards meeting their emission-reduction obligations. An example is the Clean Development Mechanism.
- **Ecological Fiscal Transfers:** Integrating ecological services means making conservation indices (e.g. size/quality of protected areas) part of the fiscal allocation formula to reward investments in conservation.
- **Enterprise Challenge Funds:** Funding instrument that distributes grants (or concessional finance) to profit-seeking projects on a competitive basis.
- **Environmental Trust Funds:** Legal entity and investment vehicle to help mobilizing, blending, and overseeing the collection and allocation of financial resources for environmental purposes.
- **Fuel Taxes:** The sale tax any individual or firm who purchases fuel for his/her automobile or home heating pays. Fuel taxes can reduce the consumption of fossil fuels and greenhouse gas emissions while generating public revenues.
- **Green Bonds:** Bonds where proceeds are invested exclusively in projects that generate climate or other environmental benefits.
- **Impact Investment:** Investments made into companies, organizations, and funds with the intention to generate a measurable social and environmental impact alongside a financial return.
- **Lotteries:** Governments and civil society groups use lotteries as a means of raising funds for benevolent purposes such as education, health, preservation of historic sites and nature conservation.
- **Public Guarantees:** Guarantees can mobilize and leverage commercial financing by mitigating and/or protecting risks, notably commercial default or political risks.
- **Remittances:** Private unrequited transfers sent from abroad to families and communities in a worker's country of origin.



FINANCING SOLUTIONS *for* SUSTAINABLE DEVELOPMENT



www.undp.org/content/sdfinance

A major task for policy-makers in financing the 2030 Agenda will be to devise financing solutions to attract and direct investments to areas where greater co-benefits and multiplier effects can be achieved. The online platform provides guidance to review and operationalize financing solutions that can enable the implementation of national sustainable development plans and SDG-specific strategies.

HOW CAN THE PLATFORM SERVE SDG IMPLEMENTATION?

1. To expand the knowledge over the breadth of financing solutions available to implement the SDGs.
2. To assess the potential, advantages, disadvantages, risks and major characteristics of the financing solutions to be considered for my country's strategy or project.
3. In national or sub-national design and planning processes, whereby a national or sector-specific strategy is drafted. It can be used to inform brainstorming and writing workshops.
4. To identify additional sources and learning material to operationalize

FEATURED SOLUTIONS

Public Guarantees: guarantees mobilize and leverage commercial financing by mitigating risks, notably commercial default or political risks.

Fuel Taxes: sale tax any individual or firm who purchases fuel for his/her automobile or home heating pays.

Green Bonds: Bonds where proceeds are invested exclusively in projects that generate climate or other



FINANCING SOLUTIONS *for* SUSTAINABLE DEVELOPMENT



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THE LOGIC FLOW

SOURCE

- Official Development Assistance.
- Ind./Household.
- Domestic budget.
- Private firm.
- Financial institution.
- Institutional investor.

- Development bank.
- Aid agency.
- Non-governmental organization.
- Consultancy firm.
- Government entity.
- Special Purpose Vehicle.

INTERMEDIARY

FINANCIAL RESULT

GENERATE REVENUES
Generate or leverage financial resources.
Ex: Impact investments, green taxes.

REALIGN EXPENDITURES
Re-orient existing financial flows.
Ex: Phase out harmful fisheries subsidies.

AVOID EXPENDITURES
Prevent or reduce future expenditure needs.
Ex: Taxes on sugar content or tobacco (health).

DELIVER BETTER
Enhance efficiency and synergies.
Ex: Challenge funds, climate funds.

INSTRUMENT

Annex 1: Biographies of Presenters and Facilitators

Nik Sekhran

Mr. Nik Sekhran is the Director for Sustainable Development in the Bureau for Policy and Programme Support.

In this role, he oversees work on development planning, inclusive sustainable growth, livelihoods and economic recovery, environment and natural resources management and support to the implementation of the 2030 Agenda.

