



THE GLOBAL GOALS

For Sustainable Development

Learning Conference

Implementing the 2030 Agenda in the Caribbean Region

15 - 16 MAY 2019

PORT OF SPAIN, TRINIDAD AND TOBAGO

BOOKLET





THE GLOBAL GOALS
For Sustainable Development

1 NO POVERTY 	2 ZERO HUNGER 	3 GOOD HEALTH AND WELL-BEING 	4 QUALITY EDUCATION
5 GENDER EQUALITY 	6 CLEAN WATER AND SANITATION 	7 AFFORDABLE AND CLEAN ENERGY 	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE 	10 REDUCED INEQUALITIES 	11 SUSTAINABLE CITIES AND COMMUNITIES 	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION 	14 LIFE BELOW WATER 	15 LIFE ON LAND 	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS 	<div>SUSTAINABLE DEVELOPMENT GOALS 17 GOALS TO TRANSFORM OUR WORLD</div>		

Welcome Message

Port of Spain, 15th May 2019

Dear participants,

It is with great pleasure that we welcome you to the Learning Conference on *“Implementing the 2030 Agenda in the Caribbean Region”* held in Port of Spain, Trinidad and Tobago on 15th and 16th of May 2019.

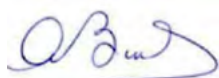
This international event is co-organized by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Department of Economic and Social Affairs (UNDESA) and the United Nations Institute for Training and Research (UNITAR). This event is based on effective collaboration and partnership among different UN entities and relevant government institutions in line with the spirit of the 2030 Agenda for Sustainable Development.

We are pleased to have representatives from Caribbean countries and express our appreciation to all the international speakers and high-level officials that will share their experiences with their counterparts from other countries. As you are aware, this conference will provide a space for us to discuss the challenges and possible solutions for achieving sustainable development in the region. It will also provide a platform to share the mechanisms and good practices that exist for planning, monitoring, evaluating and financing the achievement of the Sustainable Development Goals (SDGs), both at the national and local levels.

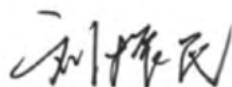
Our common goal is to tackle the challenges related to the implementation of the SDGs and to identify good practices, taking into account the comprehensive and multi-stakeholder nature of the 2030 Agenda. We are honored to welcome all of you to this important event and thank you for your commitment and enthusiasm in sharing your country level experiences.

Receive our best wishes for this conference and the appreciation for the important work you are all doing to ensure a better future for the Caribbean subregion.

Cordially,



Ms. Alicia Bárcena
United Nations
Under-Secretary General
and Executive Secretary of
ECLAC



Mr. LIU Zhenmin
Under-Secretary-General
for Economic
and Social Affairs
UN DESA



Mr. Nikhil Seth
United Nations
Assistant Secretary-General
and Executive Director of
UNITAR



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1



Concept Note



UN Photo/ Manuel Elias



Executive Summary

This concept note provides a description of the objectives, the expected learning results and the content of this conference regarding holistic approaches for the implementation of Agenda 2030 in the Caribbean region. The event will take place in Port of Spain, Trinidad and Tobago, on the 15th and 16th of May 2019. This conference will be co-organized by the United Nations Economic Commission for Latin America and the Caribbean (ECLAC), the United Nations Department of Economic and Social Affairs (UN DESA) and the United Nations Institute for Training and Research (UNITAR).

The organizers held similar events in 2017 and 2019 in Abuja (Nigeria), Cartagena (Colombia), Addis Ababa (Ethiopia) and Shanghai (People's Republic of China). In 2016, UN DESA organized Regional Symposia on issues related to governance and public institutions in the Bahamas and in Bolivia.

The objective of this Learning Conference is to provide a space for practical learning and the exchange of knowledge and experiences among government representatives involved in the process of integrating the SDGs in their countries' national development plans and budgets. It will also offer a platform to learn about the “best fit” mechanisms and practices to promote a “whole of government” and “whole of society” approach towards the planning and budgeting of the Sustainable Development Goals (SDGs) and the SAMOA Pathway at national and international levels utilizing also the experiences and lessons learned from Voluntary National Reviews (VNRs) and the preparatory processes for the mid-term review of the SAMOA Pathway in the Caribbean. Further, it will explore the experience of countries in the Caribbean that have used Voluntary National Reviews to the High-Level Political Forum as a means to advance the implementation of the 2030 Agenda at the national level. The event will have an interdisciplinary character and will involve multiple stakeholders.

An interactive methodology will be used throughout the whole event, offering participants the opportunity to share and exchange their knowledge and experiences with others. The meeting will be structured following UNITAR's pedagogical methodologies for successful learning and drawing on the expertise held by ECLAC and UN DESA on the Caribbean region, with an emphasis on the specific needs and priorities of Caribbean Small Island Developing States (SIDS). Government representatives from Caribbean countries will share their experiences and practices in the planning and implementation of the SDGs. Likewise, representatives from civil society will be invited to share their perspectives. This meeting is aimed at supporting policy-makers to acquire critical skills that will help them succeed in effectively implementing the 2030 Agenda.

General Objective

The general objective of this learning conference is to enable government officials to exchange knowledge and acquire the skills needed to apply a “whole of government” and “whole of society” approach to the effective implementation of the SDGs. The goal is to equip participants with the necessary tools to develop inclusive programs within each stage of their national policy framework, including in the preparation of Voluntary National Reviews. Special emphasis will be placed firstly, on policy coherence and the important role of public institutions in promoting a holistic and inclusive implementation of the SDGs, secondly, on enhancing resilience and sustainability in the Caribbean region. The ultimate objective will be to allow each participant to identify a number of ideas and good practices for future use and follow-up actions.



“Whole of government” and “whole of society” approaches

In September 2015, the Member States of the United Nations adopted a landmark document: the 2030 Agenda for Sustainable Development that includes 17 Sustainable Development Goals (SDGs), which are expected to be achieved by every country by 2030. One year before that the international community adopted the SAMOA Pathway which is the blueprint for the sustainable development SIDS and the platform upon which SIDS will pursue the 2030 Agenda. As Caribbean governments work to implement these development agendas, new approaches and innovative solutions are needed to ensure that its ambitious goals are realized and that the process towards sustainable development is inclusive, leaving no one behind. Many countries have expressed their interest in getting access to information and important tools to reach such goals, as well as in receiving support, learning from the experiences of the others, and strengthening the knowledge and capabilities of policy makers and other important actors.

The 2030 Agenda for Sustainable Development and the SAMOA Pathway both highlight the importance of strengthening the capacity of government officials to engage with outside-government actors through the creation of platforms that include all interested stakeholders; to ensure horizontal and vertical policy coherence; to promote greater social inclusion of diverse groups within a country; and to mobilize resources and monitor and evaluate progress. It is widely recognized that the public sector plays a key role in the implementation of the SDGs and the SAMOA Pathway. The goals and targets of the 2030 Agenda are interlinked and integrated. Achieving progress in the implementation of the SDGs will require an adaptation of institutional frameworks and arrangements to deliver integrated policies that effectively address existing inter-linkages among the SDGs to the extent that socio-economic, climate and environmental aspects are considered at the same time.

In light of the review of SDG 16 in the 2019 High Level Political Forum (HLPF) - which amongst others promotes building effective, accountable and inclusive institutions, as well as the mid-term review of the SAMOA Pathway in September 2019, it is important to share insights and lessons learned about the challenges that governments are facing in this regard. Only by stimulating an honest debate among peers will it be possible to learn from one another and jointly seek solutions. VNRs and the regional preparatory process for the mid-term review of the SAMOA Pathway, present an important resource in this regard.

The conference will elaborate some of the tools that support “whole of society” policies, including:

- 1 SDG-aligned national planning instruments providing an overall framework for sectoral policies.
- 2 Inter-ministerial coordination mechanisms and multi-stakeholder platforms and approaches.
- 3 Systemic thinking, scenario-building and modeling tools.
- 4 Evaluation policies and approaches reflecting the complexity of the SDGs and the Leave No One Behind principle.

The regional conference will also examine means of strengthening the institutional capacity of the entire government to successfully achieve the SDGs and the SAMOA Pathway.



Methodology

The learning conference will include plenary sessions and group discussions where participants will identify next steps to promote a more holistic approach to the implementation of the 2030 Agenda.

There will be a total of seven thematic sessions, and each session will include presentations, or panels followed by an interactive learning segment. Session 1 will provide an overview of the status of implementation of Agenda 2030 in the Caribbean. Session 2 will examine the critical role of public institutions in implementing Agenda 2030 and include an interactive session based on a combination of design thinking and systems thinking where participants will discuss key challenges of cooperation among ministries based on interlinkages between particular SDGs following a structured learning process. Session 3 will focus on policy and institutional coherence for the implementation of Agenda 2030 and include national perspectives and good practices from the subregion. Session 4 will focus on the SAMOA Pathway in light of the upcoming mid-term review, with a view to enhancing national and regional coordination, integration and implementation.

Session 5 will give the opportunity to discuss issues related to multi-stakeholder engagement and the development of partnerships for SDG implementation. Session 6 will revolve around effective monitoring and evaluation of the SDGs. Gaps and challenges in monitoring the SDGs in the Caribbean will be discussed and countries will share their own experiences. The last session will focus on capacity-building initiatives to advance implementation of the 2030 Agenda. This session will also include special focus on lessons learned from three years of VNRs: Benefits, Main Building Blocks and maximizing the Impact of the VNRs.

Three SIDS from the Pacific, namely Samoa, Vanuatu and Fiji, will be invited to share lessons learned in implementing the 2030 Agenda and strengthening governance and public administration in their own countries. This exchange will allow for a mutually beneficial cross-fertilization of ideas and approaches.

The learning event will be structured in such a manner that it will result in specific learning outcomes for each participating group. Different pedagogical methods, such as interactive sessions, scenario-building exercises, group discussions, and experiential learning activities, will be used to improve the capacity of parties to analyze, evaluate and develop holistic approaches. In addition to knowledge-sharing sessions, the conference will include the planning of activities aimed at the implementation of concrete follow-up measures to ensure that the meeting leads to sustainable results.

An evaluation of the regional meeting will be carried out in accordance with the co-organizers' monitoring and evaluation frameworks. This will help to determine the impact that participating in such an event had on the participants' knowledge, skills and attitudes.

Target Audience

The regional learning conference will be attended by government officials who oversee the implementation of the SDGs in their respective countries coming from Planning, Economy, Finance and other SDG coordinating Ministries as well as from National Statistical Offices targeting also those who were engaged in their VNR processes where relevant.



List of Caribbean countries members and associate-members of ECLAC attending the conference:

 Anguilla	 Curaçao	 Saint Lucia
 Antigua and Barbuda	 Dominica	 Saint Kitts and Nevis
 Aruba	 Dominican Republic	 Saint Vincent and the Grenadines
 Bahamas	 Guadeloupe	 Sint Maarten
 Barbados	 Guyana	 Suriname
 Belize	 Haiti	 Trinidad and Tobago
 British Virgin Islands	 Jamaica	 Turks and Caicos Islands
 Cuba	 Montserrat	

Expected results

By the end of the learning conference, every participant will have:



- Strengthened the capacities needed to develop participatory, intersectoral and holistic approaches to the design of effective national policies and programmes for the achievement of the SDGs and the SAMOA Pathway;
- Discussed the main gaps and disadvantages of “business as usual” silo-based approaches;
- Explored the advantages of whole of society and whole of government approaches and gained knowledge of how to apply them within the contexts of their countries;
- Improved knowledge and skills needed to strengthen resilience in the Caribbean;
- Identified a number of good practices that could be replicated in their countries, especially with regards to the VNRs;
- Come up with a list of outstanding challenges, next steps that require further reflection to achieve the desired development of follow-up activities and follow-up measures.

The results of this conference will be brought to the attention of government representatives attending the Monitoring Committee of the Caribbean Development and Cooperation Committee, which will be held on the 17th of May 2019 in the same location. The Committee was established in 1975, pursuant to ECLAC resolution 358(XVI), to promote and strengthen economic and social cooperation and integration among the countries of the Caribbean and to promote cooperation between them and the countries and integration processes of Latin America and the Caribbean. The Committee engages representatives of government and senior decision makers on the range of sustainable development issues confronting the twenty-eight states and territories covered by the ECLAC sub regional Office for the Caribbean¹.

¹ <https://www.cepal.org/en/member-states-and-associate-members>



Co-organizers

The following is a list of the organizers of this event:



The co-organizers will use materials produced by the United Nations and other associates to support the conference and provide beneficiaries with cutting-edge information from all over the world in a coherent manner, using the most appropriate combination of learning methodologies.

United Nations Economic Commission for Latin America and the Caribbean (ECLAC)

The Economic Commission for Latin America (ECLA) - was established by Economic and Social Council resolution 106(VI) of 25 February 1948 and began to function that same year. The scope of the Commission's work was later broadened to include the countries of the Caribbean, and by resolution 1984/67 of 27 July 1984, the Economic Council decided to change its name to the Economic Commission for Latin America and the Caribbean (ECLAC).

ECLAC, which is headquartered in Santiago, Chile, is one of the five regional commissions of the United Nations. It was founded with the purpose of contributing to the economic development of the region, coordinating actions directed towards this end, and reinforcing economic ties among countries and with other nations of the world. The promotion of the region's social development was later included among its primary objectives. In June 1951, the Commission established the ECLAC subregional headquarters in Mexico City, which serves the needs of the Central American subregion, and in December 1966, the ECLAC subregional headquarters for the Caribbean was founded in Port-of-Spain, Trinidad and Tobago. In addition, ECLAC maintains country offices in Buenos Aires, Brasilia, Montevideo and Bogotá, as well as a liaison office in Washington, D.C.

ECLAC is a think tank from the region and for the region and as a convening platform seeks to provide policy advice and research to promote sustainable development through regional and subregional cooperation and integration. As an intergovernmental entity of the United Nations, ECLAC undertakes studies, research and other support activities mandated by its Member States, gathers, organizes, interprets and disseminates information and data relating to the economic and social development of the region, provides advisory services to Governments at their request and plans, organizes and executes programmes of technical cooperation. Finally, ECLAC formulates, promotes and executes development cooperation activities and projects of regional and subregional scope commensurate with the needs and priorities of the countries of the region and assists in bringing a regional perspective to global problems and forums and introduces global concerns at the regional and subregional levels in coordination with major departments and offices at United Nations Headquarters, specialized agencies and intergovernmental organizations.



United Nations Department of Economic and Social Affairs (UN DESA)

Based at UN Headquarters in New York, UN DESA holds up the development pillar of the UN Secretariat. Its Divisions and Offices work together towards a common goal to promote the social, economic and environmental dimensions of sustainable development. UN DESA collaborates closely with its partners at regional and country levels in helping countries to translate policies into formulation and implementation of national sustainable development strategies and preparation of roadmaps for national implementation.

UN DESA's work promotes and supports international cooperation for sustainable development. It addresses a range of cross-cutting issues that affect peoples' lives and livelihoods, especially the most vulnerable. We are fundamentally concerned, not only with global prosperity today, but also tomorrow, having as a foundation the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs) supported by the Addis Ababa Action Agenda.

In providing a broad range of top-quality analytical products, policy advice and technical assistance, UN DESA effectively translates global commitments in the economic, social and environmental spheres into national policies and actions and plays a key role in monitoring progress towards the SDGs and the SAMOA Pathway.

UN DESA's mission, to promote development for all, underscores the need for all stakeholders – governments, UN and other international organizations, civil society and the private sector – to do their part to improve economic and social well-being and prevent environmental degradation and leave no one behind.

United Nations Institute for Training and Research (UNITAR)

The United Nations Institute for Training and Research is a dedicated training arm of the United Nations System and has the mandate to enhance the effectiveness of the UN through diplomatic training, and to increase the impact of national actions through public awareness-raising, education and training of public policy officials.

UNITAR provides training and capacity development activities to assist mainly developing countries with special attention to Least Developed Countries (LDCs), Small Island Developing States (SIDS) and other groups and communities who are most vulnerable, including those in conflict situations. The Institute covers topics in the broad areas of Peace (promote peaceful, just and inclusive societies), People and social inclusion (promote people's well-being and support equitable representation of countries in global decision-making fora), Planet, environmental protection and restoration, and climate change (support the conservation, restoration and safeguarding of our planet for present and future generations), Prosperity through sustainable economic growth (promote inclusive and sustainable economic growth), and Cross- fertilizing knowledge (optimizing the use of technology and supporting coherence for the 2030 Agenda).

It also conducts research on innovative learning approaches, methods, and tools, as well as applied research to address critical issues, such as disaster risk reduction and humanitarian emergencies.

Seventy-two per cent of the Institute's activities are delivered face-to-face, whilst twenty-eight per cent are delivered via UNITAR's e-Learning platform. Most of UNITAR's face-to-face activities take place at the country level, whilst some are conducted from UNITAR's Headquarters in Geneva, as well as through its Offices in New York and Hiroshima.





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2. Agenda



UNITAR Photo/ Violaine Martin




DAY 1
15 May 2019


TIME	ACTIVITY
8:15 - 8:30	Meet-up
Opening Plenary	
9:00 - 9:30	Inaugural Ceremony <ul style="list-style-type: none"> • Mr. Nikhil Seth, United Nations Assistant Secretary-General, Executive Director of UNITAR • Ms. Maria Francesca Spatolisano, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, UN DESA • Ms. Diane Quarless, Director of the ECLAC subregional headquarters for the Caribbean
9:30 - 9:45	Introduction of participants and group photo
Session 1: Implementing the 2030 Agenda for Sustainable Development in the Caribbean	
9:45 - 10:00	Status of the 2030 Agenda implementation in the Caribbean <ul style="list-style-type: none"> • ECLAC
10:00 - 10:15	Key messages from UN DESA's Symposium on "Implementing the 2030 Agenda for Sustainable Development and the SAMOA Pathway in Small Island Developing States: Equipping Public Institutions and Mobilizing Partnerships", Bahamas, 2017 <ul style="list-style-type: none"> • Ms. Adriana Alberti, Chief of Program Management and Capacity Development Unit, PMCDU-DPIDG-DESA • Representative from Government of the Bahamas
10:15 - 10:30	Regional approaches to the implementation of the 2030 Agenda and SAMOA Pathway <ul style="list-style-type: none"> • UN DESA, CARICOM Secretariat or the OECS
10:30 - 11:45	National perspectives and experiences in localizing the 2030 Agenda Moderator: UNITAR Discussants: <ul style="list-style-type: none"> • Representative from the Government of Jamaica • Representative from Government of the Bahamas • Representative from the Government of Belize • Representative from the Government of Aruba Interactive Dialogue
11:45 - 12:00	Coffee break 



Session 2: Mobilizing public institutions for a holistic implementation of the 2030 Agenda

12:00 - 13:00	<p>Institutional arrangements for the implementation of the 2030 Agenda</p> <ul style="list-style-type: none"> • Ms. Adriana Alberti, Chief of Program Management and Capacity Development Unit, PMCDU-DPIDG-DESA <p>Interactive Learning session: “From single interest to shared purpose: The Whole-of-government Approach” (1st part)</p> <p>Facilitators:</p> <ul style="list-style-type: none"> • Ms. Veronique Verbruggen, Senior Inter-regional Adviser on Governance and Public Administration Institutional Development, DPIDG-DESA and Abdullahi Abdulkadri, Coordinator Statistics and Social Development Unit, ECLAC 	
13:00 - 14:00	Lunch break	
14:00 - 15:00	<p>Interactive Learning session: “From single interest to shared purpose: The Whole-of-Government Approach” (2nd part)</p> <p>Facilitators:</p> <ul style="list-style-type: none"> • Ms. Veronique Verbruggen, Senior Inter-regional Adviser on Governance and Public Administration Institutional Development, DPIDG-DESA and Abdullahi Abdulkadri, Coordinator Statistics and Social Development Unit, ECLAC 	

Session 3: Policy coherence in Caribbean countries for effective implementation of the 2030 Agenda

15:00 - 15:30	<p>The 2019 Forum of the Countries of Latin America and the Caribbean on Sustainable Development and its Sub-regional Consultations in support of policy coherence</p> <ul style="list-style-type: none"> • ECLAC 	
15:30 - 15:45	<p>Achieving policy coherence in the implementation of the 2030 Agenda: What does it take?</p> <ul style="list-style-type: none"> • Ms. Veronique Verbruggen, DPIDG-DESA 	
15:45 - 16:30	<p>Interactive Learning session: knowledge-sharing of innovative practices on ensuring policy coherence</p> <p>National perspectives and experiences on development planning and policy coherence Presentations from Caribbean country representatives</p> <p>Moderator: UNITAR</p> <p>Discussants:</p> <ul style="list-style-type: none"> • Representative from Government of Dominica <p>Financing for Development and Public Expenditure Review</p> <ul style="list-style-type: none"> • ECLAC 	
16:30 - 16:45	Coffee break	



16:45 - 17:45

Interactive Learning session: National perspectives and experiences on development planning and policy coherence innovative practice sharing on ensuring policy coherence

Panel discussion among VNR Caribbean country representatives

Moderator: ECLAC


Discussants:

- Government of Saint Lucia Representative
- Government of Guyana Representative
- Government of Saint Vincent and the Grenadines Representative
- Government of Trinidad and Tobago Representative
- Government of Dominica

Interactive Dialogue




DAY 2
16 May 2019


TIME	ACTIVITY
8:15 - 8:30	Meet-up
Session 4: Integrating the Small Island Developing States Accelerated Modalities of Action (SAMOA Pathway), the Sendai Framework, the Paris Agreement, and the 2030 Agenda into the Caribbean Sustainable Development Agenda	
9:00 - 9:30	Integrating international development agendas: roadmaps for implementation and integration into national development policies and plans <ul style="list-style-type: none"> • ECLAC (10 minutes) Towards the SAMOA Pathway review: opportunities and challenges <ul style="list-style-type: none"> • DESA-ECLAC (10 minutes)
9:30 - 10:30	Supporting policy coherence in implementing the SAMOA Pathway: Regional Coordination Mechanism (RCM): challenges and opportunities Moderator: ECLAC Discussants: <ul style="list-style-type: none"> • Representative from the Government of Saint Lucia • Representative from the Government of Barbados • UNISDR • Government of Samoa Interactive Dialogue
10:30 - 10:45	Coffee break 
Session 5: Stakeholder Engagement and Partnerships for Sustainable Development	
10:45 - 11:00	Institutionalizing stakeholder engagement <ul style="list-style-type: none"> • Keping Yao, Governance and Public Administration Expert, DPIDG-UNPOG
11:00 - 11:30	Interactive learning session: Strengthening institutions and creating an enabling environment for effective stakeholder engagement and people centered development Moderator: UNITAR Discussants: <ul style="list-style-type: none"> • CANARI Interactive Dialogue



Session 6: Effective monitoring and evaluation of SDG progress

11:30 - 12:45	<p>Gaps, issues and challenges in the Caribbean for monitoring progress on the SDGs</p> <p>Monitoring progress on the SDGs at the national level: the perspective of the National Statistical Offices</p> <p>National perspectives on monitoring progress on the SDGs and the SAMOA pathway in the Caribbean</p> <p>Moderator: ECLAC</p> <p>Discussants:</p> <ul style="list-style-type: none"> • Representative from CARICOM • Representatives from BVI, Belize, Aruba and Jamaica 	
12:45 - 13:30	<p>Interactive Dialogue</p> <p>Moderator: UNITAR</p> <p>Discussants:</p> <ul style="list-style-type: none"> • Ms. Gloria Joseph, Permanent Secretary, Ministry of Planning, Economic Development and Investment, Dominica • Mr. Peter Mitchell Assistant Director, Ministry of Planning and Development, Trinidad and Tobago 	
13:30 - 14:30	Lunch break	

Session 7: Capacity-building for sustainable development

14:30 - 15:10	<p>Towards a global learning platform for SDG capacity-building</p> <ul style="list-style-type: none"> • UNITAR <p>Global initiative on “Equipping Public Servants with the capacities to implement the Sustainable Development Goals”: working together with schools of public administration</p> <ul style="list-style-type: none"> • Ms. Adriana Alberti, Chief of Program Management and Capacity Development Unit, PMCDU-DPIDG-DESA • Mr. Chae Gun Chung, Head of UNPOG • Ms. Stefania Senese, Program Management Officer, PMCDU-DPIDG <p>Improving Data Literacy to advance Sustainable Development Implementation</p> <ul style="list-style-type: none"> • ECLAC 	
15:10 - 15:30	<p>Partnership Corner</p> <p>Moderator:</p> <ul style="list-style-type: none"> • Ms. Adriana Alberti and Stefania Senese <p>Speakers:</p> <ul style="list-style-type: none"> • University representatives from T&T, public administration schools’ representatives 	
15:30 - 15:45	Coffee break	



15:45 - 17:00	<p>Accelerating implementation of the 2030 Agenda Moderator: DESA- DSDG</p> <p>Discussants: • DSDG</p> <p>Lessons learned from three years of VNRs: Benefits, Main Building Blocks and maximizing the Impact of the VNRs • UNDESA-DSDG</p> <p>Identifying capacity development needs for conducting a reviews and accelerating implementation • UNDESA/ECLAC</p>
17:00 - 17:30	<p>Round-table: forward-looking discussion on strengthening institutional frameworks to advance the 2030 Agenda in the Caribbean Moderator: ECLAC</p>
Closing Plenary	
17:30 - 18:00	<p>Conclusions and recommendations • ECLAC, UNITAR and UN DESA</p> <p>Closing remarks • Ms. Alicia Bárcena, Executive Secretary of ECLAC</p>





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3. Guiding Notes





Session 1: Implementing the 2030 Agenda for Sustainable Development in the Caribbean

15 May 2019, 9:45-11:45 (105 minutes)

Background

The 2030 Agenda recognized the specific challenges faced by the Small Island Developing States (SIDS) and their particular vulnerability to the impacts of climate change. Along with its overarching principle to ensure that “No One Is Left Behind”, it called for a special effort to ensure that SIDS make rapid progress towards realizing the SDGs.

