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DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS  
DIVISION FOR SUSTAINABLE DEVELOPMENT

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Report of the  
Capacity Building Workshop and  
Expert Group Meeting on

# **Integrated Approaches to Sustainable Development Planning and Implementation**

27-29 May 2015, New York

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## Executive Summary

UN DESA's Division for Sustainable Development brought together perspectives and experiences from 40 countries in New York City for three days to discuss the way forward on integrated approaches for sustainable development planning and implementation. Participants at the workshop likened the implementation of the Post-2015 Development Agenda and Sustainable Development Goals (SDGs) as a global, national and local social contract, where communication, participation and partnership are its keywords. Such a social contract demands new attention to governance, where national, regional and local levels are seamlessly interconnected, where multi-stakeholder and multi-dimensional approaches and collaboration are the norm.

### **Preparing for Post-2015 and SDG Implementation**

The presence of preliminary SDGs has already led to discussions of their integration in some countries and actual incorporation into national plans in others, as in the case of Uganda. For transformative action to be achieved, there was broad consensus that involvement of top-level political leaders was crucial for getting overall traction, and that long-term national visions are important tools.

Opportunities highlighted by participants included creating real linkages with local level planning and decision-making and forging partnerships with the media to advance communication and awareness.

Among some of the key challenges amplified in plenary discussion were effective multi-stakeholder engagement (given the scope of SDGs is 'everything' and 'everyone'), the massive data requirements and analysis needed to track progress, and for those countries who have started integrating SDG's into national development plans, the customization of indicators and incorporating this in a results-based management framework.

### **MDG Lessons and Insights for the SDG Transition**

Data issues were at the fore of participant perspectives in the transition from the Millennium Development Goals (MDGs) to SDGs. For example, sustainable development data issues must be dealt with including capacity to collect and analyse, but also the localization of data – this was a critical lesson from MDGs in that averages can hide important local variability on key issues.

Capacity needs highlighted by participants spanned the following: Evidence-based policy-making, statistical capacity, mainstreaming of SDGs, institutional reform, prioritization, integrated systems tools, measuring inequalities across countries, implementation and finance, capacity to deal with new data demands, and recognition of alignment of SDGs within existing line agencies.

### **Mainstreaming SDGs into National Development Planning**

A number of interesting approaches were shared for integrating new issues into planning. In Latin America for instance, budget mainstreaming tools for gender equality were used in Mexico, where even the smallest programme must undergo a process of reform for gender results. Belize has just developed a draft national Growth and Sustainable Development Strategy that includes a policy prioritization framework built around evaluating the systemic linkages among sustainable development issues. In Honduras, the 2010-2038 National Development Plan revealed an encouraging trend where long-term time frames are being used which already align with the Post-2015 Development Agenda period.

Also, in Togo, the SDGs have provided the backdrop to a program of institutional strengthening and reform that also includes a whole-system approach to economic development planning.

Challenges inevitably exist in a complex endeavour such as is mainstreaming SDGs. In the context of multi-stakeholder engagement, the issue was raised of 'who is a citizen', particularly relating to the importance of gender equality and the one billion persons globally living with disabilities, as well as for issues of racism and homophobia.

### **Monitoring and Reporting on Sustainable Development**

Monitoring and reporting mechanisms that have been put in place for tracking progress toward the MDGs provide an enormous opportunity for learning and building on existing efforts. Such reporting has provided opportunities to identify shortcomings and improved solutions, and has led to the realization that

local governments need sufficient information to meet their own goals (achieving the SDGs will not an exclusive task of national governments). Additionally, financial resources are needed to put such information platforms in place, but it is often difficult to make the case for supporting them.

### **Reviewing and Supporting SDG Implementation**

National peer reviews were discussed as a possible tool for facilitating continuous improvement in SDG implementation, as has been undertaken in Germany and Vietnam for example. Additionally, experiences from ECOSOC's process for National Voluntary Presentations (NPVs) revealed the importance of having an analytical framework to guide review that is rigorous and evidence-based, and which is accompanied with capacity support.

It was highlighted in the workshop that where review processes already exist, such as the African Peer Review Mechanism, it will be important to leverage these in moving forward with SDG implementation. Day 2 concluded with a view to the future of plan and policy design – a future that is *now*. Innovative systems modelling tools are currently being used by developed and developing country governments to support the national planning process. These tools are often used in a participatory manner and help foster a shared understanding of complex issues.

### **Fostering an Enabling Environment for SD Implementation**

It was generally acknowledged that we know what most of the critical actions are for sustainable development. Rapid energy transition and sustainable production and consumption, are a few key examples. But there is a reluctance to change lifestyles and a lack of political will to serve as catalyst. Political economy can offer a means to better understand this context. Political economy is the analysis of power over the projection and distribution of wealth. It maps out actors and their vested interests, strategies, discourses, alliances and conflicts.

Relating to the process of participation, it was noted that the cost of not listening is tremendous. We must use innovative means to engage multiple stakeholders, such as the use of back-casting methods which explores the attributes of a future society before coming back to the present to chart the way forward. Such approaches enable stakeholders to solve problems by making them conceptually bigger, rather than reducing them, and by “staying in the question” longer before seeking solutions.

### **Way Forward**

Nikhil Seth, Director of UNDESA's Division for Sustainable Development closed the workshop by articulating that the SDGs are not simply a list, but rather, represent a deep web of inter-relationships, where progress toward one area can enhance progress in others. Adapting the SDGs to the national level is the first challenge that pioneers will have to face, and he encouraged workshop participants to share their experiences through as many formats as possible. He described that while this conversation was framed from a national perspective, it is important to clearly understand the importance of urbanization and the role of local governments, where 70% of our people will live.