Over the past 22 years, Mr. Sekhran has dedicated his career to spearheading sustainable development, working on-the-ground in over 40 countries across the world.



His particular experience in development and natural resources management has included the provision of policy advice and programme support to governments to ensure the sustainable use of natural resources, including fish stocks, forest resources and minerals, green commodities and trade, the conservation of biodiversity and measures to ensure that economic development is planned and managed to optimize sustainable and inclusive growth prospects and to uplift the livelihoods of the poor.

He also has a strong track record in the governance arena, working to improve transparency in decision making, accountability and institutional effectiveness in public administrations.

Mr. Sekhran holds degrees in Economics from the Universities of Bath and Cambridge in England. Prior to his present post, Mr. Sekhran was Head of the USD 1.5 billion UNDP Ecosystems and Biodiversity Programme.

Ayodele Odusola



Ayodele Odusola is the Chief of the Strategy and Analysis Team for UNDP’s Regional Bureau for Africa (RBA). He coordinates the preparation of Africa MDG reports, the MDGs Acceleration Framework for Africa and the coordination of MDG-related activities in 46 African countries. He also coordinates the Post-2015 development agenda in RBA in partnership with the African Union, the Economic Commission of Africa and the African Development Bank.

Mr. Odusola is an economist with a strong focus on macroeconomics and development economics, with a particular emphasis on Africa. He was the Economic Adviser in UNDP South Africa and played a key role in the publication of National and Provincial MDG and Human Development Reports.

Previously, he was the Senior Economist in UNDP Nigeria and was responsible for facilitating the support for the preparation of local, regional and national MDGs reports. Before joining the United Nations, Mr. Odusola worked with the Presidency of Nigeria. Between 1999 and 2005, he served as Head of Research and Macroeconomic Training Programme under the Presidency’s Economic Management Think-Tank. He has also worked in several African countries including Ghana and Liberia.

Mr. Odusola has lectured in many universities in Africa and has published over 40 articles in national and international journals, books as well as technical reports. Mr. Odusola is a Nigerian national and holds a PhD in Economics from the University of Ibadan, Nigeria.

Gonzalo Pizarro (gonzalo.pizarro@undp.org)

Gonzalo Pizarro is the Regional Policy Adviser on Poverty, SDGs and Human Development at the UNDP Regional Hub for Latin America and the Caribbean in Panama, where he supports the rollout of the Agenda 2030 in the region focusing on development planning.

He holds a Ph.D in Natural Resource Management from the Graduate School of Arts and Sciences from Columbia University.



Previously the Policy Specialist for the MDGs in the MDG Support Team at the Poverty Group of the Bureau for Development Policy of the UN Development Programme, where he, among other things, participated in the design and rollout of the MDG Acceleration Framework. Gonzalo joined the UN family in 2005 as Policy Advisor for water resources at the UN Millennium Project.

Since joining the UN System, Gonzalo has focused on mainstreaming of the MDGs in the National Development Strategies. He was part of the team which developed the MDG Acceleration Framework, and led the rollout of the MAF in several countries across the globe and thematic areas. He has worked in countries as diverse as Belize, Dominican Republic, Ecuador, El Salvador, Ethiopia, Ghana, Kyrgyzstan, Malawi, Chile, Argentina, Colombia and Uruguay.

Before joining the UN, Gonzalo worked in the private sector as a consultant on water resource management and environmental sustainability issues.

Renata Rubian (renata.rubian@undp.org)



Renata Rubian is a Policy Specialist on Sustainable Development, with a commitment to improving people’s lives and building strong, stable and sustainable communities. Renata has a multidisciplinary background which combines advanced training with real-work experience in Latin America, Africa, and Asia and Pacific.

As part of the former UNDP’s MDG Support Team, Renata co-led the development and roll-out of the MDG Acceleration Framework (MAF). Renata supported the development of MDG action plans in several countries, working closely with governments, multi-stakeholders and UN Country Teams in Bangladesh, Belize, Cambodia, Colombia, DRC, Ghana, Indonesia, Lao PDR, Nepal, Pakistan, Philippines, Tanzania, Togo, Tuvalu, Uganda, and Vanuatu.