SIDS remain a special case for sustainable development in view of their unique and particular vulnerabilities. Many SIDS share common challenges for sustainable development, including their general small size, geographical isolation, vulnerability to natural disasters and climate change, and high dependence on volatile international trade as well as biodiversity loss.² A strong public sector with enhanced institutional capacity is necessary for overcoming these challenges.

The 2030 Agenda, the Paris Agreement, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and other international development agendas are interrelated and mutually reinforcing and all depend critically on (i) coherent and integrated policies that are regularly monitored and (ii) capable public institutions delivering effective and inclusive services. The 2030 Agenda for Sustainable Development highlights the importance of strengthening the capacity of government officials to ensure horizontal and vertical policy coherence; to engage with business and civil society actors through the creation of platforms that include all interested stakeholders; to promote greater social inclusion of diverse groups within a country; and to mobilize and allocate resources to ensure the realization of the SDGs, including through targeted poverty alleviation initiatives. It is also critical to reflect the implementation of the SDGs in sectoral policies and national budgets. As SIDS are highly vulnerable to the effects of climate change and to the effects of natural disasters, building resilient public administration institutions is also central to achieving all the SDGs. Without greater risk-informed development strategies, governments risk reversing progress made towards achieving sustainable development in the face of more frequent and intense natural disasters.

Many Caribbean Small Island Developing States (SIDS) are already advanced in setting the implementation of the 2030 Agenda and the SAMOA pathway in motion. They have started to review and adapt their policy and institutional frameworks. Good practices, lessons and challenges are already emerging, and some have been showcased at the High-level political forum (HLPF) on sustainable development. In addition, in September 2019, the SAMOA Pathway, which is the blue print for the sustainable development of SIDS will undergo its mid-term review. This presents SIDS with another opportunity to highlight their implementation gaps and challenges and to continue to forge coherent linkages with the 2030 Agenda, through inter alia national and regional reviews of progress.

Public institutions at all levels play a cross-cutting role in SDG and SAMOA Pathway implementation, however, there are persistent difficulties in involving subnational authorities. It is therefore necessary to invest in building local capacities to design and implement holistic, integrated, and coherent and risk informed policies. It is also important to integrate local perspectives into national development plans.

² UNDESA. Trends in Sustainable Development: Small Island Developing States (SIDS), 2010.



The public sector still faces challenges in reaching out to vulnerable groups as, in many instances, there is a lack of adequate information and disaggregated data. It is thus important to build competencies of public servants in identifying the needs of disadvantaged groups and giving them a voice in national policymaking and implementation.

Digital government and frontier technologies are bringing great opportunities for SDG implementation while posing risks of further digital and development divide within countries and between developing and developed countries. Frontier technologies are transforming the traditional governance models. This requires redefining the roles of the public and private sector in ensuring that technologies are used to improve public service delivery and the well-being of all.

Ensuring inclusion and participation in decision making of the poorest and most vulnerable groups is a core component of SDG 16. Different countries may have varied categories of vulnerable groups despite some commonalities of vulnerabilities. Youth, women, older persons and migrants are important social groups that call for special policies for engagement.

Strengthening statistical capacity for monitoring, review and follow-up of SDG Implementation is critical to the realization of the 2030 Agenda. Data mapping exercises are essential to mainstreaming the SDGs in national development strategies.

Small Island Developing States (SIDS) are particularly vulnerable to the effects of climate change and the increasing intensity and frequency of natural disasters. Disaster Risk Reduction Strategies (DRR) should be set in synergy with climate change adaptation and mitigation to support sustainable development. All development investment must be informed by disaster and climate risks. It is important to fully exploit innovative technologies, such as block chain, Internet of Things, artificial intelligence and remote sensing (GIS) for disaster resilience. Developing effective partnership, including North-South, South-South and triangular cooperation, is important for SDG implementation.

Based on the above, this session will provide an overview of how to implement the 2030 Agenda. Key lessons learned from the Regional Symposium recently held in the Republic of Korea will be shared. The session will also highlight key challenges and opportunities in promoting horizontal and vertical policy coherence. During this session, country representatives will share insights about their experience in nationalizing and localizing the 2030 Agenda

Guiding Questions for the Session

- Were legal frameworks at national and subnational levels of government created or existing ones updated in order to implement the SDGs?
- How were the SDGs included in existing national development plans?
- How have the SDGs been mainstreamed across government institutions, including sectoral and other Ministries?
- What steps has your government taken so far to update or review its institutional set up (beyond the SDGs lead agency) in order to support the SDGs implementation?
- How is Parliament involved?
- What is the role of Subnational governments and how are they involved?
- What legislation/policies are in place to support local governments involvement in SDG implementation?
- How do different sectoral ministries work together for the achievement of the SDGs and promote collaboration?
- What mechanisms are in place for engagement: awareness raising, requirement to develop own targets, to indicate which targets they will address, or/and to develop their own strategy?
- Are new effective budgeting and planning processes in place?
- How are Supreme Audit institutions involved?



YOUR NOTES



YOUR NOTES



Session 2: Mobilizing public institutions for a holistic implementation of the 2030 Agenda

15 May 2019, 12:00-15:00 (120 minutes)

Background

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and good governance at all levels and on transparent, effective and accountable institutions (A/RES/70/1, para. 35). Goal 16 of the 2030 Agenda specifically calls for effective, accountable and inclusive institutions at all levels.

The implementation of all of the Sustainable Development Goals (SDGs) depend critically on capable public institutions and effective and inclusive service delivery. Institutions need new capacities to provide integrated support to SDG implementation and to leave no one behind. Many countries are already quite advanced in setting the implementation of the 2030 Agenda in motion. Good practices, lessons and challenges are already emerging.

Strengthening of public institutions to deliver the SDGs is seen as a priority in many SIDS, as shown in their Voluntary National Review presentations at the High-Level Political Forum on Sustainable Development.

To build resilient, peaceful and inclusive societies, principles such as justice, effectiveness, transparency, accountability, and participation should be embedded in new government programmes and policies. In addition, due to high vulnerability to climate change and natural disasters, many SIDS would have to invest in improving government capacity for preventing and mitigating natural hazards.

The Preamble of the Agenda 2030 states that “the interlinkages and the integrated nature of the SDGs are of crucial importance in ensuring that the purpose of the new agenda is realized”. Acknowledging synergies and trade-offs between the SDGs and the targets will make it easier to achieve the SDGs. It will avoid that progress is made in certain areas at the expense of progress on targets in other areas and therefore support more balanced development trajectories by ensuring more coherent action on various dimensions of sustainable development. In short, the adoption of the Agenda 2030 may be a game changer for policy coherence and integration.

In as much as benefits of integrated policy making are clear and the issue of synergies, interdependence and interlinkages have received much attention, institutional implications of integration seem to have been given less attention. In practice, however, integration and policy coherence prove to be difficult, not in the least because existing institutional arrangements may not support integration and coherence. Ministries are set up in a siloed way, vested interests, integrated planning may well challenge the implicit hierarchy of government agencies, vague accountability lines, and budget processes that are not well adapted to coherence.

Understanding how to adapt institutional frameworks to deliver integrated policies that effectively address existing linkages among the SDGs will be critical to achieving progress. Member states have already put in place institutions to foster integration. However, policy integration remains a challenge in many countries. Among the 64 VNRs presented at the HLPF in 2016 and 2017, reference was made to the need to better harness the cross-cutting dimensions of the SDGs towards coherent and effective policy making.

Based on the above, this session will define policy coherence from an institutional perspective and provide examples of factors influencing integration. Through interactive group discussion, the session will provide the opportunity to think in terms of scenarios based on substantive linkages between the SDGs and identify how the policy-making process and implementation should be changed to achieve the SDGs.



Guiding Questions for the Interactive Learning Session (1st part)

- How are the SDGs that have been presented in the scenarios interlinked from a substantive point of view?
- Based on the substantive interlinkages between the SDGs, which scenario would you develop to tackle the problems identified and make progress towards achieving the SDGs? How would you develop a shared vision with different stakeholders?
- How can the policy-making process be changed to ensure that societal challenges are tackled in an integrated way? How would the different stakeholders be involved and what would be their roles?
- What kind of barriers would need to be overcome?

Guiding Questions for the Interactive Learning Session (2nd part)

- What and who was the driving force in engaging civil society and the private sector in the design and implementation of programmes to implement the SDGs?
- How broad is the representation of civil society and the private sector and how were they selected?
- How much progress has been made since the process of engagement was launched?
- How does the government ensure that the process to implement the SDGs is inclusive?
- What examples can you provide in terms of involvement of stakeholders in implementing the SDGs?



YOUR NOTES



YOUR NOTES



Session 3: Policy coherence in Caribbean countries for effective implementation of the 2030 Agenda

15 May 2019, 15:00-17:45 (150 minutes)

Background

Adopted in September 2015, the 2030 Agenda represented a paradigm shift in the work of the United Nations and in the approach to sustainable development: on the one hand, it proposed 17 Sustainable Development Goals to be achieved by 2030 by the entire membership of the United Nations in a universal manner, i.e. by developed and developing countries alike. On the other, it represented a civilizing shift, by putting people at the centre of sustainable development, with dignity, equality and prosperity. It also integrated the economic, social and environmental dimensions of sustainable development and built into its metrics the means of implementation to achieve the Goals as an integral part of the Agenda.

Four years after its implementation, countries have made efforts to identify the SDGs that are most aligned with their national priorities and have integrated these into their national development plans and other planning instruments. However, the ambitious 2030 Agenda calls for the identification of the critical links for achieving sustainable development, i.e. those actions that will have an accelerating impact in different areas of development. Moreover, the 2030 Agenda also requires actions that reach beyond individual sectors, calling for policies of State capable of yielding results over the longer-term, whose achievement demands the engagement of all stakeholders in society.

Addressing the comprehensive development paradigm of the 2030 Agenda thus means approaching policy coherence and integration in different dimensions: horizontally among the various sectors, vertically among the subnational, national, regional and global spheres, and among the three dimensions of sustainable development mentioned above. The 2030 Agenda also calls for multilateral action for building partnerships across borders and creating global public goods. Accordingly, this vision of development entails going beyond inter-institutional coordination and poses challenges of methodology, knowledge and evaluation.

“The interdependence among sustainable development issues has been recognized for a long time and is perhaps the most fundamental tenet of the concept of sustainable development” (UN DESA World Public Sector Report, 6, 2018). Policy coherence or “Whole of Government” integrated approaches are critical to realize the SDGs and national development priorities. However, this is difficult and complex to achieve. Different agendas need to be weaved together to make progress, and silos within public policy must be broken down. Policy coherence must also be aligned with international agreements, such as the Paris agreement.

Many countries have reported through their Voluntary National Reviews (VNRs) on progress made in promoting policy coherence during the United Nations High-Level Political Forum on Sustainable Development (HLPF) held in New York. In July 2016, 22 countries from all regions carried out the first voluntary national reviews. The discussions continued at the High-Level Political Forum in July 2017 for which 43 countries presented their national follow-up and review. 46 countries presented their national review during the 2018 HLPF, which concluded with a Ministerial Declaration in which Member States reiterated their commitments to eradicating poverty, expressing concerns that poverty remains a principle cause of hunger, and stressed the importance of taking collective measures to make an impact, among other goals. In Latin America and the Caribbean, 19 countries have presented their VNRs between 2016 and 2018, including some Caribbean countries such as Belize, Jamaica and the Bahamas.



They shared good practices, lessons learned and challenges in their efforts to implement the SDGs. In 2019, Saint Lucia and Guyana will present during the HLPF, which will review SDG 16 “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.” Trinidad and Tobago and Saint Vincent and the Grenadines have expressed their commitment to present in 2020.

This session will highlight lessons learned from country experiences on implementing the 2030 Agenda. It will also provide the opportunity to share good practices on ensuring policy coherence in the Caribbean. It will introduce the Forum of the Countries of Latin America and the Caribbean on Sustainable Development.

Guiding Questions for the Session

- What institutional arrangements and mechanisms for inter-ministerial coordination are used or have been put into place to promote policy coherence?
- How would you consider you have addressed the challenges of comprehensive and coherent implementation of the 2030 Agenda and the SDGs? What opportunities have you encountered?
- How do different sectoral ministries work together for the achievement of the SDGs and promote collaboration?
- What are the challenges in promoting collaboration across sectors?
- What are the enabling factors and strategies to promote policy coherence?
- What are the mechanisms that allow for the engagement of all levels of government in defining national and local priorities and in implementation?



YOUR NOTES



YOUR NOTES



Session 4: Integrating the Small Island Developing States Accelerated Modalities of Action (SAMOA Pathway), the Sendai Framework, the Paris Agreement, and the 2030 Agenda into the Caribbean Sustainable Development Agenda

16 May 2019, 09:00-10:45 (90 minutes)

Background

The SDGs and the commitments contained in the Paris Climate Change Agreement, the SIDS Accelerated Modalities of Action (SAMOA) Pathway, the Addis Ababa Action Agenda, the Sendai Framework for Disaster Risk Reduction and other agreements made at the UN, which are interrelated and mutually reinforcing, provide a roadmap for action. To effectively address current and emerging sustainable development challenges, there is urgency for emphasizing the commonalities and benefiting implementation synergies across the sustainable development agendas. Such a framework will ensure that the SIDS specific priorities are comprehensively addressed and kept in focus. Notwithstanding the complementarity of various agendas, the SAMOA Pathway reaffirms the fundamental fact that the SIDS remains a special case for sustainable development, in view of their unique vulnerabilities. This uniqueness is an important message which the international community and the developmental partners must embrace as the SIDS continues to be constrained in meeting their goals in all three dimensions of sustainable development.

Caribbean countries have developed or are in the process of developing comprehensive frameworks towards achieving sustainable development. The challenge facing the region however is to identify paths to development that emphasize macroeconomic stability with growth, equity and environmental sustainability. Long-standing problems are now being aggravated by climate change, with the increasing frequency and intensity of extreme events which hamper sustainable economic growth of these island economies and undermine the security of their populations. It has also meant escalating costs related to damage and loss and a greater emphasis on disaster risk management.

Achieving a SIDS focus within all sustainable development agendas requires implementation consistencies across national, regional and international platforms. These consistencies are best optimized when they are synergistic, cross-cutting, multi-sectoral and integrated. The supporting implementation structures will have to be governed through established institutional arrangements with emphasis on monitoring and reporting. This is also keeping with the mandates of the Caribbean Development and Cooperation Committee -Regional Coordinating Mechanism (CDCC-RCM). The CDCC-RCM was first proposed by Caribbean states in 2006, as a coordinating mechanism for monitoring the implementation of the development agenda outlined under the BPoA. This objective has been retained for the coordination of all subsequent development programmes including the MSI, the SAMOA Pathway, the 2030 Agenda and other sustainable development agendas.

This session will, within the context of the region's preparations for the mid-term review of the SAMOA Pathway, inter alia review the Regional Coordinating Mechanism of the Caribbean Development and Cooperation (CDCC-RCM) with a view to discussing modalities by which the RCM could be strengthened to better support Member states sustainable development efforts, including preparations for the High-Level Political Forum-Voluntary National Reviews on the 2030 Agenda for Sustainable Development. Building on existing frameworks.



Guiding Questions for the Session

- What types of institutional structures and administrative arrangements are necessary to support the continuance of SIDS specific-sustainable development priorities at national and regional levels?
- How can member states ensure that plans and policies are elaborated and implemented in a coherent and integrated way by national government and local authorities as well as by all ministries and public institutions -- which will also allow looking at impacts and trade-offs?
- Within the context of your long-term strategic priorities, how can SIDS better access the necessary finance and technical support required to deploy appropriate strategies to combat climate change.
- The continued absence of an appropriate and consistent system of monitoring, implementation and measuring progress on the SAMOA Pathway progress, inhibits meaningful, strategic analysis of progress, challenges and gaps at national and regional levels. Discuss.



YOUR NOTES



YOUR NOTES



Session 5: Stakeholder Engagement and Partnerships for Sustainable Development

16 May 2019, 10:45-11:30 (45 minutes)

Background

In the 2030 Agenda, Member states agreed to set up an inclusive and effective architecture for follow-up and review, built on a strong interaction between governments and stakeholders from economic, social and scientific spheres, including policy makers at local and sub-national. Engaging all stakeholders, government, media, civil society organizations, including youth, women as well as local communities is the cornerstone for realizing the 2030 Agenda.

The High-level Political Forum on sustainable development (HLPF) has a central role in overseeing a network of follow-up and review processes. It is mandated, among other functions, with conducting voluntary national reviews (VNRs) which are expected to be 'state-led, involving ministerial and other relevant high-level participants' and should 'provide a platform for partnerships, including through the participation of major groups and other relevant stakeholders' (MGoS).

Based on this context, this Session will provide a learning space for the exchange of experiences and the development of strategies for mutual support across stakeholders from different sectors. This is intended to contribute to strengthening their capacity for constructive, multi-stakeholder engagement in the implementation and follow up of the 2030 Agenda at national, sub-regional, regional and global level.

Guiding Questions for the Session

- How have stakeholders engaged in the implementation and follow up of the 2030 Agenda in your country? What are the main opportunities and challenges for meaningful participation?
- What are the sectors/groups that would demand further efforts for inclusion in the implementation and follow up processes?
- What are the requirements and recommendations for meaningful/quality engagement of stakeholders in the implementation and follow up of the 2030 Agenda in your country?
- How can the national processes to prepare for VNRs be inclusive and engage different stakeholders, in particular those most often left behind? What mechanisms could be used in this regard?



YOUR NOTES



Session 6: Effective monitoring and evaluation of SDG progress

16 May 2019, 11:30-14:30 (120 minutes)

Background

The overall objective of this session will be to promote the sharing of experiences by countries facing different challenges and finding innovative solutions to ensure a more effective use of quality data for informing decision-making and reporting of progress on the SDGs.

With 17 goals, 169 targets and 232 global indicators, SDG data needs are significant. Many countries have initially identified a more limited set of indicators that are feasible, relevant and can already be tracked at the national level already. Some countries have done so at the sub-regional level. For those who have a lower playing field and limited human resource and financial capacities, this is just a first stepping stone and more substantial efforts and resources will be needed to implement a fully-fledged monitoring framework for the SDGs. Disaggregated data requirement further adds on to this complexity but is essential for the design of policies geared towards making sure that no one is left behind. Furthermore, the lack of statistical capacity, especially the inability to use new data sources and technologies for producing short term indicators and making rapid assessments, significantly reduces the chances of the public to track the progress of government efforts in pursuing the 2030 Agenda and the ability of the Government to base decisions on timely information. At the same time, there are significant opportunities coming from different sources in different countries and ranging from the untapped potential of administrative data in some cases to new sources of data in other cases. To unleash this potential, countries may need to strengthen or reform their data governance systems.

The 2018 VNR Lab on data has helped uncover some common challenges faced by many countries when it comes to producing and using data for the SDGs. Among them are the lack of coordination within the National Statistical Systems, funding constraints, as well as poor communication and interface between the producers of official data, on the one hand, and policy-makers and other data users, on the other. At the global level, funding capacity and constraints are being addressed in the context of the new UN World Data Forum process launched in January 2017 and the resulting Cape Town Global Action Plan. Among emerging solutions are those, for example, that tackle institutional aspects through: the adoption of National Statistical Plans or Strategies; the revision of National Statistical Laws to improve compliance with the UN Fundamental Principles of Official Statistics; strengthening the role of National Statistical Offices as coordinators of National Statistical Systems; raising awareness around the Fundamental Principles and national policies; clarifying the rules of the game to improve data sharing; better leveraging Statistical Councils to match data demand and supply; experimenting new partnerships to use non-traditional data sources. Other solutions increasingly applied by NSOs relate to the IT infrastructure such as improving interoperability between data bases and to outreach methods such as the launch of open data platforms. Another important area of work relates to developing statistical literacy programs, strengthening the communication by NSOs and making it tailored to audiences with different skillsets.

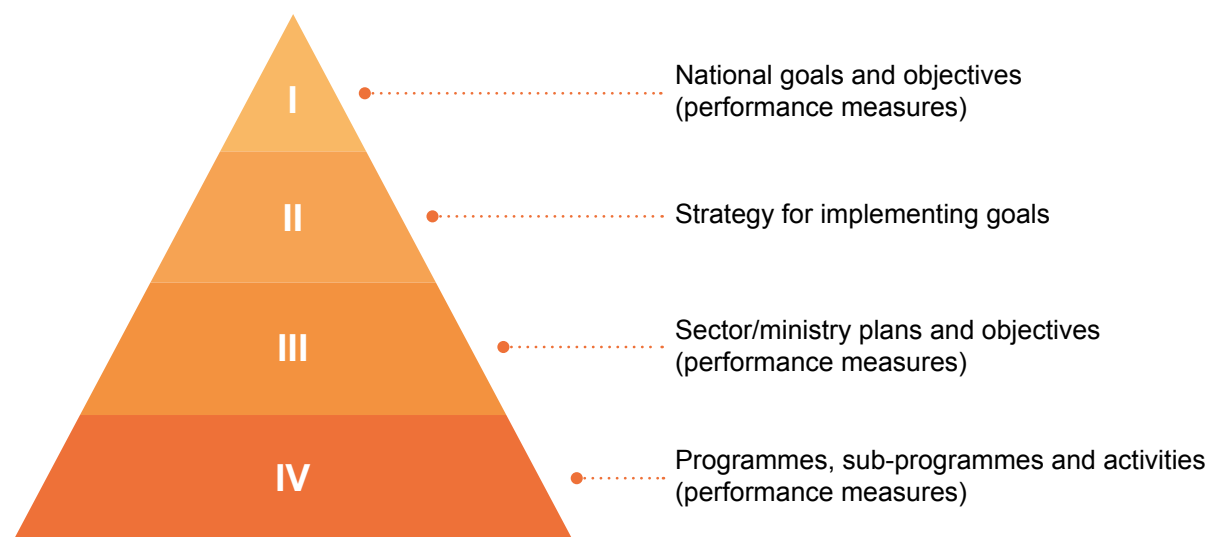
Open government data, government innovation and strong public accountability systems hinge on the strengthening of statistical capacity, not just of National Statistical Offices but national statistical systems more broadly and other data producers, as well as data literacy of policy-makers, media and public in general.

An ongoing support provided to VNR countries by the UN system helps to emphasize the need for making VNRs evidence-based and strengthening national SDG reporting. There are significant opportunities for linking the preparation of VNRs to other national reporting processes conducted by the National Statistical Systems and coordinated by the National Statistical Office.



Another of the main steps taken by countries to mainstream the SDGs into national processes is the mapping and efforts to align national and sectoral policies, programmes and performance management systems at all levels with the SDGs.

Figure 1. Levels of an integrated M&E framework



Source: UNEG, 2011. NECD: Practical tips.

The SDGs offer an **important window of opportunity** for strengthening and making **more coherent national M&E systems**. Countries have different levels of maturity of their national M&E systems. In some cases, the systems are very fragmented. Among key factors influencing the development of an effective national M&E system are political will and the state of M&E infrastructure that determine if there is an enabling environment, technical capacity on the supply side and demand and effective use of information (UNEG, 2011).

Main components of M&E infrastructure

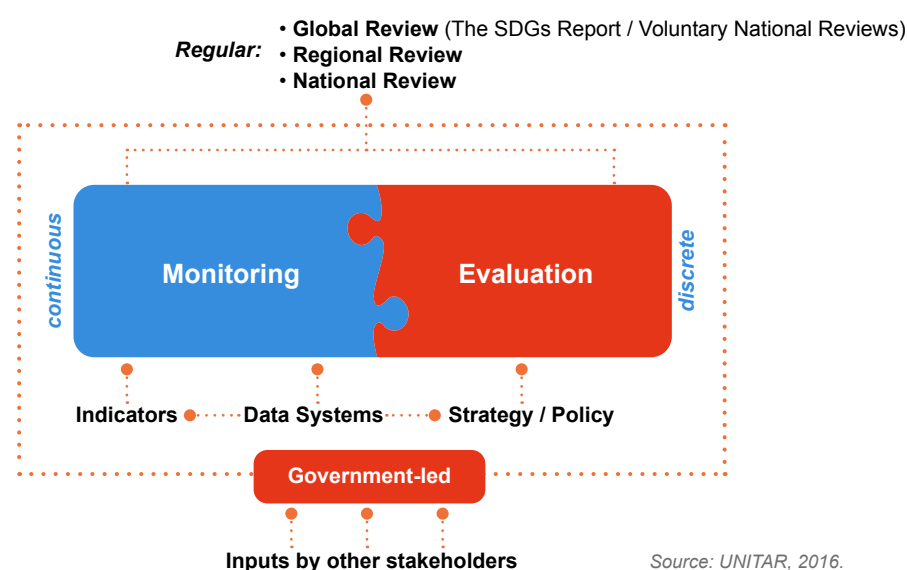
1. The **policies, guidelines and guidance for M&E** with the central agency often taking the lead.
2. A clear articulation of goals, objectives and expected key results, **performance frameworks and KPIs** at national, sectoral, ministerial and programme levels.
3. A **performance measurement strategy** that identifies how indicators can use data from performance monitoring, evaluation and special studies and a **data development strategy** supported by a NSO.
4. **Institutional arrangements** to develop and implement the M&E system (i.e., M&E units in ministries, and a central agency M&E unit).
5. A **training strategy** to provide M&E technical training addressing supply and demand sides.
6. **Monitoring of progress of M&E development & oversight over the quality of M&E** by central agencies and national audit offices.