Renata coordinated UNDP’s partnership with the World Bank under the CEB MDG Acceleration Reviews which targeted 16 countries globally on various development issues. In the past decade, Renata provided technical support to countries for MDG monitoring, including data analysis and reporting.

Prior to moving to New York, Renata lived in Sri Lanka, working at the UNDP Asia Pacific Hub, developing the regional human development reports. She also worked with the International Institute for Sustainable

Development (IISD), the International Union for the Conservation of Nature (IUCN) and the UNEP Convention on Biological Diversity to access and benefit sharing, sustainable use and conservation. She holds degrees in Political Science from McGill University and the University of Brasilia.

Massimiliano Riva (massimiliano.riva@undp.org)

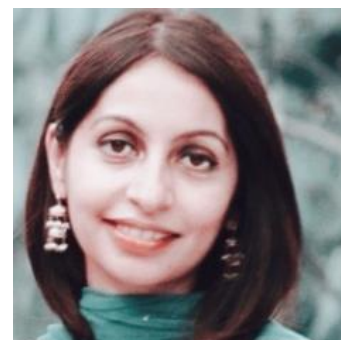


Massimiliano (Max) Riva is responsible for contributing to UNDP’s evolving work on finance under the natural capital and environment thematic area through policy advice, technical expertise, advocacy, partnership building and knowledge. He works closely with UNDP-GEF, UN-REDD, the Montreal Protocol Unit, BIOFIN and other programmes to identify and operationalize opportunities for leveraging financial resources in support of sustainable development. Max is keen to meet, collaborate and support colleagues to unlock and mobilize new resources for sustainable development and to trigger a more efficient, effective and equitable allocation of resources in-countries.

Max is a trade and finance specialist, with over 10 years of experience in international organizations, governments and the private sector. He has accumulated knowledge and expertise in areas such as guarantees, inclusive finance, export credit, public finance, vertical funds, Sector Wide Approaches, and sector resource mobilization strategies. In his career he facilitated a wide range of partnerships on sustainable trade and finance, providing advisory services on the ground to more than 25 countries across four continents. He co-authored a number of publications on trade, finance and sustainable development. Max is a Ph.D. candidate in International Economics at the University of Rome II. He has a M.Sc. in Economics and International Policies from the Catholic University of Milan, and a M.A. in Economics from the Bocconi University.

Devika Iyer (devika.iyer@undp.org)

Devika Iyer is the Policy Specialist for Development Planning at UNDP’s Bureau for Policy and Programme Support. In this role, she contributes to the team’s efforts to provide policy and advocacy support in the area of development planning and inclusive sustainable growth. She supports the development of tools and methods to help countries achieve priorities for poverty eradication and sustainable development. Prior to this role, Devika worked as a Research Analyst at the UNDP-UNEP Poverty-Environment Initiative (PEI), based in Nairobi, Kenya.



At PEI, she worked on developing tools and guidance to support countries in mainstreaming poverty and environment issues into development planning, budgeting and monitoring processes, including the flagship Handbook on Mainstreaming Environment and Climate for Poverty Reduction and Sustainable Development. Devika worked at UNDP’s Environment and Energy Group on research, strategic planning and reporting, and project monitoring and evaluation at the global level. She also worked at UNDP’s Human Development Report Office providing research and analytical support in the preparation of National Human Development Reports. Before joining the UN system, Devika worked at the Center for Humanitarian Cooperation researching civil-military cooperation during natural disasters with a focus on South Asia. Devika has a Master’s degree in International Affairs with a specialization in Economic and Political Development from Columbia University.

Riad Meddeb (riad.meddeb@undp.org)



Riad Meddeb is the Policy Advisor for Economic Recovery at UNDP’s Bureau for Policy and Programme Support based in New York. Riad has in-depth knowledge in the areas of trade, investment and private sector development in African and South East Asian Countries.