Source: UNEG, 2011. NECD: Practical tips.



Furthermore, more often than not, there is **much less emphasis on the E** than on the M (the “evaluation” component than the “monitoring” one). Evaluations are however critical instruments to enable decision-makers to understand not only where they are in terms of progress but also what policies work and what don’t and the reasons behind. Furthermore, the 2030 Agenda explicitly recognizes the importance of evaluations and calls on the **review processes at all levels** to be “*rigorous and based on evidence, informed by country-led evaluations and data which is high-quality, accessible, timely, reliable and disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts*”.

Figure 2. Country-led evaluation and monitoring as key pillars of the follow-up and review frameworks for the SDGs



Source: UNITAR, 2016.

As recent study by EVAL-SDGs shows (2018), a number of countries have taken deliberate steps to ensure the use of evaluations as important instruments for informing policies, strengthening accountability and providing valuable analysis for reports. More specifically, several countries have adopted **National Evaluation Plans** and some started implementation using different approaches from Randomized Control Trials (RCTs) to meta-evaluations of existing sectoral evaluations. Among enabling factors are often strong evaluation culture, the support of leadership and evaluation champions in SDG coordinating agencies, and Voluntary Organizations for Professional Evaluation promoting SDG-relevant evaluation approaches (EVAL-SDGs, 2018). Others have been trying to address the insufficient use of evaluations for the SDGs by starting to build a national evaluation system, in some cases adopting a national evaluation policy and raising awareness around the need to strengthen national evaluation capacities. The EVAL-SDGs Spotlight Maturity Tool has been developed to help assess the maturity of the country’s evaluation systems. It covers four dimensions: evaluation use within SDG review process, access to SDGs-appropriate evaluation methodologies, human capital on the demand side, and human capital on the supply side.

Finally, effective M&E systems and national evaluation policies and capacities should support the implementation of national and sectoral policies in a manner consistent with the SDGs and **promote the use of relevant evaluation approaches**. These should take into account the integrated nature of the goals, reflect the different levels of complexity of policies and programmes and help achieve outcomes in a manner consistent with the “leave no one behind” principle.



Interactive Learning Session

This session will be structured as a mix of **two interventions, one showcasing** and a **group discussion around outsourced questions**.

Two countries will be invited to share information on their current status of work, incl. achievements and challenges: on building a national M&E in support of the SDGs, and on the roll-out of National Evaluation Policy. They will then share 2-3 questions with the groups regarding specific bottlenecks they face or areas on which they would like to hear about from other countries' experiences.

One additional speaker will be invited to share information on the country's national M&E for the SDGs and share experience related to the roll-out of its National Evaluation Plan.

After that, several groups will be formed (around 7 persons per group). Groups will have 20 min. to discuss possible solutions/good practices to 1 or 2 from among the questions presented by the first speakers. The group work will be followed by 1-2 min. reports and general discussion in plenary.



YOUR NOTES



YOUR NOTES



Session 7: Capacity-building for Sustainable Development

16 May 2019, 14:30-17:30 (105 minutes)

Background

The SAMOA Pathway specifically calls for improving existing mechanisms so as to provide coherent UN system-wide capacity-building programmes for SIDS. Strengthened institutional capacity of public service systems is a key ingredient to deliver on all SDG targets from national and local levels. To ensure government institutions have the capacity to realize the 2030 Agenda countries must therefore identify and address gaps in capacity.³ Well-equipped and capable institutions are able to cope with more complex challenges to translate the global agenda into national realities.⁴ An innovative set of public service capacities is needed to implement the 2030 Agenda, including foresightedness to anticipate problems, flexibility to quickly adapt and address unanticipated circumstances.

National and local level capacities are also required to design and implement holistic, integrated and coherent institutional frameworks that support people's aspirations, strengthening central-local government interactions and capacities. Governments need to rethink how they design their policies and make decisions, how they operate and deliver services, engage people, mobilize resources, as well as monitor and evaluate their plans and programs. Effective, accountable and inclusive institutions are of central importance for achieving the SDGs.

Goal 17 of the 2030 Agenda underscores the importance of partnerships as a means of implementation. Target 9 of Goal 17 focuses on the importance of capacity-building. Member States have committed to enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation. This session will explore new models of partnerships and highlight the importance of developing innovative partnerships among governments, civil society and the private sector for SDG implementation. It will also look at how to strengthen North-South, South-South and triangular cooperation to advance SDG implementation. Lessons learned from this session will help design activities on how to better support Member States' efforts to build capacities of public institutions and to promote effective partnerships.

The first part of the Session will consider the global learning platform for SDG capacity building with a presentation from UN DESA on the global initiatives on Public Administration Schools. UNITAR will provide an overview of the efforts to create a multi-stakeholder platform - UN SDG Learn - as one of the initiatives under the new UN SDG Learning Advisory Group and will briefly feature some of the UNITAR learning products. ECLAC will facilitate a discussion on the importance of basic knowledge of statistics in the public sector to advance the institutionalization of M&E frameworks to support evidence-based decision-making processes, especially as regards the use of SDG indicator frameworks to support Agenda 2030 implementation.

An important part of the Session will be the roundtable discussion on how to facilitate the effective partnership between developed and developing countries through North-South, South-South and Triangular cooperation - "thinking-out-of-the-box" and mobilizing the support from civil society organizations and the private sector through (demand side and supply side matching).

³ https://sustainabledevelopment.un.org/content/documents/10735Updated_Issues_Brief_rev10_1_March_2017.pdf.

⁴ Ibid.



This session will also analyze lessons learned from three years of VNRs: Benefits, Main Building Blocks and maximizing the Impact of the VNRs. Three years after the adoption of the 2030 Agenda, only four (4) Caribbean SIDS⁵ have to date completed VNRs. By 2020 another four (4)⁶ would have completed their VNRs. When compared with other SIDS regions, this rate is relatively low. VNR reports usually contain detailed information on countries' progress and challenges in implementing the 2030 Agenda. This includes the identification of capacity development gaps and challenges. In the absence of such reports, there is no internationally available indication of national progress on implementation of the 2030 Agenda or the SAMOA Pathway. At the same time, in September 2019, the SAMOA Pathway, which is the blue print for the sustainable development of SIDS will undergo its mid-term review. This presents SIDS with another opportunity to highlight implementation gaps and challenges and to continue to forge linkages with the 2030 Agenda through national and regional reviews of progress.

Guiding questions

- What new governance and public administration capacities are needed in SIDS to implement the SAMOA Pathway and the 2030 Agenda?
- What progress has been made and what are the current challenges faced by SIDS in building effective, inclusive and accountable public institutions for the implementation of the SAMOA Pathway and the 2030 Agenda?
- What innovative practices in service delivery are taking place in SIDS to ensure that the sustainable development goals are realized?
- What new models of partnerships are emerging?

⁵ The Bahamas, Belize, Dominican Republic, Jamaica.

⁶ Guyana, Saint Lucia (2019) and St. Vincent & The Grenadines, Trinidad & Tobago (2020)



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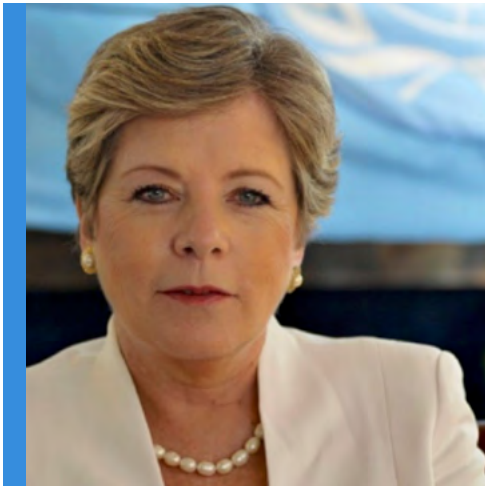


THE GLOBAL GOALS
For Sustainable Development

4. The Organizers







Ms. Alicia Bárcena

**Executive Secretary
ECLAC**

Ms. Bárcena assumed office as the Executive Secretary of the Economic Commission for Latin America and the Caribbean (ECLAC) on 1 July 2008.

She had previously served as the Under-Secretary-General for Management at United Nations Headquarters in New York, Chef de Cabinet and Deputy Chef de Cabinet to the former Secretary-General, Mr. Kofi Annan.

Alicia Bárcena held the post of Deputy Executive Secretary and Director of ECLAC's Environment and Human Settlements Division. Prior to her time at ECLAC, Ms. Bárcena served as Co-ordinator of the Latin American and Caribbean Sustainable Development Programme of the United Nations Development Programme (UNDP), responsible for the Environmental Citizenship Project at the United Nations Environment Programme (UNEP).

Alicia Bárcena was the Founding Director of the Earth Council in Costa Rica, a non-governmental organization in charge of follow-up to the agreements reached at the United Nations Conference on Environment and Development (UNCED) held in Rio de Janeiro, Brazil, in 1992.

Ms. Bárcena has published numerous articles on sustainable development, public policy, environmental issues, and public participation. Alicia Bárcena holds a Bachelor of Science degree in Biology from the National Autonomous University of Mexico (UNAM, in Spanish), as well as a Master's degree in Public Administration from Harvard University. She has completed the courses for a degree of Master in Ecology, and has initiated studies for a PhD degree in Economics at the UNAM.

She has been awarded an honoris causa doctorate by the University of Oslo, Norway, in September 2014, and by the University of Havana, Cuba, in March 2016. In July 2014, she was appointed by the National Autonomous University of Mexico as extraordinary teacher to collaborate at the Economics School and other entities.





Ms. Diane Quarless

Chief, ECLAC Caribbean

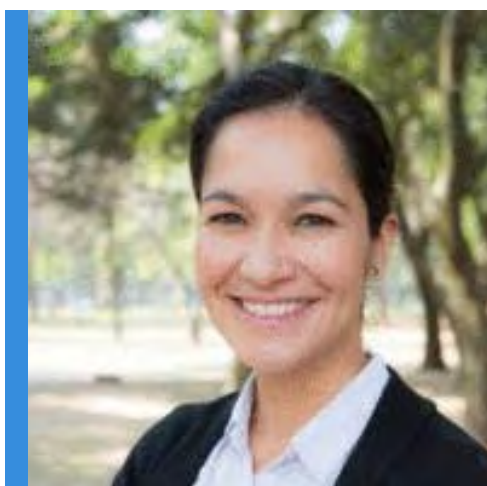
ECLAC

Diane Quarless assumed responsibilities as Chief of the ECLAC subregional headquarters for the Caribbean on 2 November 2011. She previously served for six years as Chief of the Small Island Developing States Unit, and also as Head of Partnerships for Sustainable Development in the Department of Economic and Social Affairs of the United Nations.

She began her career as a diplomat in the Foreign Service of the Government of Jamaica, serving as policy analyst, adviser and practitioner in development management. She was twice assigned to the Permanent Mission of Jamaica to the United Nations in New York, more recently as Deputy Permanent Representative from 1998 to 2002, when she actively participated in advancing the broader strategic interests of the Caribbean Community (CARICOM), the Alliance of Small Island Developing States (AOSIS) and the G77 developing countries. She was elected a Vice Chair and Rapporteur on the Bureau of the Preparatory Committee for the World Summit on Sustainable Development in 2002.

She has in-depth knowledge of the development challenges facing the Caribbean, and experience in the management and oversight of capacity building programmes for the Caribbean and the wider group of Small Island Developing States. She has wide knowledge of the United Nations system, and a strong network of inter-agency partners. Trained in international relations, she also holds a Masters' degree in Development Studies with specialization in Environmental Management.





Ms. María Ortiz Pérez

**Program Officer
ECLAC**

Ms. María Ortiz Pérez is a Program Officer at the United Nations Economic Commission for Latin America and the Caribbean. For the past five years, she has served in the Cabinet of USG Ms. Alicia Bárcena as focal point on the 2030 Agenda on Sustainable Development. Ms. Ortiz Pérez also served in the United Nations Economic Commission for Western Asia for four years in the Cabinet of USG Rima Khalaf and as a project manager in the Emerging and Conflict Related Issues Division, where she managed projects on public sector modernization and sustainable development in Iraq and Lebanon.

Prior to joining the United Nations, Ms. Ortiz Pérez managed the government performance and transparency programs of the Boston-based Pioneer Institute for Public Policy Research. She also has ample experience in managing projects on economic development, stakeholder engagement and institution building and has contributed to several publications on sustainable development, good governance, governance in conflict settings, transparency and accountability. Ms. Ortiz Pérez holds a Masters Degree in Public Administration from Suffolk University. In 2005, she was awarded a public policy fellowship by the Rappaport Institute of the Kennedy School of Government from Harvard University.





Mr. Nikhil Seth

**UN Assistant Secretary-General,
Executive Director of UNITAR**

On 8 June 2015, Mr. Nikhil Seth was appointed by the United Nations Secretary-General Ban Ki-moon as UN Assistant Secretary-General, Executive Director of the United Nations Institute for Training and Research.

Before assuming the post of the UNITAR Executive Director, Nikhil Seth was the Director of the Division for Sustainable Development, Department of Economic and Social Affairs (DESA) at the United Nations Secretariat in New York. In this role he served as head of the Rio+20 secretariat and of the secretariat for the Third International Conference on Small Island Developing States, spearheading the preparations for these conferences in Rio, Brazil, and Apia, Samoa. He was also closely engaged in coordinating and advancing their follow-up.

Mr. Seth's Division was also responsible for supporting the intergovernmental negotiations for the post-2015 development agenda, which was adopted at the United Nations Sustainable Development Summit 2015 in September 2015.

During his career with the United Nations since 1993, Mr. Seth has served as Special Assistant and Chief of Office to the Under-Secretary-General for Economic and Social Affairs (Sept 1993 – Jun 2001), Chief of the Policy Coordination Branch in the Division for ECOSOC Support and Coordination (Jun 2001 – Jan 2003), as Secretary of the Economic and Social Council (ECOSOC) and the Second Committee of the General Assembly (Feb 2003 – Aug 2006), and as Director of the DESA Office for ECOSOC Support and Coordination (Aug 2006 – Aug 2011), where he guided the ECOSOC's work in implementing several new key mandates, including its Annual Ministerial Review and Development Cooperation Forum.

Before joining the UN Secretariat, he was a delegate to the UN in the Permanent Mission of India to the United Nations (Sep 1990 – Sep 1993) and involved with various UN conferences and summits including the Rio Summit on Environment and Development and the climate change related process. After joining the UN, he has been involved in the organization of the Copenhagen Summit on Social Development, the Monterrey Conference on Financing for Development, the Mauritius Conference on Small Island Developing States, the Millennium Summit, World Summit on Sustainable Development and the UN World Summit, beside the Rio+20 Conference.

He joined the Indian diplomatic service in 1980 and his diplomatic assignments included Geneva, Democratic Republic of Congo, Central African Republic, Gabon and Equatorial Guinea.

Before joining the Indian diplomatic service, he worked as a Lecturer in Economics in St. Stephen College, Delhi University for 2 years (Aug 1977 – Sep 1979). Mr. Nikhil Seth holds a master's degree in economics from Delhi University.





Mr. Alex Mejía

**Director of the Division for People
and Social Inclusion
UNITAR**

Mr. Mejía was appointed Director of UNITAR's Division for People and Social Inclusion in 2018. Within the Division, he also serves as Senior Manager of UNITAR's Social Development Programme (SDP), which he has lead since October 2012. Prior to these posts in Geneva, Mr. Mejía served for three years as Director of UNITAR's Hiroshima Office in Japan, and for four years as Director of UNITAR's CIFAL training centre in Atlanta, USA. In his current capacity, he serves as Director of UNITAR's global network of 17 training centers and is responsible for several other programmes within UNITAR's Division for People and Social Inclusion, including the Nigeria Project Office and the Human Mobility Programme managed out of New York.

Mr. Mejía is a citizen of Ecuador, and his career spans two decades in private and public organizations. After obtaining his first master's degree in 1992, he worked in corporate banking in Latin America for six years. In 1998, he joined his country's foreign service as a diplomat, serving as Counsellor at the Ecuadorian Embassy in Bogotá, Colombia. In 2001, he became Vice Minister of Economy for the Republic of Ecuador. During this period, he also served as Alternate Governor to the International Monetary Fund, to the World Bank, and to the Inter-American Development Bank, and as a member of the Board of Directors of Ecuador's Central Bank. From 2003 to 2005, he worked in Washington, DC as the Director of the Inter-American Council's Andean Program, an entity chartered by the Organization of American States.

Mr. Mejía holds a master's degree in Foreign Affairs from Georgetown University in Washington DC, and a master's degree in Business Administration from INCAE University in Costa Rica. He also holds a Diploma in Political Leadership from Harvard University.





Mr. Einar Bjorgo

Director, Satellite Analysis
and Applied Research
UNITAR

Bjorgo received his PhD in Geophysics from the University of Bergen, Norway, in 1999 on applications of very high-resolution satellite imagery in support of refugee relief operations. He holds a Master of Science in Meteorology (Climate Science) and a Bachelor's in Mechanical Engineering from the University of California San Diego. He started working for the United Nations in 1999 when he joined the UN High Commissioner for Refugees to work on the integration of new solutions into UNHCR operations, including the use of GIS, GPS and satellite imagery.

Bjorgo joined the UNOSAT team in 2002 when he was a central element in the development of the Humanitarian Rapid Mapping service and later become in charge of all operational activities at UNOSAT. Apart from the operational mapping side, Bjorgo was the initiator of capacity development and disaster risk reduction activities in Asia and East Africa. Since 2010 he had served as deputy to the Manager.

The recent visit of the Secretary-General to the UNOSAT team set the tone of the new management phase at UNOSAT, which is now a recognised centre of excellence within the United Nations system in the areas of satellite analysis and geospatial information. While the visit of the Secretary-General confirms this recognition and is a reward to the staff, it also shows the gradual gain of importance of satellite derived information for the work of the UN. UNOSAT has spearheaded innovation in satellite analysis since its creation in 2000.





Ms. Maria-Francesca Spatolisano

**Assistant Secretary-General for
Policy Coordination and
Inter-Agency Affairs**

UN DESA

Ms. Spatolisano has 33 years of experience in public service including extensive senior leadership in multilateral affairs. She has served as the European Union Ambassador to the OECD and UNESCO, Monaco and Andorra. She was a member of the EU Delegation to the United Nations, serving as the Head of its Economic and Trade Section. She covered all issues related to trade, development and environmental policies in the Second Committee and ECOSOC and was also the EC representative to the Fifth Committee.

Since 2017, she has been responsible for International Organizations and Development Dialogue with other Donors in the Commission's Directorate General for Development Cooperation. In this capacity, she has assured the EU presence and developed EU positions on development policy in a number of international fora including the United Nations, the World Bank and International Monetary Fund, OECD, G-7 and the G-20, where she represented the EU in the G-20 Development Working Group.

Ms. Spatolisano holds a Doctorate in Law (cum laude) from Florence University and is fluent in Italian, English and French. She is married with two children.





Ms. Adriana Alberti

**Chief of the Capacity
Development Unit**

**Division for Public Institutions and
Digital Government (DPIDG)**

UN DESA

Adriana Alberti, PhD, is Chief of the Capacity Development Unit in DPIDG, UN DESA. She leads the capacity development efforts of UN DESA's Division for Public Institutions and Digital Government. She has worked for over twenty-five years on governance and public administration issues, including at the United Nations, academia and the non-for-profit sector.

She has coordinated for several years the United Public Service Forum and Awards Programme. She was Chief Technical Advisor of the Programme for Innovation in Governance in the Mediterranean Region and devised capacity development strategies in this area. She was a founding member of the Network of Innovators in Governance in the Mediterranean region -Middle East, North Africa, and Western Balkans-, and through forums, policy dialogue and analytical work, she has promoted a common understanding of governance issues.

She holds a Ph.D. in Social and Political Sciences from the European University Institute in Florence, Italy and an Executive Education Certificate on Innovations in Governance from Harvard University, Kennedy School of Government. Before joining the United Nations, she worked at the Center for Judicial Studies of the University of Bologna and was Professor of Comparative Politics and European Union at Syracuse University and Dickinson College in Italy. She has led the analytical part of the 2016 UN E-Government Survey and has prepared chapters for the 2016 and 2014 UN E-Government Survey.

She was Visiting Scholar at the Center for International Studies of Princeton University, Visiting Scholar at the Institute of Advanced Social Studies in Cordoba (Spain), and conducted research on democracy and judicial systems at the Institute of Judicial Administration, University of Birmingham, (United Kingdom). She has edited and contributed to a number of books and prepared papers. Ms. Alberti has been awarded a number of fellowships, including from the Italian National Research Council (CNR), from the European University Institute, from Spain for the Salvador de Madariaga Research Grant, and a fellowship from the Kennedy School of Government, Harvard University.





Mr. Chae-Gun Chung

**Head of United Nations Project
Office on Governance (UNPOG)**

**Division for Public Institutions and
Digital Government (DPIDG)**

UN DESA

Mr. Chae Gun Chung, PhD, is the Head of United Nations Project Office on Governance (UNPOG) of the Division for Public Administration and Development Management (DPADM), United Nations Department of Economic and Social Affairs (UN DESA). Prior to joining the United Nations, Mr. Chung was the Vice Minister of the Interior of the Republic of Korea.

Mr. Chung also held various positions including the Assistant Minister of Local Administration Office and Planning and Coordination Office as well as Consul General of the Embassy of the Republic of Korea in Germany.

In his long and distinguished career from 1983 to 2016 with the Government of the Republic of Korea, Mr. Chung has accumulated rich experience by working for the central government, cities and local governments, and the Office of the President. Mr. Chung holds a PhD in Public Administration from Dajeon University, Master of Urban Planning from University of Michigan, Master of Public Administration from Seoul National University, and a Bachelor's Degree in Public Administration from Korea University.





Mr. Keping Yao

**Governance and Public
Administration Expert**
UN DESA

Mr. Keping Yao, PhD, is Programme Manager for the Division for Public Administration and Development Management for UNPOG, a subsidiary office of UNDESA. Prior to this role, Mr. Yao was a Governance and Public Administration Officer, as well as statistician for UNDESA.

He has also worked as deputy division chief for the Economic Analysis Division and the Research and Statistics Department of the People's Bank of China. Mr. Yao holds a PhD on Economics from the Central University of Finance and Economics in China, and a master's degree on Finance from Tsinghua University.





Ms. Veronique Verbruggen

**Senior Inter- regional Adviser
on Governance and Public
Administration Institutional
Development for the Capacity
Development Unit**

UN DESA

Ms. Veronique Verbruggen is the Senior Inter-regional Adviser on Governance and Public Administration Institutional Development for the Capacity Development Unit at UNDESA which she joined in September 2018.

She is responsible for capacity development in institutional arrangements for policy formulation to support policy coherence through stronger inter-institutional coordination, while building integrated assessment methodologies to address the nexus between land, water systems, climate change and energy with a view to support evidence-based policy making.

Before joining DESA, she has worked as Senior Political Affairs on institutional changes in the field of stabilization and peace building in UNSOM. She worked for over 13 years as Sr. Governance and Conflict Advisor for UK DFID on public administration reform, governance and change management as well as on peacebuilding and state building policy and programmes in countries like Afghanistan, Iraq, Russia, Ukraine and Kenya.

She has been seconded as a national expert to the European Commission to develop a public sector strategy for candidate countries accessing the EU and worked as Chief Programme and Knowledge Management for the UNDP-hosted Commission on the Legal Empowerment of the Poor in New York. She holds a Master degree in Political Sociology (Belgium) and an MBA (France).



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THE GLOBAL GOALS
For Sustainable Development

5. **A/RES/70/1**



UN Photo/ Helena Mulherns



United Nations

A/RES/70/1



General Assembly


Distr.: General
21 October 2015Seventieth session
Agenda items 15 and 116**Resolution adopted by the General Assembly on 25 September 2015***[without reference to a Main Committee (A/70/L.1)]***70/1. Transforming our world: the 2030 Agenda for Sustainable Development***The General Assembly**Adopts* the following outcome document of the United Nations summit for the adoption of the post-2015 development agenda:**Transforming our world: the 2030 Agenda for Sustainable Development****Preamble**

This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.

The 17 Sustainable Development Goals and 169 targets which we are announcing today demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.

The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet.

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People

We are determined to end poverty and hunger, in all their forms and dimensions, and to ensure that all human beings can fulfil their potential in dignity and equality and in a healthy environment.

Planet

We are determined to protect the planet from degradation, including through sustainable consumption and production, sustainably managing its natural resources and taking urgent action on climate change, so that it can support the needs of the present and future generations.

Prosperity

We are determined to ensure that all human beings can enjoy prosperous and fulfilling lives and that economic, social and technological progress occurs in harmony with nature.

Peace

We are determined to foster peaceful, just and inclusive societies which are free from fear and violence. There can be no sustainable development without peace and no peace without sustainable development.

Partnership

We are determined to mobilize the means required to implement this Agenda through a revitalized Global Partnership for Sustainable Development, based on a spirit of strengthened global solidarity, focused in particular on the needs of the poorest and most vulnerable and with the participation of all countries, all stakeholders and all people.

The interlinkages and integrated nature of the Sustainable Development Goals are of crucial importance in ensuring that the purpose of the new Agenda is realized. If we realize our ambitions across the full extent of the Agenda, the lives of all will be profoundly improved and our world will be transformed for the better.



Declaration

Introduction

1. We, the Heads of State and Government and High Representatives, meeting at United Nations Headquarters in New York from 25 to 27 September 2015 as the Organization celebrates its seventieth anniversary, have decided today on new global Sustainable Development Goals.

2. On behalf of the peoples we serve, we have adopted a historic decision on a comprehensive, far-reaching and people-centred set of universal and transformative Goals and targets. We commit ourselves to working tirelessly for the full implementation of this Agenda by 2030. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development. We are committed to achieving sustainable development in its three dimensions – economic, social and environmental – in a balanced and integrated manner. We will also build upon the achievements of the Millennium Development Goals and seek to address their unfinished business.

3. We resolve, between now and 2030, to end poverty and hunger everywhere; to combat inequalities within and among countries; to build peaceful, just and inclusive societies; to protect human rights and promote gender equality and the empowerment of women and girls; and to ensure the lasting protection of the planet and its natural resources. We resolve also to create conditions for sustainable, inclusive and sustained economic growth, shared prosperity and decent work for all, taking into account different levels of national development and capacities.

4. As we embark on this great collective journey, we pledge that no one will be left behind. Recognizing that the dignity of the human person is fundamental, we wish to see the Goals and targets met for all nations and peoples and for all segments of society. And we will endeavour to reach the furthest behind first.

5. This is an Agenda of unprecedented scope and significance. It is accepted by all countries and is applicable to all, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. These are universal goals and targets which involve the entire world, developed and developing countries alike. They are integrated and indivisible and balance the three dimensions of sustainable development.

6. The Goals and targets are the result of over two years of intensive public consultation and engagement with civil society and other stakeholders around the world, which paid particular attention to the voices of the poorest and most vulnerable. This consultation included valuable work done by the Open Working Group of the General Assembly on Sustainable Development Goals and by the United Nations, whose Secretary-General provided a synthesis report in December 2014.

Our vision

7. In these Goals and targets, we are setting out a supremely ambitious and transformational vision. We envisage a world free of poverty, hunger, disease and want, where all life can thrive. We envisage a world free of fear and violence. A world with universal literacy. A world with equitable and universal access to quality education at all levels, to health care and social protection, where physical, mental and social well-being are assured. A world where we reaffirm our commitments regarding the human right to safe drinking water and sanitation and



where there is improved hygiene; and where food is sufficient, safe, affordable and nutritious. A world where human habitats are safe, resilient and sustainable and where there is universal access to affordable, reliable and sustainable energy.

8. We envisage a world of universal respect for human rights and human dignity, the rule of law, justice, equality and non-discrimination; of respect for race, ethnicity and cultural diversity; and of equal opportunity permitting the full realization of human potential and contributing to shared prosperity. A world which invests in its children and in which every child grows up free from violence and exploitation. A world in which every woman and girl enjoys full gender equality and all legal, social and economic barriers to their empowerment have been removed. A just, equitable, tolerant, open and socially inclusive world in which the needs of the most vulnerable are met.

9. We envisage a world in which every country enjoys sustained, inclusive and sustainable economic growth and decent work for all. A world in which consumption and production patterns and use of all natural resources – from air to land, from rivers, lakes and aquifers to oceans and seas – are sustainable. One in which democracy, good governance and the rule of law, as well as an enabling environment at the national and international levels, are essential for sustainable development, including sustained and inclusive economic growth, social development, environmental protection and the eradication of poverty and hunger. One in which development and the application of technology are climate-sensitive, respect biodiversity and are resilient. One in which humanity lives in harmony with nature and in which wildlife and other living species are protected.

Our shared principles and commitments

10. The new Agenda is guided by the purposes and principles of the Charter of the United Nations, including full respect for international law. It is grounded in the Universal Declaration of Human Rights,¹ international human rights treaties, the Millennium Declaration² and the 2005 World Summit Outcome.³ It is informed by other instruments such as the Declaration on the Right to Development.⁴

11. We reaffirm the outcomes of all major United Nations conferences and summits which have laid a solid foundation for sustainable development and have helped to shape the new Agenda. These include the Rio Declaration on Environment and Development,⁵ the World Summit on Sustainable Development, the World Summit for Social Development, the Programme of Action of the International Conference on Population and Development,⁶ the Beijing Platform for Action⁷ and the United Nations Conference on Sustainable Development. We also reaffirm the follow-up to these conferences, including the outcomes of the Fourth United

¹ Resolution 217 A (III).

² Resolution 55/2.

³ Resolution 60/1.

⁴ Resolution 41/128, annex.

⁵ *Report of the United Nations Conference on Environment and Development, Rio de Janeiro, 3–14 June 1992*, vol. I, *Resolutions Adopted by the Conference* (United Nations publication, Sales No. E.93.I.8 and corrigendum), resolution 1, annex I.

⁶ *Report of the International Conference on Population and Development, Cairo, 5–13 September 1994* (United Nations publication, Sales No. E.95.XIII.18), chap. I, resolution 1, annex.

⁷ *Report of the Fourth World Conference on Women, Beijing, 4–15 September 1995* (United Nations publication, Sales No. E.96.IV.13), chap. I, resolution 1, annex II.



Nations Conference on the Least Developed Countries, the third International Conference on Small Island Developing States, the second United Nations Conference on Landlocked Developing Countries and the Third United Nations World Conference on Disaster Risk Reduction.

12. We reaffirm all the principles of the Rio Declaration on Environment and Development, including, inter alia, the principle of common but differentiated responsibilities, as set out in principle 7 thereof.

13. The challenges and commitments identified at these major conferences and summits are interrelated and call for integrated solutions. To address them effectively, a new approach is needed. Sustainable development recognizes that eradicating poverty in all its forms and dimensions, combating inequality within and among countries, preserving the planet, creating sustained, inclusive and sustainable economic growth and fostering social inclusion are linked to each other and are interdependent.

Our world today

14. We are meeting at a time of immense challenges to sustainable development. Billions of our citizens continue to live in poverty and are denied a life of dignity. There are rising inequalities within and among countries. There are enormous disparities of opportunity, wealth and power. Gender inequality remains a key challenge. Unemployment, particularly youth unemployment, is a major concern. Global health threats, more frequent and intense natural disasters, spiralling conflict, violent extremism, terrorism and related humanitarian crises and forced displacement of people threaten to reverse much of the development progress made in recent decades. Natural resource depletion and adverse impacts of environmental degradation, including desertification, drought, land degradation, freshwater scarcity and loss of biodiversity, add to and exacerbate the list of challenges which humanity faces. Climate change is one of the greatest challenges of our time and its adverse impacts undermine the ability of all countries to achieve sustainable development. Increases in global temperature, sea level rise, ocean acidification and other climate change impacts are seriously affecting coastal areas and low-lying coastal countries, including many least developed countries and small island developing States. The survival of many societies, and of the biological support systems of the planet, is at risk.

15. It is also, however, a time of immense opportunity. Significant progress has been made in meeting many development challenges. Within the past generation, hundreds of millions of people have emerged from extreme poverty. Access to education has greatly increased for both boys and girls. The spread of information and communications technology and global interconnectedness has great potential to accelerate human progress, to bridge the digital divide and to develop knowledge societies, as does scientific and technological innovation across areas as diverse as medicine and energy.

16. Almost 15 years ago, the Millennium Development Goals were agreed. These provided an important framework for development and significant progress has been made in a number of areas. But the progress has been uneven, particularly in Africa, least developed countries, landlocked developing countries and small island developing States, and some of the Millennium Development Goals remain off-track, in particular those related to maternal, newborn and child health and to reproductive health. We recommit ourselves to the full realization of all the Millennium Development Goals, including the off-track Millennium Development Goals, in particular by providing focused and scaled-up assistance to least



developed countries and other countries in special situations, in line with relevant support programmes. The new Agenda builds on the Millennium Development Goals and seeks to complete what they did not achieve, particularly in reaching the most vulnerable.

17. In its scope, however, the framework we are announcing today goes far beyond the Millennium Development Goals. Alongside continuing development priorities such as poverty eradication, health, education and food security and nutrition, it sets out a wide range of economic, social and environmental objectives. It also promises more peaceful and inclusive societies. It also, crucially, defines means of implementation. Reflecting the integrated approach that we have decided on, there are deep interconnections and many cross-cutting elements across the new Goals and targets.

The new Agenda

18. We are announcing today 17 Sustainable Development Goals with 169 associated targets which are integrated and indivisible. Never before have world leaders pledged common action and endeavour across such a broad and universal policy agenda. We are setting out together on the path towards sustainable development, devoting ourselves collectively to the pursuit of global development and of “win-win” cooperation which can bring huge gains to all countries and all parts of the world. We reaffirm that every State has, and shall freely exercise, full permanent sovereignty over all its wealth, natural resources and economic activity. We will implement the Agenda for the full benefit of all, for today’s generation and for future generations. In doing so, we reaffirm our commitment to international law and emphasize that the Agenda is to be implemented in a manner that is consistent with the rights and obligations of States under international law.

19. We reaffirm the importance of the Universal Declaration of Human Rights, as well as other international instruments relating to human rights and international law. We emphasize the responsibilities of all States, in conformity with the Charter of the United Nations, to respect, protect and promote human rights and fundamental freedoms for all, without distinction of any kind as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth, disability or other status.

20. Realizing gender equality and the empowerment of women and girls will make a crucial contribution to progress across all the Goals and targets. The achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities. Women and girls must enjoy equal access to quality education, economic resources and political participation as well as equal opportunities with men and boys for employment, leadership and decision-making at all levels. We will work for a significant increase in investments to close the gender gap and strengthen support for institutions in relation to gender equality and the empowerment of women at the global, regional and national levels. All forms of discrimination and violence against women and girls will be eliminated, including through the engagement of men and boys. The systematic mainstreaming of a gender perspective in the implementation of the Agenda is crucial.

21. The new Goals and targets will come into effect on 1 January 2016 and will guide the decisions we take over the next 15 years. All of us will work to implement the Agenda within our own countries and at the regional and global levels, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. We will respect national policy space for sustained, inclusive and sustainable economic growth, in particular for developing States, while remaining consistent with relevant international rules and commitments.



We acknowledge also the importance of the regional and subregional dimensions, regional economic integration and interconnectivity in sustainable development. Regional and subregional frameworks can facilitate the effective translation of sustainable development policies into concrete action at the national level.

22. Each country faces specific challenges in its pursuit of sustainable development. The most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small island developing States, deserve special attention, as do countries in situations of conflict and post-conflict countries. There are also serious challenges within many middle-income countries.

23. People who are vulnerable must be empowered. Those whose needs are reflected in the Agenda include all children, youth, persons with disabilities (of whom more than 80 per cent live in poverty), people living with HIV/AIDS, older persons, indigenous peoples, refugees and internally displaced persons and migrants. We resolve to take further effective measures and actions, in conformity with international law, to remove obstacles and constraints, strengthen support and meet the special needs of people living in areas affected by complex humanitarian emergencies and in areas affected by terrorism.

24. We are committed to ending poverty in all its forms and dimensions, including by eradicating extreme poverty by 2030. All people must enjoy a basic standard of living, including through social protection systems. We are also determined to end hunger and to achieve food security as a matter of priority and to end all forms of malnutrition. In this regard, we reaffirm the important role and inclusive nature of the Committee on World Food Security and welcome the Rome Declaration on Nutrition and the Framework for Action.⁸ We will devote resources to developing rural areas and sustainable agriculture and fisheries, supporting smallholder farmers, especially women farmers, herders and fishers in developing countries, particularly least developed countries.

25. We commit to providing inclusive and equitable quality education at all levels – early childhood, primary, secondary, tertiary, technical and vocational training. All people, irrespective of sex, age, race or ethnicity, and persons with disabilities, migrants, indigenous peoples, children and youth, especially those in vulnerable situations, should have access to life-long learning opportunities that help them to acquire the knowledge and skills needed to exploit opportunities and to participate fully in society. We will strive to provide children and youth with a nurturing environment for the full realization of their rights and capabilities, helping our countries to reap the demographic dividend, including through safe schools and cohesive communities and families.

26. To promote physical and mental health and well-being, and to extend life expectancy for all, we must achieve universal health coverage and access to quality health care. No one must be left behind. We commit to accelerating the progress made to date in reducing newborn, child and maternal mortality by ending all such preventable deaths before 2030. We are committed to ensuring universal access to sexual and reproductive health-care services, including for family planning, information and education. We will equally accelerate the pace of progress made in fighting malaria, HIV/AIDS, tuberculosis, hepatitis, Ebola and other communicable diseases and epidemics, including by addressing growing anti-microbial resistance and the problem of unattended diseases affecting developing countries. We are committed to the prevention and treatment of non-communicable diseases, including

⁸ World Health Organization, document EB 136/8, annexes I and II.



behavioural, developmental and neurological disorders, which constitute a major challenge for sustainable development.

27. We will seek to build strong economic foundations for all our countries. Sustained, inclusive and sustainable economic growth is essential for prosperity. This will only be possible if wealth is shared and income inequality is addressed. We will work to build dynamic, sustainable, innovative and people-centred economies, promoting youth employment and women's economic empowerment, in particular, and decent work for all. We will eradicate forced labour and human trafficking and end child labour in all its forms. All countries stand to benefit from having a healthy and well-educated workforce with the knowledge and skills needed for productive and fulfilling work and full participation in society. We will strengthen the productive capacities of least developed countries in all sectors, including through structural transformation. We will adopt policies which increase productive capacities, productivity and productive employment; financial inclusion; sustainable agriculture, pastoralist and fisheries development; sustainable industrial development; universal access to affordable, reliable, sustainable and modern energy services; sustainable transport systems; and quality and resilient infrastructure.

28. We commit to making fundamental changes in the way that our societies produce and consume goods and services. Governments, international organizations, the business sector and other non-State actors and individuals must contribute to changing unsustainable consumption and production patterns, including through the mobilization, from all sources, of financial and technical assistance to strengthen developing countries' scientific, technological and innovative capacities to move towards more sustainable patterns of consumption and production. We encourage the implementation of the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns. All countries take action, with developed countries taking the lead, taking into account the development and capabilities of developing countries.

29. We recognize the positive contribution of migrants for inclusive growth and sustainable development. We also recognize that international migration is a multidimensional reality of major relevance for the development of countries of origin, transit and destination, which requires coherent and comprehensive responses. We will cooperate internationally to ensure safe, orderly and regular migration involving full respect for human rights and the humane treatment of migrants regardless of migration status, of refugees and of displaced persons. Such cooperation should also strengthen the resilience of communities hosting refugees, particularly in developing countries. We underline the right of migrants to return to their country of citizenship, and recall that States must ensure that their returning nationals are duly received.

30. States are strongly urged to refrain from promulgating and applying any unilateral economic, financial or trade measures not in accordance with international law and the Charter of the United Nations that impede the full achievement of economic and social development, particularly in developing countries.

31. We acknowledge that the United Nations Framework Convention on Climate Change⁹ is the primary international, intergovernmental forum for negotiating the global response to climate change. We are determined to address decisively the threat posed by climate change and environmental degradation. The global nature of climate change calls for the widest possible international cooperation aimed at accelerating the reduction of global greenhouse gas emissions and addressing adaptation to the adverse impacts of climate change. We note with grave concern

⁹ United Nations, *Treaty Series*, vol. 1771, No. 30822.



the significant gap between the aggregate effect of parties' mitigation pledges in terms of global annual emissions of greenhouse gases by 2020 and aggregate emission pathways consistent with having a likely chance of holding the increase in global average temperature below 2 degrees Celsius, or 1.5 degrees Celsius above pre-industrial levels.

32. Looking ahead to the twenty-first session of the Conference of the Parties in Paris, we underscore the commitment of all States to work for an ambitious and universal climate agreement. We reaffirm that the protocol, another legal instrument or agreed outcome with legal force under the Convention applicable to all parties shall address in a balanced manner, inter alia, mitigation, adaptation, finance, technology development and transfer and capacity-building; and transparency of action and support.

33. We recognize that social and economic development depends on the sustainable management of our planet's natural resources. We are therefore determined to conserve and sustainably use oceans and seas, freshwater resources, as well as forests, mountains and drylands and to protect biodiversity, ecosystems and wildlife. We are also determined to promote sustainable tourism, to tackle water scarcity and water pollution, to strengthen cooperation on desertification, dust storms, land degradation and drought and to promote resilience and disaster risk reduction. In this regard, we look forward to the thirteenth meeting of the Conference of the Parties to the Convention on Biological Diversity to be held in Mexico.

34. We recognize that sustainable urban development and management are crucial to the quality of life of our people. We will work with local authorities and communities to renew and plan our cities and human settlements so as to foster community cohesion and personal security and to stimulate innovation and employment. We will reduce the negative impacts of urban activities and of chemicals which are hazardous for human health and the environment, including through the environmentally sound management and safe use of chemicals, the reduction and recycling of waste and the more efficient use of water and energy. And we will work to minimize the impact of cities on the global climate system. We will also take account of population trends and projections in our national rural and urban development strategies and policies. We look forward to the upcoming United Nations Conference on Housing and Sustainable Urban Development to be held in Quito.

35. Sustainable development cannot be realized without peace and security; and peace and security will be at risk without sustainable development. The new Agenda recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions. Factors which give rise to violence, insecurity and injustice, such as inequality, corruption, poor governance and illicit financial and arms flows, are addressed in the Agenda. We must redouble our efforts to resolve or prevent conflict and to support post-conflict countries, including through ensuring that women have a role in peacebuilding and State-building. We call for further effective measures and actions to be taken, in conformity with international law, to remove the obstacles to the full realization of the right of self-determination of peoples living under colonial and foreign occupation, which continue to adversely affect their economic and social development as well as their environment.

36. We pledge to foster intercultural understanding, tolerance, mutual respect and an ethic of global citizenship and shared responsibility. We acknowledge the natural and cultural diversity of the world and recognize that all cultures and civilizations can contribute to, and are crucial enablers of, sustainable development.

37. Sport is also an important enabler of sustainable development. We recognize the growing contribution of sport to the realization of development and peace in its



promotion of tolerance and respect and the contributions it makes to the empowerment of women and of young people, individuals and communities as well as to health, education and social inclusion objectives.

38. We reaffirm, in accordance with the Charter of the United Nations, the need to respect the territorial integrity and political independence of States.

Means of implementation

39. The scale and ambition of the new Agenda requires a revitalized Global Partnership to ensure its implementation. We fully commit to this. This Partnership will work in a spirit of global solidarity, in particular solidarity with the poorest and with people in vulnerable situations. It will facilitate an intensive global engagement in support of implementation of all the Goals and targets, bringing together Governments, the private sector, civil society, the United Nations system and other actors and mobilizing all available resources.

40. The means of implementation targets under Goal 17 and under each Sustainable Development Goal are key to realizing our Agenda and are of equal importance with the other Goals and targets. The Agenda, including the Sustainable Development Goals, can be met within the framework of a revitalized Global Partnership for Sustainable Development, supported by the concrete policies and actions as outlined in the outcome document of the third International Conference on Financing for Development, held in Addis Ababa from 13 to 16 July 2015. We welcome the endorsement by the General Assembly of the Addis Ababa Action Agenda,¹⁰ which is an integral part of the 2030 Agenda for Sustainable Development. We recognize that the full implementation of the Addis Ababa Action Agenda is critical for the realization of the Sustainable Development Goals and targets.

41. We recognize that each country has primary responsibility for its own economic and social development. The new Agenda deals with the means required for implementation of the Goals and targets. We recognize that these will include the mobilization of financial resources as well as capacity-building and the transfer of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed. Public finance, both domestic and international, will play a vital role in providing essential services and public goods and in catalysing other sources of finance. We acknowledge the role of the diverse private sector, ranging from micro-enterprises to cooperatives to multinationals, and that of civil society organizations and philanthropic organizations in the implementation of the new Agenda.

42. We support the implementation of relevant strategies and programmes of action, including the Istanbul Declaration and Programme of Action,¹¹ the SIDS Accelerated Modalities of Action (SAMOA) Pathway¹² and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024,¹³ and reaffirm the importance of supporting the African Union's Agenda 2063 and the programme of the New Partnership for Africa's Development,¹⁴ all of which are integral to the new Agenda. We recognize the major challenge to the achievement of

¹⁰ The Addis Ababa Action Agenda of the Third International Conference on Financing for Development (Addis Ababa Action Agenda), adopted by the General Assembly on 27 July 2015 (resolution 69/313, annex).

¹¹ *Report of the Fourth United Nations Conference on the Least Developed Countries, Istanbul, Turkey, 9–13 May 2011 (A/CONF.219/7)*, chaps. I and II.

¹² Resolution 69/15, annex.

¹³ Resolution 69/137, annex II.

¹⁴ [A/57/304](#), annex.



durable peace and sustainable development in countries in conflict and post-conflict situations.

43. We emphasize that international public finance plays an important role in complementing the efforts of countries to mobilize public resources domestically, especially in the poorest and most vulnerable countries with limited domestic resources. An important use of international public finance, including official development assistance (ODA), is to catalyse additional resource mobilization from other sources, public and private. ODA providers reaffirm their respective commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 per cent to 0.2 per cent of ODA/GNI to least developed countries.

44. We acknowledge the importance for international financial institutions to support, in line with their mandates, the policy space of each country, in particular developing countries. We recommit to broadening and strengthening the voice and participation of developing countries – including African countries, least developed countries, landlocked developing countries, small island developing States and middle-income countries – in international economic decision-making, norm-setting and global economic governance.

45. We acknowledge also the essential role of national parliaments through their enactment of legislation and adoption of budgets and their role in ensuring accountability for the effective implementation of our commitments. Governments and public institutions will also work closely on implementation with regional and local authorities, subregional institutions, international institutions, academia, philanthropic organizations, volunteer groups and others.

46. We underline the important role and comparative advantage of an adequately resourced, relevant, coherent, efficient and effective United Nations system in supporting the achievement of the Sustainable Development Goals and sustainable development. While stressing the importance of strengthened national ownership and leadership at the country level, we express our support for the ongoing dialogue in the Economic and Social Council on the longer-term positioning of the United Nations development system in the context of this Agenda.

Follow-up and review

47. Our Governments have the primary responsibility for follow-up and review, at the national, regional and global levels, in relation to the progress made in implementing the Goals and targets over the coming 15 years. To support accountability to our citizens, we will provide for systematic follow-up and review at the various levels, as set out in this Agenda and the Addis Ababa Action Agenda. The high-level political forum under the auspices of the General Assembly and the Economic and Social Council will have the central role in overseeing follow-up and review at the global level.

48. Indicators are being developed to assist this work. Quality, accessible, timely and reliable disaggregated data will be needed to help with the measurement of progress and to ensure that no one is left behind. Such data is key to decision-making. Data and information from existing reporting mechanisms should be used where possible. We agree to intensify our efforts to strengthen statistical capacities in developing countries, particularly African countries, least developed countries, landlocked developing countries, small island developing States and middle-income countries. We are committed to developing broader measures of progress to complement gross domestic product.

A call for action to change our world



A/RES/70/1

Transforming our world: the 2030 Agenda for Sustainable Development

49. Seventy years ago, an earlier generation of world leaders came together to create the United Nations. From the ashes of war and division they fashioned this Organization and the values of peace, dialogue and international cooperation which underpin it. The supreme embodiment of those values is the Charter of the United Nations.

50. Today we are also taking a decision of great historic significance. We resolve to build a better future for all people, including the millions who have been denied the chance to lead decent, dignified and rewarding lives and to achieve their full human potential. We can be the first generation to succeed in ending poverty; just as we may be the last to have a chance of saving the planet. The world will be a better place in 2030 if we succeed in our objectives.

51. What we are announcing today – an Agenda for global action for the next 15 years – is a charter for people and planet in the twenty-first century. Children and young women and men are critical agents of change and will find in the new Goals a platform to channel their infinite capacities for activism into the creation of a better world.

52. “We the peoples” are the celebrated opening words of the Charter of the United Nations. It is “we the peoples” who are embarking today on the road to 2030. Our journey will involve Governments as well as parliaments, the United Nations system and other international institutions, local authorities, indigenous peoples, civil society, business and the private sector, the scientific and academic community – and all people. Millions have already engaged with, and will own, this Agenda. It is an Agenda of the people, by the people and for the people – and this, we believe, will ensure its success.

53. The future of humanity and of our planet lies in our hands. It lies also in the hands of today’s younger generation who will pass the torch to future generations. We have mapped the road to sustainable development; it will be for all of us to ensure that the journey is successful and its gains irreversible.

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Sustainable Development Goals and targets

54. Following an inclusive process of intergovernmental negotiations, and based on the proposal of the Open Working Group on Sustainable Development Goals,¹⁵ which includes a chapeau contextualizing the latter, set out below are the Goals and targets which we have agreed.

55. The Sustainable Development Goals and targets are integrated and indivisible, global in nature and universally applicable, taking into account different national realities, capacities and levels of development and respecting national policies and priorities. Targets are defined as aspirational and global, with each Government setting its own national targets guided by the global level of ambition but taking into account national circumstances. Each Government will also decide how these aspirational and global targets should be incorporated into national planning processes, policies and strategies. It is important to recognize the link between sustainable development and other relevant ongoing processes in the economic, social and environmental fields.