Riad has more than fifteen years of experience, focusing on technical cooperation and policy advisory support to governments, in increasingly responsible roles as an Economist in the UN system – including with UNDP, the UN Conference on Trade and Development (UNCTAD), the International Labour Organization (ILO) at HQ and in the field. In his most recent position, Riad was the Senior Economic Advisor in UNDP Comoros.

Riad is a graduate in Development Economics and International Economics with a specialization in Foreign Direct Investment, from the University Paris I Pantheon-Sorbonne. He provides policy advisory to countries to bridge short-term recovery and long-term interventions towards achieving sustainable development. He has also contributed to several publications. He is fluent English, French, Arabic and Italian.

Gail Hurley (gail.hurley@undp.org)

Gail Hurley is a Senior Policy Specialist on Development Finance at UNDP in New York. Gail advises on development finance issues and has written numerous research papers, articles and regularly blogs on the subject. Her areas of expertise and interest include: sovereign debt in small island developing states, aid policies, innovative sources of development finance, risk-informed financing strategies and international public finance.



At the country level, she has supported governments in the Caribbean and Africa to devise strategies for the expansion and diversification of their domestic and external revenue bases. Gail led UNDP’s preparations for the July 2015 UN conference on financing for development in Addis Ababa, Ethiopia.

Prior to joining UNDP, Gail was a Policy and Advocacy Officer with EURODAD (European Network on Debt and Development), a research and advocacy NGO on development finance issues based in Brussels, Belgium. She has been seconded to serve as an advisor to the Government of Ecuador at the Ministry of Economy and Finance, and to Bolivia and Peru to work with the Latin American Network on Debt, Development and Rights (LATINDADD). Gail was Director of the European Volunteer Centre (CEV), a European NGO in Brussels between 2002 and 2004, and has also worked at the European Commission in the Directorate General for Development (on the Overseas Countries and Territories – OCTs).

She holds an MSc. in Development Studies from the School of Oriental and African Studies.

Charu Bist (charu.bist@undp.org)



Charu Bist is the Jobs and Livelihood Specialist at UNDP’s Bureau for Policy and Programme Support, Sustainable Development Cluster, in New York.

She provides policy advisory services on jobs, livelihoods recovery and sustainable development and offers guidance in programme development to promote jobs and livelihoods issues in fragile states, early recovery and sustainable development. She has extensive programme experience and effectively contributes to UNDP’s Sustainable development through her assignments around Asia, Africa and the Arab States.

Charu has been deployed to key humanitarian crises of Syria, Jordan, Lebanon, Philippines, Mozambique and Nepal earthquake response. She has demonstrated expertise in the wide range of UNDP’s core areas on livelihoods and economic recovery, youth employment, employment and peacebuilding, innovative models for livelihoods recovery, social enterprises, micro entrepreneurship development and women’s economic empowerment. She has led trainings on the Knowledge tools and models around Jobs and Livelihoods.

She has designed innovative models on livelihoods and economic recovery programming in partnership with the private sector, including the design and pilot of the mobile cash transfer system for Philippines Typhoon Haiyan response. She has anchored UNDP’s leadership with humanitarian actors OCHA, UNHCR, UNICEF, WFP and led inter agency collaborations on Employment and peacebuilding and Youth employment with partners such as the World Bank, the ILO, UNCDF and others.

She holds a Master’s degree in Sociology from Tribhuvan University, Nepal.

Technical Support Team

- Yuqiong Zhou, Policy Analyst on Sustainable Development
- Rodolfo Alonday, Programme Assistant
- Kariny Amorim, Programme Assistant
- Natasha Ardiani, Trainee on Sustainable Development
- Rohan Kocharekar, Research Analyst on Sustainable Urbanization

Annex 2: Transforming our world: the 2030 Agenda for Sustainable Development

(Resolution adopted by the General Assembly on 25 September 2015)