56. In deciding upon these Goals and targets, we recognize that each country faces specific challenges to achieve sustainable development, and we underscore the special challenges facing the most vulnerable countries and, in particular, African countries, least developed countries, landlocked developing countries and small island developing States, as well as the specific challenges facing the middle-income countries. Countries in situations of conflict also need special attention.

57. We recognize that baseline data for several of the targets remains unavailable, and we call for increased support for strengthening data collection and capacity-building in Member States, to develop national and global baselines where they do not yet exist. We commit to addressing this gap in data collection so as to better inform the measurement of progress, in particular for those targets below which do not have clear numerical targets.

58. We encourage ongoing efforts by States in other forums to address key issues which pose potential challenges to the implementation of our Agenda, and we respect the independent mandates of those processes. We intend that the Agenda and its implementation would support, and be without prejudice to, those other processes and the decisions taken therein.

59. We recognize that there are different approaches, visions, models and tools available to each country, in accordance with its national circumstances and priorities, to achieve sustainable development; and we reaffirm that planet Earth and its ecosystems are our common home and that “Mother Earth” is a common expression in a number of countries and regions.

¹⁵ Contained in the report of the Open Working Group of the General Assembly on Sustainable Development Goals (A/68/970 and Corr.1; see also A/68/970/Add.1–3).



Sustainable Development Goals

- Goal 1. End poverty in all its forms everywhere
- Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture
- Goal 3. Ensure healthy lives and promote well-being for all at all ages
- Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
- Goal 5. Achieve gender equality and empower all women and girls
- Goal 6. Ensure availability and sustainable management of water and sanitation for all
- Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all
- Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
- Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
- Goal 10. Reduce inequality within and among countries
- Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable
- Goal 12. Ensure sustainable consumption and production patterns
- Goal 13. Take urgent action to combat climate change and its impacts*
- Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
- Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
- Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
- Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.



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

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

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

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

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

1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions

1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture

2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round

2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons

2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment

2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality

2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly



managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed

2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries

2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round

2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility

Goal 3. Ensure healthy lives and promote well-being for all at all ages

3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births

3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases

3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being

3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol

3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents

3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes

3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all

3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination

3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate

3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing



countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all

3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States

3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes

4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education

4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university

4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship

4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations

4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy

4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development

4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all

4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries

4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States

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Goal 5. Achieve gender equality and empower all women and girls

- 5.1 End all forms of discrimination against all women and girls everywhere
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation
- 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
- 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- 5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences

5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws

5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women

5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels

Goal 6. Ensure availability and sustainable management of water and sanitation for all

6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all

6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations

6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally

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

6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate

6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes



6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies

6.b Support and strengthen the participation of local communities in improving water and sanitation management

Goal 7. Ensure access to affordable, reliable, sustainable and modern energy for all

7.1 By 2030, ensure universal access to affordable, reliable and modern energy services

7.2 By 2030, increase substantially the share of renewable energy in the global energy mix

7.3 By 2030, double the global rate of improvement in energy efficiency

7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology

7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support

Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries

8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors

8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services

8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead

8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value

8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training



8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms

8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment

8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products

8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all

8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries

8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all

9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries

9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets

9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities

9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending

9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States

9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities



9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020

Goal 10. Reduce inequality within and among countries

10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average

10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status

10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard

10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality

10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations

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

10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies

10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements

10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes

10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent

Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable

11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums

11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries



11.4 Strengthen efforts to protect and safeguard the world's cultural and natural heritage

11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations

11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management

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

11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning

11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels

11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials

Goal 12. Ensure sustainable consumption and production patterns

12.1 Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries

12.2 By 2030, achieve the sustainable management and efficient use of natural resources

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

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities



12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production

12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products

12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities

Goal 13. Take urgent action to combat climate change and its impacts*

13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

13.2 Integrate climate change measures into national policies, strategies and planning

13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities

Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution

14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans

14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels

* Acknowledging that the United Nations Framework Convention on Climate Change is the primary international, intergovernmental forum for negotiating the global response to climate change.



14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics

14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information

14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation¹⁶

14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism

14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries

14.b Provide access for small-scale artisanal fishers to marine resources and markets

14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of "The future we want"

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world

¹⁶ Taking into account ongoing World Trade Organization negotiations, the Doha Development Agenda and the Hong Kong ministerial mandate.



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

15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species

15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed

15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products

15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species

15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts

15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems

15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation

15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.1 Significantly reduce all forms of violence and related death rates everywhere

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children

16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all

16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime

16.5 Substantially reduce corruption and bribery in all their forms

16.6 Develop effective, accountable and transparent institutions at all levels

16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels

16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance

16.9 By 2030, provide legal identity for all, including birth registration



16.10 Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements

16.a Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels, in particular in developing countries, to prevent violence and combat terrorism and crime

16.b Promote and enforce non-discriminatory laws and policies for sustainable development

Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Finance

17.1 Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection

17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries

17.3 Mobilize additional financial resources for developing countries from multiple sources

17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt distress

17.5 Adopt and implement investment promotion regimes for least developed countries

Technology

17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism

17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed

17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology



Capacity-building

17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation

Trade

17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda

17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020

17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access

Systemic issues*Policy and institutional coherence*

17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence

17.14 Enhance policy coherence for sustainable development

17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development

Multi-stakeholder partnerships

17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries

17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Data, monitoring and accountability

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries



Means of implementation and the Global Partnership

60. We reaffirm our strong commitment to the full implementation of this new Agenda. We recognize that we will not be able to achieve our ambitious Goals and targets without a revitalized and enhanced Global Partnership and comparably ambitious means of implementation. The revitalized Global Partnership will facilitate an intensive global engagement in support of implementation of all the Goals and targets, bringing together Governments, civil society, the private sector, the United Nations system and other actors and mobilizing all available resources.

61. The Agenda's Goals and targets deal with the means required to realize our collective ambitions. The means of implementation targets under each Sustainable Development Goal and Goal 17, which are referred to above, are key to realizing our Agenda and are of equal importance with the other Goals and targets. We shall accord them equal priority in our implementation efforts and in the global indicator framework for monitoring our progress.

62. This Agenda, including the Sustainable Development Goals, can be met within the framework of a revitalized Global Partnership for Sustainable Development, supported by the concrete policies and actions outlined in the Addis Ababa Action Agenda, which is an integral part of the 2030 Agenda for Sustainable Development. The Addis Ababa Action Agenda supports, complements and helps to contextualize the 2030 Agenda's means of implementation targets. It relates to domestic public resources, domestic and international private business and finance, international development cooperation, international trade as an engine for development, debt and debt sustainability, addressing systemic issues and science, technology, innovation and capacity-building, and data, monitoring and follow-up.

63. Cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, will be at the heart of our efforts. We reiterate that each country has primary responsibility for its own economic and social development and that the role of national policies and development strategies cannot be overemphasized. We will respect each country's policy space and leadership to implement policies for poverty eradication and sustainable development, while remaining consistent with relevant international rules and commitments. At the same time, national development efforts need to be supported by an enabling international economic environment, including coherent and mutually supporting world trade, monetary and financial systems, and strengthened and enhanced global economic governance. Processes to develop and facilitate the availability of appropriate knowledge and technologies globally, as well as capacity-building, are also critical. We commit to pursuing policy coherence and an enabling environment for sustainable development at all levels and by all actors, and to reinvigorating the Global Partnership for Sustainable Development.

64. We support the implementation of relevant strategies and programmes of action, including the Istanbul Declaration and Programme of Action, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024, and reaffirm the importance of supporting the African Union's Agenda 2063 and the programme of the New Partnership for Africa's Development, all of which are integral to the new Agenda. We recognize the major challenge to the achievement of durable peace and sustainable development in countries in conflict and post-conflict situations.

65. We recognize that middle-income countries still face significant challenges to achieve sustainable development. In order to ensure that achievements made to date



are sustained, efforts to address ongoing challenges should be strengthened through the exchange of experiences, improved coordination, and better and focused support of the United Nations development system, the international financial institutions, regional organizations and other stakeholders.

66. We underscore that, for all countries, public policies and the mobilization and effective use of domestic resources, underscored by the principle of national ownership, are central to our common pursuit of sustainable development, including achieving the Sustainable Development Goals. We recognize that domestic resources are first and foremost generated by economic growth, supported by an enabling environment at all levels.

67. Private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation. We acknowledge the diversity of the private sector, ranging from micro-enterprises to cooperatives to multinationals. We call upon all businesses to apply their creativity and innovation to solving sustainable development challenges. We will foster a dynamic and well-functioning business sector, while protecting labour rights and environmental and health standards in accordance with relevant international standards and agreements and other ongoing initiatives in this regard, such as the Guiding Principles on Business and Human Rights¹⁷ and the labour standards of the International Labour Organization, the Convention on the Rights of the Child¹⁸ and key multilateral environmental agreements, for parties to those agreements.

68. International trade is an engine for inclusive economic growth and poverty reduction, and contributes to the promotion of sustainable development. We will continue to promote a universal, rules-based, open, transparent, predictable, inclusive, non-discriminatory and equitable multilateral trading system under the World Trade Organization, as well as meaningful trade liberalization. We call upon all members of the World Trade Organization to redouble their efforts to promptly conclude the negotiations on the Doha Development Agenda.¹⁹ We attach great importance to providing trade-related capacity-building for developing countries, including African countries, least developed countries, landlocked developing countries, small island developing States and middle-income countries, including for the promotion of regional economic integration and interconnectivity.

69. We recognize the need to assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief, debt restructuring and sound debt management, as appropriate. Many countries remain vulnerable to debt crises and some are in the midst of crises, including a number of least developed countries, small island developing States and some developed countries. We reiterate that debtors and creditors must work together to prevent and resolve unsustainable debt situations. Maintaining sustainable debt levels is the responsibility of the borrowing countries; however we acknowledge that lenders also have a responsibility to lend in a way that does not undermine a country's debt sustainability. We will support the maintenance of debt sustainability of those countries that have received debt relief and achieved sustainable debt levels.

¹⁷ A/HRC/17/31, annex.

¹⁸ United Nations, *Treaty Series*, vol. 1577, No. 27531.

¹⁹ A/C.2/56/7, annex.



70. We hereby launch a Technology Facilitation Mechanism which was established by the Addis Ababa Action Agenda in order to support the Sustainable Development Goals. The Technology Facilitation Mechanism will be based on a multi-stakeholder collaboration between Member States, civil society, the private sector, the scientific community, United Nations entities and other stakeholders and will be composed of a United Nations inter-agency task team on science, technology and innovation for the Sustainable Development Goals, a collaborative multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals and an online platform.

- The United Nations inter-agency task team on science, technology and innovation for the Sustainable Development Goals will promote coordination, coherence and cooperation within the United Nations system on science, technology and innovation-related matters, enhancing synergy and efficiency, in particular to enhance capacity-building initiatives. The task team will draw on existing resources and will work with 10 representatives from civil society, the private sector and the scientific community to prepare the meetings of the multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals, as well as in the development and operationalization of the online platform, including preparing proposals for the modalities for the forum and the online platform. The 10 representatives will be appointed by the Secretary-General, for periods of two years. The task team will be open to the participation of all United Nations agencies, funds and programmes and the functional commissions of the Economic and Social Council and it will initially be composed of the entities that currently integrate the informal working group on technology facilitation, namely, the Department of Economic and Social Affairs of the Secretariat, the United Nations Environment Programme, the United Nations Industrial Development Organization, the United Nations Educational, Scientific and Cultural Organization, the United Nations Conference on Trade and Development, the International Telecommunication Union, the World Intellectual Property Organization and the World Bank.
- The online platform will be used to establish a comprehensive mapping of, and serve as a gateway for, information on existing science, technology and innovation initiatives, mechanisms and programmes, within and beyond the United Nations. The online platform will facilitate access to information, knowledge and experience, as well as best practices and lessons learned, on science, technology and innovation facilitation initiatives and policies. The online platform will also facilitate the dissemination of relevant open access scientific publications generated worldwide. The online platform will be developed on the basis of an independent technical assessment which will take into account best practices and lessons learned from other initiatives, within and beyond the United Nations, in order to ensure that it will complement, facilitate access to and provide adequate information on existing science, technology and innovation platforms, avoiding duplications and enhancing synergies.
- The multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals will be convened once a year, for a period of two days, to discuss science, technology and innovation cooperation around thematic areas for the implementation of the Sustainable Development Goals, congregating all relevant stakeholders to actively contribute in their area of expertise. The forum will provide a venue for facilitating interaction,



matchmaking and the establishment of networks between relevant stakeholders and multi-stakeholder partnerships in order to identify and examine technology needs and gaps, including on scientific cooperation, innovation and capacity-building, and also in order to help to facilitate development, transfer and dissemination of relevant technologies for the Sustainable Development Goals. The meetings of the forum will be convened by the President of the Economic and Social Council before the meeting of the high-level political forum under the auspices of the Council or, alternatively, in conjunction with other forums or conferences, as appropriate, taking into account the theme to be considered and on the basis of a collaboration with the organizers of the other forums or conferences. The meetings of the forum will be co-chaired by two Member States and will result in a summary of discussions elaborated by the two co-Chairs, as an input to the meetings of the high-level political forum, in the context of the follow-up and review of the implementation of the post-2015 development agenda.

- The meetings of the high-level political forum will be informed by the summary of the multi-stakeholder forum. The themes for the subsequent multi-stakeholder forum on science, technology and innovation for the Sustainable Development Goals will be considered by the high-level political forum on sustainable development, taking into account expert inputs from the task team.

71. We reiterate that this Agenda and the Sustainable Development Goals and targets, including the means of implementation, are universal, indivisible and interlinked.

Follow-up and review

72. We commit to engaging in systematic follow-up and review of the implementation of this Agenda over the next 15 years. A robust, voluntary, effective, participatory, transparent and integrated follow-up and review framework will make a vital contribution to implementation and will help countries to maximize and track progress in implementing this Agenda in order to ensure that no one is left behind.

73. Operating at the national, regional and global levels, it will promote accountability to our citizens, support effective international cooperation in achieving this Agenda and foster exchanges of best practices and mutual learning. It will mobilize support to overcome shared challenges and identify new and emerging issues. As this is a universal Agenda, mutual trust and understanding among all nations will be important.

74. Follow-up and review processes at all levels will be guided by the following principles:

(a) They will be voluntary and country-led, will take into account different national realities, capacities and levels of development and will respect policy space and priorities. As national ownership is key to achieving sustainable development, the outcome from national-level processes will be the foundation for reviews at the regional and global levels, given that the global review will be primarily based on national official data sources.

(b) They will track progress in implementing the universal Goals and targets, including the means of implementation, in all countries in a manner which respects



their universal, integrated and interrelated nature and the three dimensions of sustainable development.

(c) They will maintain a longer-term orientation, identify achievements, challenges, gaps and critical success factors and support countries in making informed policy choices. They will help to mobilize the necessary means of implementation and partnerships, support the identification of solutions and best practices and promote the coordination and effectiveness of the international development system.

(d) They will be open, inclusive, participatory and transparent for all people and will support reporting by all relevant stakeholders.

(e) They will be people-centred, gender-sensitive, respect human rights and have a particular focus on the poorest, most vulnerable and those furthest behind.

(f) They will build on existing platforms and processes, where these exist, avoid duplication and respond to national circumstances, capacities, needs and priorities. They will evolve over time, taking into account emerging issues and the development of new methodologies, and will minimize the reporting burden on national administrations.

(g) They will be rigorous and based on evidence, informed by country-led evaluations and data which is high-quality, accessible, timely, reliable and disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location and other characteristics relevant in national contexts.

(h) They will require enhanced capacity-building support for developing countries, including the strengthening of national data systems and evaluation programmes, particularly in African countries, least developed countries, small island developing States, landlocked developing countries and middle-income countries.

(i) They will benefit from the active support of the United Nations system and other multilateral institutions.

75. The Goals and targets will be followed up and reviewed using a set of global indicators. These will be complemented by indicators at the regional and national levels which will be developed by Member States, in addition to the outcomes of work undertaken for the development of the baselines for those targets where national and global baseline data does not yet exist. The global indicator framework, to be developed by the Inter-Agency and Expert Group on Sustainable Development Goal Indicators, will be agreed by the Statistical Commission by March 2016 and adopted thereafter by the Economic and Social Council and the General Assembly, in line with existing mandates. This framework will be simple yet robust, address all Sustainable Development Goals and targets, including for means of implementation, and preserve the political balance, integration and ambition contained therein.

76. We will support developing countries, particularly African countries, least developed countries, small island developing States and landlocked developing countries, in strengthening the capacity of national statistical offices and data systems to ensure access to high-quality, timely, reliable and disaggregated data. We will promote transparent and accountable scaling-up of appropriate public-private cooperation to exploit the contribution to be made by a wide range of data, including earth observation and geospatial information, while ensuring national ownership in supporting and tracking progress.



77. We commit to fully engage in conducting regular and inclusive reviews of progress at the subnational, national, regional and global levels. We will draw as far as possible on the existing network of follow-up and review institutions and mechanisms. National reports will allow assessments of progress and identify challenges at the regional and global level. Along with regional dialogues and global reviews, they will inform recommendations for follow-up at various levels.

National level

78. We encourage all Member States to develop as soon as practicable ambitious national responses to the overall implementation of this Agenda. These can support the transition to the Sustainable Development Goals and build on existing planning instruments, such as national development and sustainable development strategies, as appropriate.

79. We also encourage Member States to conduct regular and inclusive reviews of progress at the national and subnational levels which are country-led and country-driven. Such reviews should draw on contributions from indigenous peoples, civil society, the private sector and other stakeholders, in line with national circumstances, policies and priorities. National parliaments as well as other institutions can also support these processes.

Regional level

80. Follow-up and review at the regional and subregional levels can, as appropriate, provide useful opportunities for peer learning, including through voluntary reviews, sharing of best practices and discussion on shared targets. We welcome in this respect the cooperation of regional and subregional commissions and organizations. Inclusive regional processes will draw on national-level reviews and contribute to follow-up and review at the global level, including at the high-level political forum on sustainable development.

81. Recognizing the importance of building on existing follow-up and review mechanisms at the regional level and allowing adequate policy space, we encourage all Member States to identify the most suitable regional forum in which to engage. United Nations regional commissions are encouraged to continue supporting Member States in this regard.

Global level

82. The high-level political forum will have a central role in overseeing a network of follow-up and review processes at the global level, working coherently with the General Assembly, the Economic and Social Council and other relevant organs and forums, in accordance with existing mandates. It will facilitate sharing of experiences, including successes, challenges and lessons learned, and provide political leadership, guidance and recommendations for follow-up. It will promote system-wide coherence and coordination of sustainable development policies. It should ensure that the Agenda remains relevant and ambitious and should focus on the assessment of progress, achievements and challenges faced by developed and developing countries as well as new and emerging issues. Effective linkages will be made with the follow-up and review arrangements of all relevant United Nations conferences and processes, including on least developed countries, small island developing States and landlocked developing countries.

83. Follow-up and review at the high-level political forum will be informed by an annual progress report on the Sustainable Development Goals to be prepared by the Secretary-General in cooperation with the United Nations system, based on the global indicator framework and data produced by national statistical systems and information collected at the regional level. The high-level political forum will also



be informed by the *Global Sustainable Development Report*, which shall strengthen the science-policy interface and could provide a strong evidence-based instrument to support policymakers in promoting poverty eradication and sustainable development. We invite the President of the Economic and Social Council to conduct a process of consultations on the scope, methodology and frequency of the global report as well as its relation to the progress report, the outcome of which should be reflected in the ministerial declaration of the session of the high-level political forum in 2016.

84. The high-level political forum, under the auspices of the Economic and Social Council, shall carry out regular reviews, in line with General Assembly resolution 67/290 of 9 July 2013. Reviews will be voluntary, while encouraging reporting, and include developed and developing countries as well as relevant United Nations entities and other stakeholders, including civil society and the private sector. They shall be State-led, involving ministerial and other relevant high-level participants. They shall provide a platform for partnerships, including through the participation of major groups and other relevant stakeholders.

85. Thematic reviews of progress on the Sustainable Development Goals, including cross-cutting issues, will also take place at the high-level political forum. These will be supported by reviews by the functional commissions of the Economic and Social Council and other intergovernmental bodies and forums which should reflect the integrated nature of the Goals as well as the interlinkages between them. They will engage all relevant stakeholders and, where possible, feed into, and be aligned with, the cycle of the high-level political forum.

86. We welcome, as outlined in the Addis Ababa Action Agenda, the dedicated follow-up and review for the financing for development outcomes as well as all the means of implementation of the Sustainable Development Goals which is integrated with the follow-up and review framework of this Agenda. The intergovernmentally agreed conclusions and recommendations of the annual Economic and Social Council forum on financing for development will be fed into the overall follow-up and review of the implementation of this Agenda in the high-level political forum.

87. Meeting every four years under the auspices of the General Assembly, the high-level political forum will provide high-level political guidance on the Agenda and its implementation, identify progress and emerging challenges and mobilize further actions to accelerate implementation. The next high-level political forum under the auspices of the General Assembly will be held in 2019, with the cycle of meetings thus reset, in order to maximize coherence with the quadrennial comprehensive policy review process.

88. We also stress the importance of system-wide strategic planning, implementation and reporting in order to ensure coherent and integrated support to the implementation of the new Agenda by the United Nations development system. The relevant governing bodies should take action to review such support to implementation and to report on progress and obstacles. We welcome the ongoing dialogue in the Economic and Social Council on the longer-term positioning of the United Nations development system and look forward to taking action on these issues, as appropriate.

89. The high-level political forum will support participation in follow-up and review processes by the major groups and other relevant stakeholders in line with resolution 67/290. We call upon those actors to report on their contribution to the implementation of the Agenda.

90. We request the Secretary-General, in consultation with Member States, to prepare a report, for consideration at the seventieth session of the General Assembly in preparation for the 2016 meeting of the high-level political forum, which outlines critical milestones towards coherent, efficient and inclusive follow-up and review at the global level. The report should include a proposal on the organizational



arrangements for State-led reviews at the high-level political forum under the auspices of the Economic and Social Council, including recommendations on voluntary common reporting guidelines. It should clarify institutional responsibilities and provide guidance on annual themes, on a sequence of thematic reviews, and on options for periodic reviews for the high-level political forum.

91. We reaffirm our unwavering commitment to achieving this Agenda and utilizing it to the full to transform our world for the better by 2030.

*4th plenary meeting
25 September 2015*

Instruments mentioned in the section entitled “Sustainable Development Goals and targets”

World Health Organization Framework Convention on Tobacco Control (United Nations, *Treaty Series*, vol. 2302, No. 41032)

Sendai Framework for Disaster Risk Reduction 2015–2030 (resolution 69/283, annex II)

United Nations Convention on the Law of the Sea (United Nations, *Treaty Series*, vol. 1833, No. 31363)

“The future we want” (resolution 66/288, annex)



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THE GLOBAL GOALS
For Sustainable Development

Draft Guidelines Note

6.

UNITED NATIONS
SUSTAINABLE
DEVELOPMENT
COOPERATION
FRAMEWORK
(UNSDCF)





Acronyms

AAAA:	Addis Abba Action Agenda
CA:	Country Analysis
CEB:	United Nations System Chief Executive Board
CPD:	Country Programme Document
DSRSG:	Deputy Special Representative of the Secretary-General
HLCM:	High Level Committee on Management
HLPF:	High Level Political Forum
HRBA:	Human rights-based approach
HRP :	Humanitarian Response Plan
IFI:	International Financial Institution
INFF:	Integrated National Financing Framework
INGO:	International non-governmental organisation
IASC:	Inter-Agency Standing Committee
ISF:	Integrated Strategic Framework
JSC:	Joint Steering Committee
JWP:	Joint work plans
LNOB:	Leave no one behind
MAF:	Management Accountability Framework
MAPS:	Mainstreaming, Acceleration and Policy Support
MCO:	Multi-country office
M&E:	Monitoring and evaluation
MDG:	Millennium Development Goals
NGO:	Non-governmental organisations
NRA:	Non-resident agencies
ODA:	Official development assistance
OED:	Organisation for Economic Cooperation and Development
OOF:	Other official flow
RBM:	Results-based Management
RC:	Resident Coordinator
RES:	Resolution
RRP:	Refugee Response Plan
SDG:	Sustainable Development Goals
SWSD:	System-wide strategic document
TOC:	Theory of change
TT:	Task Team
UN:	United Nations
UNCT:	United Nations Country Team
UNEG:	United Nations Evaluation Group
UNSDCF:	United Nations Sustainable Development Cooperation Framework
UNSWAP:	United Nations System-wide Action Plan
VNR:	Voluntary National Review
RC:	Resident Coordinator



What's new?

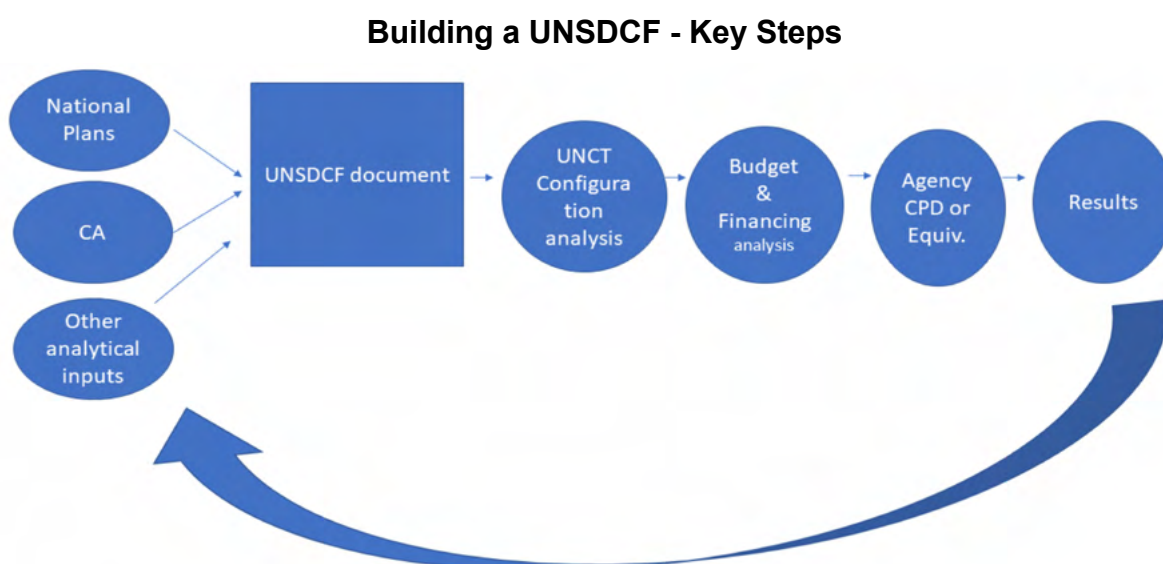
1. The United Nations Development Assistance Framework (UNDAF) has been renamed the United Nations Sustainable Development Cooperation Framework (UNSDCF or 'Cooperation Framework') to more accurately reflect the nature of the contemporary relationship between Governments and the UN development system in their collaboration to achieve the SDGs.
2. The new Guidelines emphasize the primacy of the UNSDCF in articulating Government's expectations of the UN development system and in driving major UN development system contributions at the country level. UN development system entity country development programmes are **derived from** the UNSDCF, and not vice versa.
3. The UNSDCF represents the UN development system's collective offer to support the country in addressing key Sustainable Development Goals (SDG) priorities and gaps. It begins and ends with an analysis of the development landscape and SDG priorities, including through the lens of the imperative to leave no one behind.
4. The UNSDCF serves as the core accountability tool between the UN Country Team (UNCT) and the host Government and between and amongst UNCT members for collectively owned development results.
5. The UN Country Analysis (CA) shifts from a one-off event to a "real-time" core function to be more agile and adaptive to the evolving country context. Periodic updating of the CA will also reduce the formulation cycle for a new UNSDCF.
6. SDG targets and indicators become the default monitoring framework, informed by country-defined and disaggregated baselines. These indicators, in turn, will be tracked online through UN INFO at country, regional and global levels.
7. There is explicit recognition of regional and transboundary elements within the country analysis and the UNSDCF.
8. The UNSDCF triggers a review of UNCT configuration to ensure the UNCT has the capacities necessary to deliver on the commitments contained therein.
9. The UNSDCF remains at a strategic level. Budgeting of the UNSDCF is now a discrete step that follows the signature of the UNSDCF. Furthermore, the budget is placed in a larger framework of the SDG financing landscape.
10. The timeline for UNSDCF preparation is reduced from current 14.5 months global average to **7-9 months** to reduce the transaction costs for Government and other stakeholders. Maintaining a reasonably updated CA will significantly reduce formulation period.
11. The UN Resident Coordinator plays an enhanced leadership role throughout the UNSDCF process in line with the new Management Accountability Framework (MAF).
12. The UNSDCF contains a clear statement of the UN's commitment and emphasis on the normative role, and to leaving no one behind at the country level.
13. The UNSDCF is linked to new reform components such as the MAF, the System-wide Strategic Document (SWSD) and the system-wide evaluation commitments of the UN Secretary-General.



Chapter 1: A Partnership for achieving Agenda 2030

This document provides guidance to UN Country Teams (UNCTs) as they plan, finance, deliver and evaluate their efforts in support of the Sustainable Development Goals, typically over a 5-year cycle. The UN Sustainable Development Cooperation Framework, ('UNSDCF' or 'Cooperation Framework'), is the central step at the core of the cycle, co-designed and co-signed by the UN development system and the Government. In these guidelines, the term 'UNSDCF' refers both to that core document itself and more generally to the key steps and instruments that precede and follow its signature. The guidelines are sequenced to follow the normal steps in formulating a new UNSDCF.

Figure 1. Key steps in the UNSDCF process



1.1. What is the United Nations Sustainable Development Cooperation Framework?

1. The United Nations (UN) General Assembly Resolution A/RES/72/279 elevates the United Nations Development Assistance Framework (now renamed¹ as United Nations Sustainable Development Cooperation Framework) to be “the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda).” Given the ambition of the 2030 Agenda and the urgency of its timeline, this represents a significant shift: the UNSDCF guides the entire programme cycle i.e., it drives the planning, implementing, monitoring, reporting and evaluating of the UN development system’s collectively-owned development results to accelerate progress towards the 2030 Agenda. The UNSDCF determines and reflects the UN development system’s contributions in the country and shapes the configuration of UN assets required inside and outside the country.

¹ Reference document



2. Grounded in national ownership, the UNSDCF is anchored in national development priorities, the 2030 Agenda and the principles of the UN Charter. It outlines the UNDS contributions sought by national stakeholders to support the country's SDG attainment in an integrated manner, with a commitment to leave no one behind, human rights and other international standards and obligations. The UNSDCF reflects the UN development system's articulation of the most sustainable development choices for a country and advises on pathways to maximize synergies across the SDGs and minimize the opportunity costs of leaving people behind. It reflects the shift from the siloed approach of the Millennium Development Goals (MDG) paradigm to a more integrated approach for the 2030 Agenda and SDGs.

3. Cognizant that achieving the 2030 Agenda and national development goals requires a broad range of stakeholders, the UNSDCF significantly broadens the concept of partnerships. It goes beyond the previous concept of 'implementing partners' to one that embraces all entities and individuals identified as critical to forging sustainable development solutions in line with UN values. Based on the UN development system's policy expertise and its comparative advantage, its normative agenda and its ability to leverage, influence and unlock a broad range of resources for development, the UNSDCF reflects: (a) the expectations national stakeholders have of the UN development system's contribution to the development task; (b) a shared vision and strategic priorities of the UN, framed within the broader partners' landscape; (c) the strategic partners with whom the UN will work in pursuit of development solutions; (d) how the UN and partners will contribute to accelerating progress towards the 2030 Agenda; and (d) the financial and non-financial commitment of the UN and partners in this endeavor and placed in a wider context of the financing required to reach the SDGs in the country.

4. **The UNSDCF is thus first and foremost a partnership compact with the Government.** UNSDCF development, implementation, monitoring and reporting is co-led by the Government and anchored in national development priorities and cycles. The UNSDCF is informed by the Government's prioritization, planning, implementation and reporting vis-à-vis the 2030 Agenda, including inter alia, through the preparation of evidence-based Voluntary National Reviews (VNR)² based on SDG indicators.

5. **The UNSDCF is a partnership commitment to the people in a country, particularly the most marginalized and vulnerable.** The commitment and expectation of the UN development system in this regard include: (a) Support to achieving national development goals and targets with a focus on leaving no one behind; (b) helping develop national development indicator frameworks in line with the 2030 Agenda and the Global Indicator Framework; (c) addressing national development needs by including those left behind throughout the UNSDCF cycle, across all processes and programmes; (d) instituting relevant accountability mechanisms as appropriate for different contexts; and (3) making up-to-date information on the UNSDCF and expected results and progress publicly available.

6. **The UNSDCF is a partnership commitment to a broad range of stakeholders** including local authorities, legislative, judicial and other independent state oversight bodies, civil society and community organizations, businesses and philanthropic organizations³, trade unions and employers' organizations, the scientific and research community, volunteer groups, bi- and multilateral partners, including international financial institutions and media. Under national leadership, the UNSDCF – throughout its entire cycle – is a vehicle for identifying development solutions through inclusive dialogue. Looking at development trends beyond national boundaries, the UNSDCF includes and contributes to regional, sub-regional and transboundary strategies and partnerships, both external and internal to the UN.

² This government-led process articulates a country's progress and performance against the Agenda 2030. It can thus be a primary source of information about national strategies and partnerships in place to address the cross-cutting challenges and potential trade-offs to attain the 2030 Agenda and leaving no one behind.

³ Working with partners who do not uphold the values of the UN presents reputational, fiduciary and other risks. UN partnership strategies should include due diligence and risk management measures (insert link to common approach).



It actively facilitates South-South cooperation⁴ and contributes to Triangular cooperation⁵. Within the UNSDCF, the UN development system pursues all the above partnerships in line with the Common Minimum Standards for Multi-Stakeholder Partnerships developed by the UN Sustainable Development Group. Selected with due diligence, UN development system partners uphold inclusivity, diversity and representation; transparency and accountability; accessibility and safety; and respect for the UN Charter and UN norms and values.

7. The UNSDCF is a partnership compact amongst the UN development system entities including the UN Resident Coordinator (RC). It provides the overarching framework for development results from which individual UN development entity programmes and contributions are derived, and drives the UN development system's contributions, be they implemented individually or jointly. UN development entity country programme outcomes are derived from the UNSDCF, not vice-versa. They are hence developed in parallel to – not ahead of – UNSDCF formulation.

8. The UNSDCF is the central framework for joint monitoring, review, reporting and evaluating of the UN development system's impact vis-à-vis the achievement of the 2030 Agenda.⁶ UN development system entities are expected to contribute their expertise, tools and platforms in a coherent, integrated and synergistic manner, in line with their respective mandates and as agreed in the UNSDCF.

9. The UNSDCF leverage all sources of sustainable financing and investments towards the attainment of the 2030 Agenda. Since the UN development systems' financial contribution to national development is often negligible, there is a shift from the UNDAF's traditional focus on channeling donor support to collective UN results towards using the UN development system's incomparable convening power to support Governments in developing and implementing sustainable financing strategies. The UNSDCF hence expands from "funding", i.e., resource mobilization for UN programmes, to "SDG financing", i.e., leveraging and influencing all available financial flows and instruments (largely outside UN accounts) in support of national priorities for achieving the 2030 Agenda.

10. The UNSDCF is a vehicle for supporting new models of economic transformation. With countries emphasizing economic growth as especially important to their development, the UNSDCF provides specific guidance on inclusive, diversified and job-intensive economic transformation that leaves no one behind and protects the planet. Economic performance, especially in developing countries, is subject to global shocks and fluctuations that often slow, and sometimes derail, the achievement of key development priorities. The UNSDCF therefore supports the country in strengthening (a) the resilience of the economy through appropriate macroeconomic policies, and (b) individual resilience through social protection and redistributive policies that reduce vulnerability and preserve gains against poverty and inequality. The UN development system's support focuses on fostering patterns of growth that improve the distribution of incomes, increase diversification and take full advantage of appropriate technologies and innovations. This includes valuing properly and fully the many non-monetized activities in the modern economy, such as unpaid care work, informal labour and the provision of essential services. It requires a departure from past practice in production and consumption and the embrace of new technologies and patterns of behavior that sustain low-carbon and resource- and energy-efficient growth.

⁴ "A process whereby two or more developing countries pursue their individual and/or shared national capacity development objectives through exchanges of knowledge, skills, resources and technical know-how and through regional and interregional collective actions, including partnerships involving Governments, regional organizations, civil society, academia and the private sector, for their individual and/or mutual benefit within and across regions. South-South cooperation is not a substitute for, but rather a complement to, North-South cooperation." (Framework of Operational Guidelines on UN South-South and Triangular Cooperation)

⁵ "Triangular Cooperation involves Southern-driven partnerships between two or more developing countries supported by a developed country(ies)/or multilateral organization(s) to implement development cooperation programmes and projects." (Framework of Operational Guidelines on UN South-South and Triangular Cooperation)

⁶ The responsibilities and accountabilities of the UN RC and the UN development system and the relationship between them are managed through the job description of the UN RC and the Management and Accountability Framework.



Contextualizing the UNSDCFs in different country contexts

In order to make the most meaningful contribution to the country-level attainment of the 2030 Agenda, the UNSDCF – based on a strong CA – must be tailored to the UN's role in the specific country context and be flexible to do so. While the UNSDCF document and subsequent UN development activities will differ from country to country – particularly contexts of conflict, disaster and fragility, middle-income status and multi-country office setups – the various elements and steps of the UNSDCF document and the UNSDCF cycle remain – as per good programme management practice – the same, namely (1) conception and initiation, (2) definition and planning, (3) implementation, (4) performance monitoring, and (5) closure. The Guidance and its companion pieces make reference to and provide links to the necessary tools to carry out these elements, including in the above-mentioned contexts.

11. The UNSDCF is a framework for supporting prevention strategies. Prevention is at the heart of the UNSDCF which should enable the UN and partners to contribute to ending and preventing conflict, address the impact of climate change and mitigate threats to the cohesion and well-being of societies. Prevention protects development gains and provides a conducive environment for the achievement of the 2030 Agenda and the SDGs. Consequently, while being the framework for all UN development activities in a country, the UNSDCF also reflects on, links to and reinforces the human rights, humanitarian and peace agendas, in order to prevent crisis, build resilience and mitigate risks to the achievement of the 2030 Agenda. This reflects the recognition that there will be no peace without development, no development without peace, and neither without respect for human rights, that “peacebuilding encompasses a wide range of political, developmental, and human rights programmes and mechanisms”⁷ and that “the Agenda for Humanity and its five core principles provide a critical framework that should be taken forward as a contribution to the 2030 Agenda and our collective pledge to leave no one behind”⁸.

12. The UNSDCF is thus complementary to and connected with other key policy, programmatic and legal frameworks, such as the country reviews undertaken by the different UN human rights mechanisms⁹, the Humanitarian Response Plan (HRP)¹⁰/Refugee Response Plans (RRP)¹¹ and the Integrated Strategic Framework (ISF) in Mission settings. In protracted crises, the UNSDCF is aligned to “collective outcomes” that address risk, vulnerability and need across the planning frameworks for human rights, humanitarian, development and peace action¹². While the strategic outcomes of the UNSDCF do not need to be the same as the collective outcomes, they are directly connected to the overall collective goals agreed across the human rights, humanitarian, development and peace spectrum. This will help to ensure a stronger focus on prevention, institution-building and resilience before and from the outset of a crisis, and a smoother transition back to long-term sustainable development¹³.

13. Finally, the UNSDCF is a living framework. The UN development system's collective results are not cast in stone. Annual reviews of progress towards UNSDCF strategic priorities, outcomes and outputs, and assessment of significant changes in the country context, inform the agreement on UN development system activities with the government and relevant development partners. This is reflected in the signed UNSDCF document and/or the periodically updated Joint Workplans.

⁷ Security Council Resolution S/RES/2282, 27 April 2016.

⁸ Outcome of the World Humanitarian Summit, SG Report to the 71st General Assembly (A/71/353)

⁹ This includes the Universal Periodic Review (UPR), treaty bodies and special procedures of the Human Rights Council.

¹⁰ The following guidance is without prejudice to GA 46/182 and related resolutions governing humanitarian action and coordination.

¹¹ Refugee Response Plans in emergencies (<https://www.unhcr.org/refugee-response-plans.html>)

¹² Key messages on the humanitarian-development -nexus and its links to peace, adopted at IASC TTin and UNSDG TT4 in March 2019.

¹³ Further guidance on linkages between UNSDCF and ISFs will be provided through the integrated assessment and planning policy.



1.2. UNSDCF duration

14. The **UNSDCF period is flexible and allows for a responsive framework in changing country contexts**. The recommended time frame is three to five years with due consideration of (1) the complexity of country context and the imperative to keep the UN response relevant to the evolving development priorities within the national development plan period; and (2) acceptable levels of transaction costs for UN and partners of the UNSDCF formulation process.

Figure 2. The guiding principles as a lens for the UNSDCF



1.3. The guiding principles for the UNSDCF

15. The UNSDCF adopts an integrated programming approach. It addresses **core programming principles in a holistic manner**, not as add-on modules. These principles are integrated throughout all stages of the UNSDCF and guide both process as well as content.

16. By adopting an **integrated and multi-dimensional programming approach** - in line with the 'five Ps' (**People, Prosperity, Planet, Peace and Partnerships**)¹⁴ - the UNSDCF identifies how working on and advancing one SDG maximizes synergies and positive impact and manages potential trade-offs vis-à-vis other SDGs.

¹⁴ People (End poverty and hunger of all forms and ensure dignity and equality), Prosperity (ensure prosperous and fulfilling lives in harmony with nature), Planet (protect our planet's natural resources and climate for future generations), Peace (foster peaceful, just and inclusive societies), and Partnerships (implement the 2030 Agenda through a solid global partnership)



17. The UNSDCF frames its commitment to leave no one behind as its overarching and unifying principle, underpinned by human rights, gender equality and women's empowerment; sustainability and resilience; and accountability.

18. **Leaving no one behind (LNOB)** is the central transformative promise of the 2030 Agenda and represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce inequalities and vulnerabilities.¹⁵ This means moving beyond assessing average and aggregate progress towards ensuring progress for all population groups¹⁶. This requires disaggregating data and qualitative analysis which helps identify who is being excluded or discriminated against, how and why, as well as who is experiencing multiple and intersecting forms of discrimination and inequalities. It entails identifying unjust, avoidable or extreme inequalities in outcome and opportunities, and patterns of discrimination in law, policies and practices. The UNSDCF thus addresses patterns of exclusion, structural constraints and unequal power relations that produce and reproduce inequalities over generations and moving towards both formal and substantive equality for all groups in society. This calls for supporting legal, policy, institutional and other measures,¹⁷ as well as free, active and meaningful participation of all stakeholders, particularly the most marginalized, in review and follow-up processes for ensuring accountability, recourse and remedies to all.¹⁸

19. The **Human Rights-Based Approach to Development (HRBA)** is a conceptual framework for the process of human development that is normatively based on international human rights standards and principles and operationally directed to promoting and protecting human rights. Under the HRBA, the plans, policies and processes of development are anchored in a system of rights and corresponding obligations established by international law, including all civil, cultural, economic, political and social rights, and the right to development.¹⁹ HRBA requires human rights principles (equality and non-discrimination, participation, accountability) to guide UN development cooperation, and focus on capacity development of both 'duty-bearers' to meet their obligations and 'rights-holders' to claim their rights.

20. **Gender Equality and Women's Empowerment** is integral to realizing the 2030 Agenda and across all SDGs. To ensure this focus is integrated throughout the UNSDCF, UN development system entities put gender equality at the heart of programming, driving the active and meaningful participation of both women and men, and the empowerment of all women and girls, consistently with the minimum requirements agreed upon by the UN Sustainable Development Group (UNSDG) in the UNCT System Wide Action Plan (SWAP) Gender Equality Scorecard.²⁰

21. In an increasingly uncertain and volatile environment, **resilience** is a key principle to guide the design of integrated and cost-effective approaches to lower risks and thereby to prevent crises, informed by the UN Resilience Framework.²¹ Progress towards sustainable development and peaceful societies is undermined by multiple and intersecting threats that are intensified by persistent risk drivers. These include risks associated with natural and human-induced hazards, violent conflict, epidemics and pandemics, financial systems and food price fluctuations overlay risk drivers related to poverty, climate change, inequality, discrimination and exclusion, extremism, demographic pressures, unplanned urbanization, ecosystem degradation, weak institutions and declining respect for human rights. Together they can unleash cascading impacts across sectors, causing loss of life and livelihoods and setting back progress towards productive, sustainable and peaceful societies. Making progress towards the 2030 Agenda in such a volatile context will be contingent on the UNSDCF's ability to identify and address interconnected risks – both “risks to” and “risks from” **UN development system's development activities** – through **risk-informed programming**.

¹⁵ The UNSDG Operational Guide for UNCTs on Leaving No One Behind supports RC and UN DEVELOPMENT SYSTEM in integrating this principle.

¹⁶ The LNOB principle is applicable to all population groups in a country, including non-citizens such as refugees or stateless persons.

¹⁷ This includes UN system-wide priorities for action such as the UN system-wide action plans (UN-SWAPs) on gender, youth, indigenous peoples, and for the inclusion of persons with disabilities, among others.

¹⁸ 'LNOB - A Shared UN System Framework for Action', UN System Chief Executives Board for Coordination, July 2017.

¹⁹ UNDG Common Understanding on HRBA.

²⁰ <https://undg.org/document/unct-swap-gender-equality-scorecard>. The UNCT Gender Equality Scorecard establishes performance standards for the definition of gender-related programme results, and the establishment of institutional arrangements needed to achieve them.

²¹ The HLCP/CEB 'UN Common Guidance on Helping Build Resilient Societies' (draft Dec 2018) supports RCs and UN development system in integrating the resilience principle.



22. **Sustainability** guides the focus on maintaining and building on development results. The 2030 Agenda has the objective of ensuring the lasting protection of the planet and its natural and cultural resources, supporting inclusive and sustained economic growth, ending poverty in all its dimensions and enhancing human well-being. Strengthening the capacities of national and sub-national institutions and communities is essential in this regard. The UNSDCF will, as appropriate, strengthen national and sub-national institution building to help ensure that national institutions are appropriately configured, capacitated and adequately resourced to reinforce UN development system interventions and macroeconomic policies that reinforce the overarching principles of the UNSDCF.

23. **Accountability:** In line with the 2030 Agenda commitments to greater accountability at all levels, the UNSDCF is an instrument for the UN's own accountability to countries in which it works and the UN development system's promotion of accountable societies. This necessitates: (a) alignment with national priorities and national accountability mechanisms, and support to the further development of those mechanisms; (b) strengthening national and local mechanisms, institutions and processes to monitor and report on the progress of SDG implementation, aligned to international mechanisms, including UN human rights mechanisms, the High-Level Political Forum (HLPF) and Voluntary National Reviews (VNR); (c) measures to build upon and extend greater transparency, and improved measurement and reporting on results, including through joint assessments with target populations; (d) enabling active and inclusive local community engagement and participation in decision-making throughout the UNSDCF cycle; and (e) supporting the development and use of quality, accessible, timely and reliable disaggregated data to inform national and UN policy formulation, programme design, implementation, monitoring and evaluation, as well as risk management for development results.

1.4. Means of implementing the UNSDCF guiding principles

24. The UNSDCF employs three mutually reinforcing modes of implementation²² that apply in all country contexts.

25. **Results-focused programming:** The SDGs constitute the frame of reference for UNSDCF formulation and implementation. Using results-based management, the UN development system ensures that resources are directed towards improving conditions for identified populations. This requires the identification of critical assumptions about the programming environment, and a consideration of relevant risks and management measures. Indicators to monitor progress and measure the achievement of outcomes are identified, with attention given to data, evidence generation, and support for national statistical and information systems. Accountabilities are clearly defined and backed by strong reporting mechanisms. UNSDCF outcomes represent changes in institutional and behavioural capacities for development. The focus on results should be maintained throughout the entire UNSDCF cycle, including during monitoring and evaluation.

26. **Capacity development:** Development results need to be sustained and built upon. Capacity development – the process whereby people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time - is critical to sustaining social, economic and environmental development results. It also maximizes effectiveness, efficiency and country ownership of development by ensuring that country level stakeholders can effectively, efficiently, and self-sufficiently manage and deliver services to their target groups.

27. **Coherent policy support:** The interlinked nature of the SDGs demands policy coherence and more integrated, cross-sectoral approaches. The UN development system combines its diverse and complementary mandates, expertise and technical contributions so that the policy support it provides to national partners is effective, comprehensive and coherent. Policy coherence ensures consistency across national policy and programmatic frameworks, the legal obligations of States under international law, and their alignment in support of development efforts.

²² In addition, the 2017 Guidance listed three other key approaches for integrated programming: risk-informed programming, partnerships and development, humanitarian and peacebuilding linkages. These were mainstreamed throughout this guidance.



Accordingly, UNSDCFs (1) align to national priorities and plans, national SDG strategies and targets, and internationally and regionally agreed policy frameworks defining integrated approaches to sustainable development as well as global and regional norms and standards (vertical coherence), (2) enhance synergies between intervention areas (horizontal coherence) and their alignment with national development goals, and (3) strengthen coherence among development, humanitarian and peacebuilding efforts and human rights mechanisms for the realization and sustainability of peace and development gains.

1.5. Communication strategy for the revitalized UNSDCF

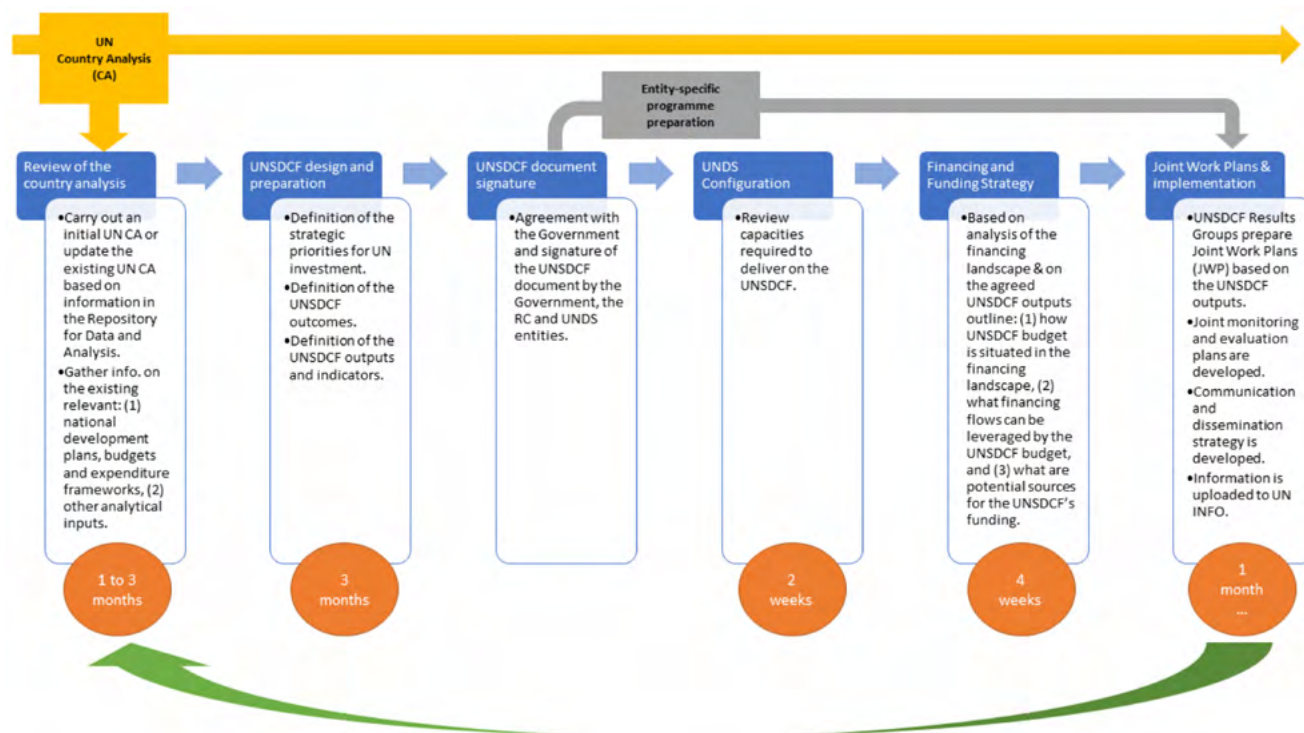
28. The UNSDCF should help the UN development system convey very simply and concretely what the UN is doing to help a country achieve the SDGs: (i) the vision for the country in 2030; (ii) how the UNSDCF expects to contribute to the 'five Ps' of the 2030 Agenda and the priority pathways identified to help the country achieve the SDGs; (iii) the UN's focus, its contribution and how it will measure results that reflect progress in terms of the UNSDCF Guiding Principles; (iv) who is responsible for delivering on what, by when and by what means; and (v) how these are linked to national development, human rights, humanitarian and peace frameworks. Dissemination of this information should be in an accessible language and format, taking into account considerations such as disability, language, literacy levels and cultural background in the dissemination strategy.

29. In line with the commitments in the UN Funding Compact, the UN will also give visibility for core and pooled fund contributions in communicating about the UNSDCF.



Chapter 2: UNSDCF Design and Preparation

Figure 3. Unpacking the UNSDCF process



2.1. Understanding the country's development landscape

2.1.1. Alignment to the national development strategy

30. The priorities of the UNSDCF are directly derived from an analysis of a country's priorities and needs, i.e., national planning and budgetary frameworks and from the UN's Country Analysis.

31. National development plans and frameworks²³ are typically participatory processes that evolve from extensive multi-stakeholder consultations and situational analyses. They identify national medium-term strategic priorities that are often situated within a long-term vision document and increasingly, aligned with the SDGs as well as regional and sub-regional development commitments. National development plans can therefore serve as a source of information about **the national, regional and global priorities** of member states. In this context, the UNSDCF should align its targets and indicators to the extent possible to relevant targets and indicators from national development plans which should in turn be informed by the SDG undertakings of the Government.

²³ This includes broader national development plans as well as sectoral plans, and national action plans that help translate international commitments into concrete policies and programmes, like National Human Rights Action Plans, National Youth Action Plans, National Action Plans on Women Peace and Security, and others.



32. While national development plans signal the **priorities** of a country, the annual budget and related expenditure frameworks reflect the **country's financial commitments** to achieving such priorities. Annual budgets and expenditure frameworks can therefore inform the UNSDCF prioritization process by identifying **unfunded or underfunded** national development priorities. Furthermore, beyond **national** development plans, **sub-national** development plans provide a **geographic** or spatial dimension to national development priorities and needs. Such information, triangulated with data from the Country Analysis, will be critical in designing **targeted** interventions to address the needs of groups left behind and the root causes.

2.1.2 UN country analysis

33. The UN country analysis (CA) is the UN system's **independent, impartial and collective assessment** (a description of what is happening) **and analysis** of the country situation (a description of why it is happening and its implications). The CA examines the progress, gaps, opportunities and bottlenecks vis-a-vis the member state's commitment to the achievement of the 2030 Agenda, UN norms and standards and the principles of the UN Charter.

34. In line with the UNSDCF's expanded notion of partnerships, it also represents a powerful process to engage with relevant **stakeholders**, through continuous and inclusive **dialogue** to address amongst others complex issues of inequality and exclusion.

35. The Country Analysis **draws from and adds to existing data, statistics, analyses, reviews, research, capacities and resources** from within the UN System. This includes *inter alia* national and sector-specific development visions and strategies, national budget allocations, and of development financing from domestic and international, private and public sources towards these international commitments. To leave no one behind, it is equally important to generate evidence and **data disaggregated not only by incomes, gender, geography and age**, but also other grounds of discrimination prohibited under international law and to examine and describe social, cultural, economic, political, legislative, and other systemic drivers of exclusion.

36. The CA will include an analysis of the existing data and data gaps for national SDG indicators. It should go beyond official national statistics to **use new sources of data and diagnostic tools**, including but not limited to the use of big data, national surveys and assessments, targeted surveys using mobile technology and others, in accordance with the human rights-based approach to data, international data protection standards and in particular the UN Principles on Personal Data Protection and Privacy.²⁴ Country-specific findings and recommendations of the Universal Periodic Review and other human rights mechanisms will provide an important basis for the analysis, highlighting relevant gaps and corresponding obligations.²⁵ The CA can build on a variety of initiatives and processes such as VNRs, the country-specific findings and recommendations of UN principal organs, or the UNSDG-endorsed 'Mainstreaming, Acceleration and Policy Support (MAPS)' approach for supporting SDG implementation at the country level.²⁶

37. The **CA is not a one-off event and static analysis**. Rather, in order to reflect situational developments and to inform the UN's work on a continuous basis, **it is a core analytical function carried out by the UN development system at country, regional and global level**. For this purpose, a Repository for Data and Analysis is established at the country level, that includes SDG data. This repository draws from various analytical resources held, updated and made available by UN entities across the UN system.

²⁴ CEB/HLCM Principles on Personal Data Protection and Privacy, which can be found at www.unsceb.org/privacy-principles

²⁵ Relevant findings and recommendations can be found at: <https://uhri.ohchr.org/en>

²⁶ <https://undg.org/document/maps-mainstreaming-acceleration-and-policy-support-for-the-2030-agenda/>



38. The **CA identifies multidimensional risks that could impact the development trajectory of the country across the development, humanitarian, peacebuilding and human rights spectrum.** The CA facilitates a common UN understanding of groups left behind, and underlying drivers of risks, vulnerabilities and needs, be they political, social or related to conflict, disasters, the environment or the economy. In-depth analysis on these issues (1) establishes an understanding of root and proximate causes, stakeholders, dynamics, and triggers, as well as the impact on the people, operational environment and the UN system's work and presence, and (2) identifies how UN engagement may influence – positively and negatively – dynamics, manage the negative effects and maximize the positive efforts. Involving all relevant UN entities in this joint analysis, including UN special political missions, peacekeeping operations, humanitarian and human rights entities is essential. Where possible, the CA informs UN Policy on Integrated Assessment and Planning.

39. **The CA also aims to integrate an analysis of relevant regional, sub-regional and trans-boundary dynamics and their impact on achieving the 2030 Agenda in the country context.** This may include *inter alia* trends and risks related to economics and trade, climate and natural disasters, conflict and security, migration patterns, health emergencies and animal, food or sanitary emergencies. This also helps identify opportunities for cross-border dialogue and collaboration between countries, including through South-South and triangular cooperation, and UN system-wide regional strategies.²⁷ For this, the **CA draws on and assesses linkages between perspectives and expertise from across all levels of the UN system**, including non-resident agencies, Secretariat departments, regional offices of UN entities and Regional Commissions.

40. To meet the ambition of the SDGs, the **CA examines the country's financial landscape for sustainable development, analyses financial flows and identifies the greatest opportunities to re-orientate all sources of financing** - public and private, domestic and foreign. In so doing the CA draws data from the World Bank, IMF and other regional and/or international financial institutions.

41. In order for the UN Country Analysis to adequately serve as the analytical foundation to the UNSDCF, it should: (i) demonstrate a broad, holistic and integrated approach that takes into consideration the interlinkages and integrated nature of the SDGs; (ii) reflect the interlinkages among the three dimensions of sustainable development and all spheres of the UN's work; (iii) build on all sources of data and analysis from a broad range of partners; and (iv) focus on prevention and the interlinkages between sustainable development, human rights, sustaining peace, and the shift away from response to preparedness, needed to meet the challenges of the future.

42. For more specific guidance on how to conduct these various elements of the CA, the UN development system is encouraged to refer to the updated companion guidance on UN CA. It provides an overview of how to do the CA, the analytical tools and practical tips, including a "CA template".²⁸

43. Periodic updating of the CA is encouraged in order for it to serve as an updated analytical resource as well as to reduce the time required for formulation of a new UNSDCF.

²⁷ For the case of Africa, Middle Income Countries (MIC) strategy, Regional Strategy for Resilience and Great Lakes Peace and Security Cooperation Framework can be mentioned amongst others.

²⁸ Both under development.



2.1.3. SDG analytical tool box

44. The 2030 Agenda demands a significant increase in UN development system capacities in terms of coordinated analysis as well as policy and programme design. A focus on *integration* requires the adoption of a systems approach to development that addresses interlinkages across economic, social and environmental dimensions through the lens of the UNSDCF Guiding Principles. For this to become the new normal, the SDGs must be owned at all levels - global, regional, national, city and community levels, with the activation of truly collective action: a “whole-of-government, whole-of-society” approach. Cross-border and regional collaboration assume greater importance than ever before. The ability to consider *longer time-horizons* when programming for the present cycle is essential, i.e., finding solutions for today’s most pressing problems while building in risk-attuned processes and solutions for those that are still emerging. The commitment to leave no one behind calls for *greater granularity of data*, quantitative and qualitative analysis, to design evidence-based interventions that identify, empower and support the most vulnerable. Similarly, advising countries on transformative economic pathways that are environmentally sustainable and socially inclusive call for leveraging all possible *SDG financing flows* – public and private, domestic and international.

45. UNCTs will be supported by leveraging expertise from across the development system in the UNSDCF process. In addition to knowledge and technical resources available within the UNCT, the UN Sustainable Development Group is committed to create and support a community of practice to support SDG implementation, including through the next generation of MAPS – Mainstreaming, Acceleration and Policy Support²⁹. Initiatives such as a MAPS engagement, or the deployment of existing “Cluster” mechanisms at the regional level, can bring together a tailored coalition of UN and other experts to help augment the capacity of UNCTs throughout the UNSDCF process, including addressing gaps and solutions to *inter alia*: enable multi-stakeholder engagement; identify policy accelerators; analyze and utilize all forms of data; analyze SDG financing flows and strengthen financing partnerships. This will ensure that UNCTs benefit from an expansion of their capacities during this critical period, while simultaneously ensuring that such types of country-level engagements do not remain disconnected from the core work of the UNCT.

46. Countries require new policy tools to meet the ambition of the SDGs, ranging from regulatory policies to planning, budgeting and political instruments at all levels that will enable them to pursue policies that will last beyond relatively short-term planning cycles for deeper transformations for sustainable development. UNCTs will be able to access, in a coordinated and coherent way, the latest tools and expertise available for integrated policy support to address the complex problems facing countries in different settings. These include, SDG Monitoring and Reporting Toolkit for UN country teams³⁰, quantitative and qualitative methodologies to support the identification of SDG “accelerators,”³¹ action at local, national, and global levels to apply new opportunities of the data revolution for the SDGs³²; the use of “Development Finance Assessments” to conduct detailed assessments of a country’s development finance flows and link financing with sustainable development results³³; new platforms and approaches for sustainability and innovation,³⁴ and ways to address risk and resilience, to mention just a few.

²⁹ MAPS – Mainstreaming, Acceleration and Policy Support for the 2030 Agenda, <https://undg.org/document/maps-mainstreaming-acceleration-and-policy-support-for-the-2030-agenda/>

³⁰ <https://unstats.un.org/sdgs/unct-toolkit/>

³¹ E.g., Sustainable Development Goals Acceleration Toolkit, <https://undg.org/2030-agenda/sdg-acceleration-toolkit/>

³² For instance, Global Partnership for Sustainable Development Data, <http://www.data4sdgs.org/>

³³ For instance, Achieving the Sustainable Development Goals in the Era of the Addis Ababa Action Agenda <https://www.climatefinance-developmenteffectiveness.org/achieving-the-sustainable-development-goals.pdf>

³⁴ For instance, <https://www.unglobalcompact.org/take-action/action-platforms/breakthrough-innovation>



2.2. UNSDCF design process

2.2.1. Theory of change

47. The 2030 Agenda set out an ambitious and transformational vision to be achieved in a relatively short span of time. The path to 2030 is shaped by developments and trends that are inherently unpredictable and possibly unprecedented in their impacts. The UNDS and partners need to embrace change and the inherent uncertainty associated with longer-term strategic planning.

48. With 2030 in sight, the UNDS must thoughtfully design UNSDCFs which will truly make a difference in less than three cycles. Therefore, UNDS vision of its evolving contribution in a country and the design of medium-term support to country must be grounded in a clearly articulated, evidence-based and robust **Theory of Change (ToC)** that describes the interdependent changes necessary for the country to achieve the 2030 Agenda. The ToC is a comprehensive articulation of different pathways and choices that illustrate **how and why the desired change is expected to happen in the country**, and the risks and bottlenecks to be addressed. Understanding the country context in the form of a ToC is critical for forging sustainable development solutions along the identified pathways of a UN Vision 2030 and the UNSDCF.

49. The **ToC is thus based on the needs of the country (demand)**, examined through the lens of the guiding principles, rather than immediately available capacities and resources available (supply) of the UNDS and other partners. It shows where and how development actors need to come together to contribute to the desired change, providing the basis for wider, higher quality and transformational partnerships. Based on a shared understanding of the opportunities, risks and bottlenecks in the country and the inequalities that persist, the UNDS agrees on the development results that the UNDS can contribute to both individually and through partnerships and identifies areas of comparative UN advantage for the UNDS' best collective contribution. To leave no one behind, change must challenge structural barriers to equality, unequal distribution of power, resources and opportunities, and any discriminatory laws, social norms and stereotypes that perpetuate inequalities and disparities.

50. The UNDS needs to be mindful of the complexity of attaining the 2030 Agenda and the SDGs in the local context and its evolving nature. Therefore, the **ToC needs to be adaptable, drawing on the ongoing monitoring and evaluation of findings** generated during UNSDCF implementation as well as the 'living' CA.

51. Based on the CA, a visioning exercise is an integral starting point for the UNSDCF formulation. This exercise examines (1) the government's vision of its long-term development trajectory through 2030, where this exists, and the current national development plans, (2) the UN development system's internal and external working assumptions, considering the country's possible long-term development trajectories to 2030 in line with the guiding principles, (3) the UN development system comparative advantage, positioning and evolving role in the country through 2030, and (4) the new and successive UNSDCF cycles within the overall country trajectory towards 2030.

52. This visioning exercise should be consultative, collaborative and inclusive that is truly shared and owned by the UN development system, the government and all relevant stakeholders, including the people furthest left behind. This requires measures to ensure stakeholders are informed, empowered and have access to provide inputs, including geographic outreach if necessary. The UN development system can undertake this exercise in a flexible manner, using a range of tools and processes.



2.2.2 Strategic priorities

53. The UN development system cannot and should not attempt to address all development issues in a country. It must choose strategic priorities and related development results (outcomes and outputs) in which to invest its collective efforts, capacities and resources. These choices must be underpinned by a candid assessment of the comparative advantage of the UN system vis-à-vis other development actors. Such a process will ensure that the UN development system is positioned to respond effectively to national priorities, providing added value from joint UN action while leveraging the contribution of others. In essence, UN support must be catalytic and transformational.

54. UN development system entity contributions in support of national-led efforts to achieve the 2030 Agenda and the SDGs should be reflected in the UNSDCF. The following filters are applied to determine UNSDCF strategic priorities: (1) Determine the most pressing and critical national development priorities and gaps and related bottlenecks and entry points; (2) Determine the strategic catalytic solutions and strategies to address these; (3) Match these solutions and strategies with the UN development system's mandates, global and sectoral priorities in line with international norms and standards and the priorities of the System-Wide Strategic Document (SWSD)³⁵ (4) Test prioritized solutions and strategies with regard to their contribution to the advancement of and alignment with the UNSDCF Guiding Principles; (5) Consider UN complementarity with other stakeholders through mapping and an analysis of strengths, weaknesses, opportunities and threats; (6) Assess the UN development system's human and financial resources, knowledge, technology, networks, and efficiencies – both current and potential; and (6) Reflect on lessons learned and evidence from research and evaluations.

55. Typically, a strategic priority comprises a limited number of outcomes and a limited number of outputs. Overall, the number of UNSDCF outcomes and outputs must be realistic, together reflecting the strategic focus of the UN development system in the country during an UNSDCF cycle. The outcome and outputs together must also reflect a shift from MDGs to SDGs by allowing the guiding principles to steer their definition. Outputs are not required to be articulated in the UNSDCF but should be developed in parallel as they will be central to achieving future steps in the UNSDCF cycle, particularly vis-à-vis financing requirements.

2.2.2. UNSDCF outcomes

56. In line with UNSDG Results-based Management (RBM) Handbook³⁶ “outcomes” represent changes in the institutional and behavioural capacities for development. Outcomes should: (1) Make a substantive and measurable contribution to the achievement of the selected priorities of the national development framework and the 2030 Agenda; (2) Directly address key issues/development challenges and bottlenecks identified by the country analysis, including the needs of those furthest behind; (3) Be specific, realistically achievable within the UNSDCF cycle, sustainable and measurable, ensuring accountability and monitoring; (4) Include special measures to address the UNSDCF Guiding Principles as per the findings from the CA; and (5) Reflect the contributions of one or more organizations, clearly highlighted in the UNSDCF results matrix.

57. UNSDCF outcomes should align with the country's obligations under international human rights law.³⁷ In settings comprising development, humanitarian and peacebuilding efforts, the UNSDCF outcomes are coherent with “collective outcomes” that span across the respective planning frameworks (such as the HRP, RRP, and ISF), irrespective of whether these frameworks are managed separately or in an integrated manner.

³⁵ Currently under development.

³⁶ Include hyperlink.

³⁷ This includes recommendations made to the country by UN human rights mechanisms.



2.2.3. UNSDCF Outputs

58. The UNSDG RBM Handbook describes “outputs” as changes in skills or the abilities and capacities of individuals or institutions, or the availability of new products and services that result from the completion of a development intervention. Results at output level are directly attributable to the UN system and contribute to outcomes. The UN development system entity country development programmes flow from UNSDCF outcomes and outputs.

59. Due to their direct attribution to the UN development system, UNSDCF outputs will provide the basis for the RC to lead the formal discussion with government on the UN expertise, capacity and resources required by the UNSDCF, in line with the General Assembly Resolution A/RES/72/279 and the MAF. The UN development system should develop outputs and outcomes at the same time to ensure a clear logic in the results matrix and for transparency and accountability of UN development system contributions. UN Country Teams can opt to place the outputs in the UNSDCF document or in the Joint Workplans (JWPs) however.

60. The UN development system should analyze to what extent its planned contributions are part of the UNSDCF, whether they form part of other frameworks - such as a Humanitarian Response Plan³⁸, Refugee Response Plans (RRPs)³⁹/Comprehensive Refugee Response Framework⁴⁰ an Integrated Strategic Framework in integrated mission settings, or other – and to what extent these are connected and complementing each other.

2.2.4. Indicators

61. The UNSDCF outcome and output indicators should, by default, be linked to the global⁴¹, regional⁴² and national SDG indicator frameworks. This enables standardization and aggregation to better measure and report on development results against the 2030 Agenda at regional and global levels. This commitment is also included in the 2019 Funding Compact. Other globally accepted indicators can also be included to measure intermediary results. UNSDCF indicators, either in their own right or through disaggregation make it possible to see the extent to which the UN has contributed to development results that advance “leave no one behind” and the UNSDCF Guiding Principles.

2.2.5. Completion, review and validation of the UNSDCF

62. Under leadership of the RC, the UNSDCF will be prepared using the standard template (**Annex 1**) with a legal annex (**Annex 2**) as an integral part. Every effort must be made to reduce transactional costs for both the UN development system and partners in the process.

63. In countries with UN missions, the Deputy Special Representative of the Secretary-General (DSRSG)/RC must share the draft UNSDCF with the Inter-Agency Taskforce. The latter is expected to provide feedback within seven working days.

64. The regional/global UNSDG will also engage in UNSDCF design and preparation in line with the regional/global MAF. The regional/global feedback on the draft UNSDCF must be provided to the UNCT within seven working days from date of receipt. Thereafter, the UN development system submits a final draft UNSDCF for feedback from government and key stakeholders and other development partners.

65. The final UNSDCF document plus legal annex is signed by Government and UN development system entities. At this point, the UNSDCF is not formally required to be accompanied by a budget.

³⁸ The following guidance is without prejudice to GA 46/182 and related resolutions governing humanitarian action and coordination.

³⁹ Refugee Response Plans in emergencies (<https://unhcr.org/refugee-response-plans.html>)

⁴⁰ Comprehensive Refugee Responsive Framework (<https://www.unhcr.org/comprehensive-refugee-response-framework-crrf.html>)

⁴¹ Global indicator framework for SDGs established by the Inter-Agency Expert Group.

⁴² Regional indicators might, for example, include indicators of regional inter-governmental strategies, such as the African Unions 2063 Agenda.



Chapter 3: UNCT configuration in support of the UNSDCF

66. A new UNSDCF represents a set of expectations vis-à-vis the Government and a set of undertakings by the UN development system. Rarely is an UNSDCF setting out an *entirely* new agenda, and more typically it contains both familiar results and expectations from the unfinished business of the previous UNSDCF and new support areas for which the Government seeks assistance. It is also inevitable that a certain number of programmes from the previous UNSDCF will continue for a while until completion. Notwithstanding such continuity, it is nevertheless important that the UNSDCF formulation cycle includes a review of the UNCT's assets and its configuration, to see whether this remains aligned to the task at hand. This is intended as an iterative process, fully involving the agencies concerned.

67. A UN Country Team consists of UN entities both physically present in the country as well as those contributing remotely to UNSDCF. It also includes UN entities that have other mandates beyond the purely developmental. This configuration question addresses specifically the development outcomes for which the development system has committed through the UNSDCF. The review of UNCT configuration entails a look at the capacities needed to deliver on the prioritized outcomes in the UNSDCF, beyond the financial considerations which are addressed under a separate stage in the cycle. Considering the normative and standard setting responsibilities of the UN, the discussion on UNCT configuration should include both an internal analysis and consultation with the Government and donor partners, reviewing *inter alia*:

- a. What kind of expertise and services will need to be provided by the UNCT to deliver on the UNSDCF? From which agencies can that expertise and those services be sourced?
- b. To what extent would these services need to be delivered by an in-country/resident UN agency presence? What aspects of the operation could be delivered from a regional or global base?
- c. What kinds of new implementation modalities could be leveraged for the new programming cycle?
- d. To what extent can some of these services be delivered by local vs. international service providers? Which activities will need to be delivered directly by the UN and which may lend themselves to working through/with implementing partners?
- e. To what extent does the new UNSDCF imply a major increase in delivery capacity by one or more members of the UNCT and what would that scaling up of capacity require?

68. Such a configuration review responds to Member States' call for a "tailored country-presence" (resolution 72/279 para 2) and the Secretary-General's recommendation that the "United Nations development system move away from a somewhat standardized model of physical presence, which largely reflects the historical evolution of each individual entity" (para 38) to one that ensures "the right system-wide capacities and encourage(s) more integrative, effective and agile ways of working" (para 41). The frame for this process is much larger than which agency needs to be resident or not. Coupled with re-organization and re-deployment of regional assets, and reconfiguration of business models in connection with MCOs, in addition to the ambitious changes planned for common services, implicit in this review is the ability to draw on a much wider palate of options in accessing the full UN development system's capacities to deliver on its commitments in the UNSDCF. A new UNSDCF should trigger such a discussion and the necessary actions that follow to ensure the UNCT can deliver.



Chapter 4: Financing the SDGs, and funding the UNSDCF

4.1. The financial landscape analysis

69. An in-depth look at the volume and mix of resources required to deliver UNSDCF outcomes and the bigger picture of SDG financing requirements in the country are a key step in the UNSDCF cycle. This analysis is undertaken after UNSDCF priorities, outcomes and outputs have been determined; the assessment of the priority development needs drives the resourcing conversation (available resources and resource mobilization needs) and not the other way around.

70. This requires that the UNCT address the connected and mutually reinforcing elements of ‘SDG financing’ vs ‘UNSDCF funding’. On the one hand: (1) the financing landscape and how the UNSDCF is situated within it, (2) financial flows that can be influenced and leveraged by the UNSDCF towards SDG attainment, and (3) potential funding sources (traditional and non-traditional) for the UNSDCF. On the other hand, how available UNSDCF funding can (1) catalyze financing and investment flows towards the SDGs, (2) support the formulation and implementation of financing framework of the Government, and (3) complement and fill strategic gaps of national and other budgetary allocations.

4.2. The UNSDCF funding framework

71. In line with the commitments in the global Funding Compact, the UN development system will develop an UNSDCF Funding Framework (replacing the previous Common Budgetary Framework) that is based on an assessment of the resources required to deliver the UNSDCF. It presents the overall funding needs to achieve the prioritized UNSDCF outcomes, identifies available resources and makes visible the remaining funding gaps. It outlines the strategy for securing needed resources, including an analysis of the various types of resources that can be mobilized (e.g., core funding; global/vertical and country-level pooled UN development system; agency-specific thematic UN development system; and other non-core resources).

72. The UNSDCF Funding Framework is the basis for periodic funding dialogues with the government as well as with donors that recognize the need to better align their funding support to the UN with the needs of the UNSDCF. The Framework is translated and operationalized annually as part of the UN Joint Work Plans.

73. **The funding of the UNSDCF and UN development system entities follows the needs-based logic underpinning the UNSDCF.** This means that UN development system entities derive their development-related budgets and resource mobilization strategies from the UNSDCF budget, not vice versa.

4.3. Linking UNSDCF funding with SDG financing

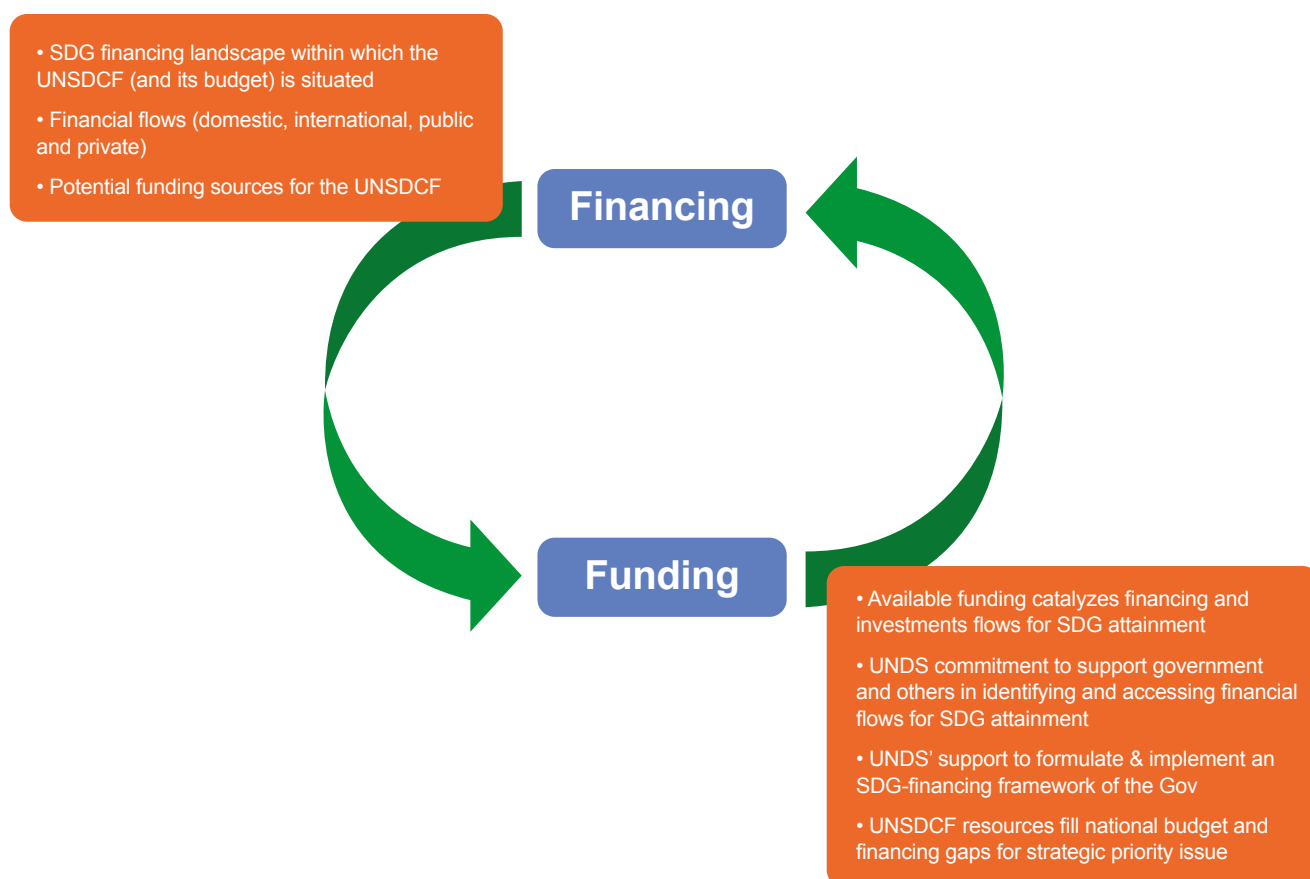
74. The UNSDCF must depart from its traditional dominant focus of mobilizing financial resources on funding the UN’s development work. Building on the UN development system’s incomparable leveraging and convening power, it must **expand towards leveraging different sources of financing and investments** flows outside the UN system and towards supporting governments in developing and implementing sustainable financing strategies towards the attainment of national priorities and the SDGs (“i.e., financing”). Beyond its own funding requirements, the UNCT will facilitate a dialogue on the volume and mix of financing required to achieve the SDGs in the specific country context. In this respect, the UNCT will explore ways to connect more strongly with domestic financing, i.e., engaging with and influencing national budget processes, decisions and priorities.



75. This approach acknowledges that implementing the SDGs requires attracting, leveraging and mobilizing investments from all possible sources to close the global SDG funding gap [estimated in the trillions]. The Addis Ababa Action Agenda (AAAA), is an integral part of the 2030 Agenda and lays the foundations for the financing of the SDGs. It highlights the need for “cohesive, nationally owned development strategies supported by **integrated financing frameworks**”.

76. The UN Secretary-General’s SDG Financing Strategy underscores the UN’s critical role in supporting and accelerating the mobilization of finances for sustainable development from national and international, public and private sources. The UN development system can support the development of regulatory frameworks, financing mechanisms and related partnerships, advise on how to mobilize and leverage necessary financing, and assess possible strengths and disadvantages of financing options. This includes enhancing the country’s capacities in areas such as domestic resource mobilization, quality of public spending, fiscal and debt management, de-risking investments, developing capital markets or fostering investment-grade business environments. The UNSDCF is the central instrument to outline the UN development system’s contribution, in adherence to the Principles for Engagement in SDG financing.

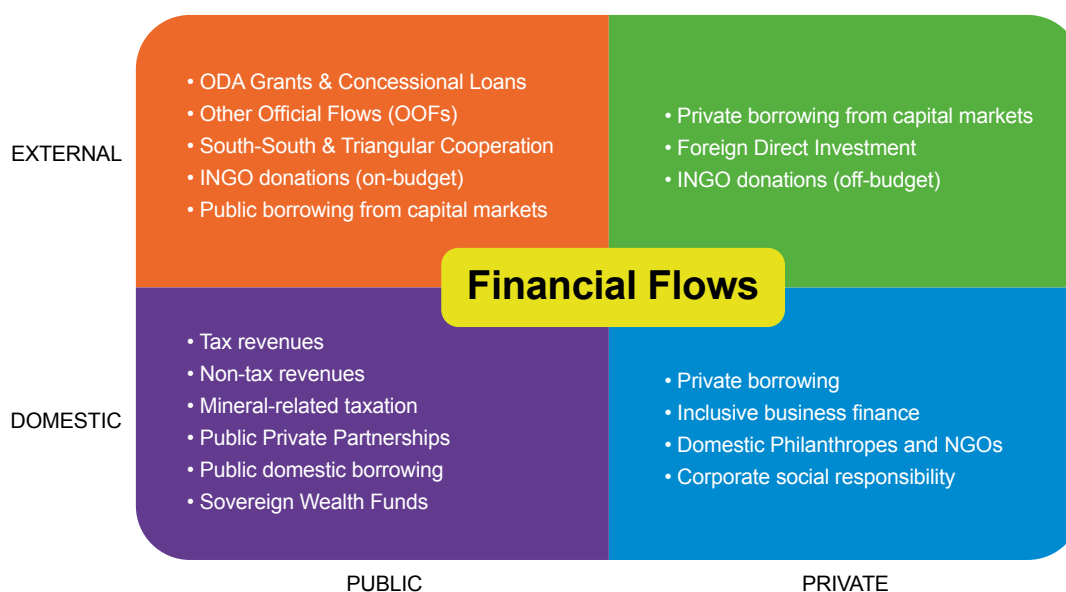
Figure 4. UNSDCF Financing and funding strategy



77. Beyond the UN's own Funding Framework, the UNCT should:

1. Map and analyze the financing landscape for the SDGs and outlines how to maximize impact through smart investment of existing resources, greater access to additional resources and better leveraging of larger financial flows.
2. Build on existing data on financial flows as provided by the International Financial Institutions (IFIs), the OECD and others, and is integrated to the Integrated National Financing Framework (INFF) to the extent possible.
3. Articulate necessary partnerships among the UN development system entities and between UN development system with external stakeholders, such as *inter alia* the IFIs and the private sector.
4. Identify (a) Priority SDGs within the country and articulation of country opportunity; (b) Approximate amount of financing needed to achieve (each) SDGs; (c) Domestic, international, public and private financing flows and relevant stakeholders; and (d) Instruments and modalities through which the UN development system's resource (i.e., flowing through the UN development system accounts) can be paired with other financial flows outside the UN. This could include relevant UNSDCF outcomes (e.g. national window in a country level UN Fund, or UN programme (funding through the UN) designed and implemented as first tranche of larger sector approach (funding outside the UN), etc.).
5. Identify specific financing opportunities that reduce inequalities and exclusion, such as those that target finance to the poorest areas of a country.

Figure 5. Overview of financial flows



Chapter 5: UNSDCF implementation

78. UN development system entity country programming instruments, UNSDCF results groups, joint work plans (JWP) and the JWP annual reviews are key tools for implementing the UNSDCF.

5.1. Implementing the UNSDCF through UN development system entity country programmes

79. The UNSDCF is implemented through UN development system entity instruments for country programming. These entities must derive their programming from the UNSDCF based on two options:

- a. UN development system entities adopt the UNSDCF as their entity document i.e., they do not prepare a separate entity document;
- b. UN development system entities develop an entity-specific country programme document with UNSDCF outcomes copied verbatim;

80. UN development system entities with global or regional programmes or without agency specific programme documents should pursue their activities in line with the *Protocol of Country Engagement for Secretariat entities and Non-Resident Agencies (NRA)*⁴³.

81. UN development system entities that submit country programming instruments to their governing mechanisms for approval should submit them together with UNSDCF strategic priorities, outcomes and outputs agreed upon by the UN development system. Once a new UNSDCF is approved, UN development system entities will adjust their entity-specific programming documents for full alignment.

82. In line with the General Assembly Resolution A/RES/72/279 and MAF, the RC coordinates implementation of the UNSDCF and works with UNCT members to ensure alignment of both agency programmes with national development needs and priorities as well with the UNSDCF and 2030 Agenda. The **RC will be afforded the opportunity to review and comment on the UN development system entities' programming documents** before their submission to Boards, with a view to (1) confirm alignment and coherence of UN development system entity programmes with the UNSDCF, (2) identify opportunities for synergies and complementarities, and (3) avoid duplication and overlap across the UN system's development activities.

5.2. Coordinating UNSDCF implementation through results groups

83. Each UNSDCF strategic priority must have a corresponding results group. A results group comprises contributing UN development system entities (resident and non-resident) and is chaired or co-chaired by UN heads of agencies. Result groups enable improved UN internal coordination and ensure a coherent UN system-wide approach for a strategic priority. Therefore, UNSDCF results groups make the UN development system a more effective partner to, and reduce transactions costs for, stakeholders. Results groups must meet at least once every two months.

⁴³ This protocol is still under discussion.



84. Where possible, results groups are aligned with and feed into existing government-led working structures, such as Sector Working Groups, Clusters etc. This enables UN coherence in both representation and contributions to external mechanisms. If equivalent government-led groups do not exist, the results group should incorporate relevant national and international partners and be co-chaired with the relevant government counterparts.

85. Under the leadership of the RC, results groups develop UN joint work plans to operationalize the UNSDCF, identify opportunities for closer interagency collaboration (e.g., through joint programmes), collectively monitor and report progress towards joint outputs as well as provide periodic inputs to update the Country Analysis. UNCTs are encouraged to establish working mechanisms such as theme groups or advisory capacity to ensure that UNSDCF Guiding Principles are mainstreamed across the work of results groups.

5.3. Coordinating UNSDCF implementation through Joint Work Plans

86. The Joint Work Plans reflect the following: (1) UNSDCF outputs (2) the related key development contribution of UN entities – either entity-specific or jointly with other entities -- in their **entirety** with a view to maximize synergies and avoid duplication; and (3) the resources required, available and funding gaps to achieve the output. The Joint Work Plans may be annual or multi-year JWPs as appropriate to the country context..

5.4. UN Development system joint programming and joint programmes

87. Joint programming is the collective effort through which UN organizations and national partners jointly prepare, implement, monitor and evaluate development activities aimed at achieving the 2030 Agenda and other international and regional commitments.

88. In preparing and reviewing JWPs, UNSDCF results groups may identify the need for increased joint delivery through the development of one or more joint programme(s). A joint programme is a set of activities contained in a JWP and related UNSDCF Funding Framework, involving two or more UN entities contributing to UNSDCF outputs. Pooled funding or other funding mechanisms can fund Joint programmes of the UN development system. Other stakeholders can be engaged as implementing partners in a joint programme.

89. UN missions and humanitarian actors also engage in these joint programmes, where appropriate for a country context. Joint programmes can be attractive to funding partners, since the modality provides greater assurance of UN coherence in delivering results.

5.5. UN INFO

90. UN INFO is an online planning, monitoring and reporting platform that digitizes each UNSDCF and its corresponding Joint Work Plans. It reflects the UN development system's effort to improve coherence, transparency and accountability to better address the needs and priorities of Member States. Initially conceived and developed at the country level, UN INFO provides an overview of how the UN development system in each country is channeling resources towards national priorities, thematic sectors (including cross-cutting gender, human rights and humanitarian markers) and the SDGs. It encourages a more regular approach to monitoring JWPs to ensure all development activities are on track to deliver results. This also enables the senior leadership to make corrections to programming or shift resources in real-time. The public can also see a full picture of the UN development system activities at the country level by way of UN INFO's public dashboards that are linked directly to the new UNCT websites.

91. UN INFO is being rolled out with the ambition to become the universal tool for joint online planning, monitoring and reporting on the UNSDCF and JWPs, and agency contributions to them. It thus presents a shift to an evidence-based approach to UN development system coordination. The ambition is for UN INFO to draw data from UN development system entities' Enterprise Resource Planning systems, to benefit from already existing and functioning structures.



Chapter 6: UNSDCF monitoring, reporting and evaluations

6.1. Adaptive programming

92. Development is never linear, as the operational environment and risks at local, national, trans-boundary, regional and global levels are in constant flux. The assumptions the UNSDCF relies on may hence not hold, and actions of partners may not happen as anticipated. This is particularly relevant in fragile and conflict-affected settings. Programming in the context of the UNSDCF thus requires an adaptive approach, based on learning from new information and evidence. This allows for adjustments to achieve expected results in a changing operating environment. This implies that while the UNSDCF outcome-level results may remain stable for the duration of the UNSDCF cycle, the outputs and activities may need adjustment to remain relevant, while maintaining accountability to partners. Meanwhile, at the end of every cycle, an UNSDCF evaluation must happen to draw lessons about UNSDCF design to inform the next cycle.

93. UNSDCF results groups and JWPs are the mechanisms for adaptive programming with the support of the Monitoring and Evaluation (M&E) Group. Results groups jointly re-prioritize and adjust UNSDCF outputs, activities and the corresponding budgets in response to new information, lessons and risk identification, emerging from continuous analysis, monitoring (including real-time) and evaluation. Through adaptive programming, the RC and UN development system entities make informed decisions, encourage risk tolerance and management, and foster an appetite for experimentation and acceptance of failure.

94. Therefore, in support of adaptive programming, the UN development system must develop **a costed multi-year joint monitoring and evaluation plan for the full UNSDCF period**. This plan, developed at the UNSDCF design phase, must reflect the coordination of UN development system entity M&E plans with that of the UNSDCF to ensure they are appropriately timed, sequenced and executed to contribute to UNSDCF annual reporting and final evaluation to the extent feasible.

6.2. Monitoring and learning

95. **Monitoring and learning is a precondition** for tracking progress of the UNSDCF contribution to the 2030 Agenda and the SDGs, evolving risks and opportunities, and the adjustment of the programme as part of adaptive management. It is hence a critical function of the UN development system.

96. Being both the end-point of one UNSDCF cycle and the starting point for another, the **CA constitutes the baseline** for monitoring and evaluating the UNSDCF.

97. **Joint monitoring throughout the UNSDCF cycle** will aim to ensure that the UN development system is 1) delivering on the commitment to leave no one behind, and more generally achieving results that align with and advance the UNSDCF Guiding Principles. 2) contributing to developing the capacity of duty-bearers to meet their obligations and rights-holders to claim their rights; 3) enhancing coherence across the development, humanitarian, human rights, and peace spectrum; 4) fostering new and effective partnerships between national stakeholders and international actors, including through South-South and triangular cooperation; and 5) promoting integrated and coherent policy support to partners.

98. Frequent high-quality (and where possible real-time) monitoring, review and reporting of the UNSDCF is necessary to make it responsive to changing contexts. Therefore, UN development system entities must increasingly synchronize their individual monitoring systems for development results with the UNSDCF M&E system where possible and relevant.



99. More specifically, UN development system entities will monitor and report on the quality of implementation; results achieved; risks, threats and opportunities emerging for achieving SDGs; resources mobilized and delivered guided by principles of equitable value for money; the continued validity of the theory of change and innovations.

100. The UN development system's joint monitoring systems, resources and activities, and their collective planning and investment in monitoring services and technologies should support the strengthening of national data and information systems.

101. The UN Results Groups and UN M&E groups meets at least twice a year to reflect and learn from implementation monitoring reports, including on SDG indicators, issues, synergies and learning that cut across priority areas.

6.3. Reporting

102. Based on the JWPs and UN INFO data, the UN development system reports periodically to the RC on progress in achieving outputs and outcomes. The RC submits the One UN Country Results Report to the Joint National/UN Steering Committee as well as to key partners. This is expected to feed into government thematic/sector reports as well as the voluntary national reviews.

103. It is the responsibility of UN development system entities, with support from the RCO and the UN M&E Group, to regularly update data and analysis from UN development system entity-specific monitoring into UN INFO. UN INFO provides an overview of country level progress as well as regional and global aggregated information, both for the UN development system-wide contributions to the UNSDCF, as well as disaggregated by UN development system entity. The latter are responsible for feeding UN INFO with necessary quality-assured monitoring data.

6.4. Evaluating the UNSDCF

104. UNSDCF evaluation is an independent system-wide evaluation of the UN development system at country-level that contributes to system-wide oversight, transparency, accountability and collective learning.⁴⁴ It is vital for ensuring greater transparency on results achieved, promoting more joint work and efficiencies and generating knowledge that informs and improves programming in-country.

105. However, independent reviews of past and current UNSDCF evaluations found that they are uneven in adherence to core evaluation norms, standards and principles; lack independence and sufficient system buy-in; are not easily accessible by partners; do not sufficiently inform subsequent planning and programming choices and; are not adequately resourced. Furthermore, UNSDCF evaluation must be of improved quality and credibility for use at higher levels of aggregation and synthesis to act as inputs to regional and global system-wide evaluation processes, including, but not limited to meta-analysis.

⁴⁴ Independent system-wide evaluation is a systematic and impartial assessment of the combined contributions of United Nations entities towards the achievements of collective development objectives. The Secretary General's December 2017 report on the repositioning of the UN development system, the GA Resolution 72/729 and the Funding Compact, position Independent System-wide Evaluations as the instrument for achieving system-wide oversight, transparency, accountability and collective learning.



106. Given the importance of more robust accountability, it is crucial that the UNSDCF evaluation function be structured in a manner that adheres to international best practices for evaluation and ensures that it can meet the targets set out in the Funding Compact. Therefore, the UNSDCF evaluation must meet the UN Evaluation Group (UNEG) Norms and Standards⁴⁵ and the UN-SWAP evaluation performance indicator and the core principles contained within such as independence, credibility, effectiveness, utility and human rights and gender equality. UNDAF evaluations must be conducted in an inclusive manner and promote national ownership through meaningful engagement of relevant national partners, where possible those representing the perspectives of marginalized groups, throughout the evaluation process. Evaluation procurement, design and processes should build on and, wherever feasible, strengthen national and regional evaluation capacities in partnership with voluntary organizations for professionalization of evaluation.

107. The interim guidelines of the System-wide Evaluation and UNEG guidance will complement UNSDCF evaluation policy and companion guidance that will include specific and practical steps on the design, conduct, content and use of UNSDCF evaluation. Using the CA as a benchmark, the UNSDCF evaluation assesses whether expected results were achieved, if other unintended results are observed, and whether overall the UNSDCF made a worthwhile, coherent, durable and cost-efficient contribution to collective UN system outcomes and national development processes vis-à-vis the 2030 Agenda. UNSDCF evaluations should enable UNCTs to assess the extent to which they have conformed with UNSDCF Guiding Principles both in terms of process and results. By identifying synergies, gaps, overlaps and missed opportunities, evaluation provides the basis for critical inquiry as an integral part of efforts to continuously improve performance and results. It will also play a role in supporting safeguarding efforts. The UNSDCF evaluation thus informs the visioning exercise and strategic prioritization process of the subsequent UNSDCF cycle.

108. An independent UNSDCF evaluation will be commissioned in the penultimate year of the UNSDCF period. Joint UNSDCF-CPD evaluations are encouraged to reduce transactions costs for the UNCT and for partners, and benefit from substantive links, but in cases where this is not possible, the UNCT should explore opportunities to establish common components between UNSDCF evaluations and country-level evaluations. To that end, the common costed UNSDCF monitoring and evaluation plan will include both entity-specific evaluations as well as the UNSDCF evaluation.

109. The RC and UNCT play a pivotal role in the evaluation process. The RC ensures an independent final UNSDCF evaluation by facilitating and promoting national ownership through involvement of national partners in the process and timely incorporation of findings, recommendations and lessons into the decision-making processes of subsequent CAs and UNSDCFs, as well as that of respective United Nations development system entities. The RC and UNCT facilitate the evaluation process by providing the independent evaluation team with all the required information and access to national stakeholders and coordinating entity-specific evaluations so they are relevant and timely to support UNSDCF evaluation. The RC and UNCT are also responsible for publicly disclosing the final evaluation at country level as part of its overall communications and dissemination strategy and development of a management response to the final evaluation as a key accountability tool of the UN development system to the country and the international community. The specific roles and responsibilities of the RC and the UNCT will be outlined in the policy and companion guide and will form part of RC/UNCT performance appraisals.

⁴⁵ Further technical guidance and quality standards specifically for UNDAF evaluations will be provided by UNEG.



Chapter 7: UNSDCF governance arrangements in support of National ownership

110. UNSDCF Governance arrangements are nationally owned and include the following:

111. **Joint National/UN Steering Committee (JSC):** The JSC is co-chaired by the RC and the most senior representative of the central government counterpart for the UN system. Its membership includes key partners identified in the UNSDCF for joint contributions to national priorities and the 2030 Agenda. The JSC: (1) ensures strategic direction and oversight of the UNSDCF processes; (2) ensures that the UNSDCF and its implementation is aligned with national, regional and international development processes, mechanisms and goals; (3) ensures closer alignment, linkages and support between the UNSDCF and other processes, such as the government-led VNR and others; (4) monitors progress, challenges and opportunities in implementation and steers direction; (5) reviews the One UN country results report; and (6) supports the resource mobilization for the UNSDCF and development financing opportunities.

112. A **JSC review takes place at least once a year** during which the RC presents the One UN country results reports, evaluation reports, management responses and progress on the action. This is an opportunity to amend the UNSDCF to ensure continued relevance in the face of evolving national circumstances. The latter may include humanitarian, economic, political or other unexpected situations of a magnitude that demands modified or immediate responses by the UN development system and partners, reallocation of human and financial resources, and other actions. During the review, the JSC co-chairs will determine if a formal revision of the UNSDCF is required or changes can be documented in the annual review report and reflected in the next JWP. UN INFO must be updated to reflect the amendments.

113. The UN development system and/or the JSC can decide to have advisory committees to support their work, such as a civil society committee, youth committee, or a private sector committee.



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A PARTNERSHIP TO STRENGTHEN HUMAN CAPACITIES,
TO ADVANCE SUSTAINABLE DEVELOPMENT
IN THE CARIBBEAN REGION