### **Planning Session**

UN DESA's Division for Sustainable Development and the UN Country Teams are assisting a number of pilot countries who are beginning their implementation of the Post-2015 Development Agenda and integration of SDGs into national planning. A back-casting planning session was facilitated after the conclusion of the formal proceedings with a focus group of participants to better understand what a successful support initiative to the pilot countries could look like.

Participants discussed the types of resources that could be mobilized in the form of: (i) direct support (i.e., from universities with modelling tools, NGOs with monitoring capacity, and consultants with specific implementation expertise); (ii) learning and research (i.e., universities to create training programs on integrated systems modelling); and (iii) engagement and advocacy (i.e., country peer-to-peer exchanges and civil society support).

## Introduction

Agenda 21 cemented the political consensus that integration of the environment into development planning was critical for sustainable development (SD) (1.1.) and highlighted the importance of integrated planning within sectoral approaches (10.15, 14.40, and 18.62).<sup>i</sup> It posited that a “*fundamental reshaping of decision-making*”, coupled with “*significant changes in the institutional structures of government*”, may be necessary “*in order to enable more systematic consideration of environment*” across sectors in policy decisions (8.2).<sup>ii</sup>

Integrated planning for, and implementation of, national sustainable development strategies has remained challenging. Member States noted this challenge by recognizing in the Rio+20 Outcome Document the inadequacy of sector-based strategies by calling for “*holistic and integrated approaches to sustainable development*” (paragraph 40) and the “*need for more coherent and integrated planning and decision-making at the national ... level*” (paragraph 101).<sup>iii</sup>

To “*provide leadership and guidance*” (paragraph 2) in addressing the complex challenges of achieving sustainable development, “*a new multilateral governance architecture*” was created: the High Level Political Forum (HLPF) on Sustainable Development.<sup>iv</sup> At its first inaugural meeting in July 2014, the HLPF highlighted the “*intrinsic interlinkage between poverty eradication and the promotion of sustainable development*,” ... and ... “*underline[d] the need for a coherent approach that integrates in a balanced manner the three dimensions of sustainable development*”: economic, social and environmental.<sup>v</sup> One of the primary tasks of the HLPF is to review and follow-up on sustainable development commitments and objectives in an integrated and holistic manner which, from 2016, will include conducting national reviews of implementation progress of both developed and developing Member States.<sup>vi</sup> Nevertheless, information pertaining to the progress accomplished by Member States since 2012 and the associated real-world evidence-based success stories is lacking from official documents and the broader literature. Such information could be useful for examination at the next HLPF meeting in mid-2015.

### An Integrated Systems Approach

Notable progress has been achieved among many Member States in designing and adopting national SD strategies and plans which integrate environmental, social and economic dimensions and recognize their interlinkages. Despite this progress, the United Nations Department of Economic and Social Affairs (UN-DESA) Synthesis of National Reports for Rio+20 in 2012 underscored the lack of significant implementation of such plans and strategies, citing major problems with “*integration, inclusion, and coherence*”.<sup>vii</sup> “*Countries main focus continues to be on economic growth and poverty reduction ... and the integration of environmental considerations is generally lagging behind*”.<sup>viii</sup>

Experience over the last two decades has demonstrated the inadequacy of sectoral and silo-based planning approaches to address complex global and national SD challenges whose interdependencies and interlinkages transcend individual sectors and national borders. National governments are now faced with developing and implementing strategies, plans and policies that target systemic transformation and stabilization. This demands the acknowledgement and a better understanding of the dynamic interdependence and interconnectedness of numerous complex systems and sub-systems — such as water, energy and ecosystems — and the impacts and changes they will undergo from various future threats, including climate change. This is key to reducing the risk of catastrophic shocks and cross-sectoral cascading systems failure and exploiting beneficial opportunities from feedback loops, which enhances the sustainability of these systems, and the resilience of vulnerable populations that depend upon them. Traditional sector-based approaches and tools are not fit for this purpose as the challenges are more complex and systemic in nature, which highlights the ***integrated systems approach*** (ISA) as being critical to SD planning and strategy formulation.

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#### Footnotes

i United Nations, *Conference on Environment & Development Agenda 21*

ii Ibid.

iii Paragraph 40, “The Future We Want”, Resolution adopted by the General Assembly on 27 July 2012, 11 September 2012, United Nations

- iv United Nations GA A/RES/67/290, “Format and organizational aspects of the high-level political forum on sustainable development”, paragraph 2, 09 July 2013; Speech by Dilma Rouseff, President of Brazil  
<http://sustainabledevelopment.un.org/hlpf>
- v United Nations Economic and Social Council, E/2014/L.22—E/HLPF/2014/L.3 9 July 2014, Paragraph 16.
- vi United Nations GA A/68/588, Summary of the first meeting of the high-level political forum on sustainable development, Paragraph 8, 13 November 2013
- vii UN-DESA “Synthesis of National Reports for Rio+20” 2012, page 2.
- viii Ibid, page 12.

## Key Insights

### Preparing for Post-2015 and SDG Implementation

**On transformation... “We are all reading the same book, but not yet on the same page.”**

Table 1 provides a snapshot of country perspectives on preparing for SDG implementation and with respect to transformative and innovative action, challenges and opportunities, drivers of change, and governance mechanisms and tools. For transformative action there was broad consensus that involvement of top-level political leaders is crucial for getting overall traction across a country, and that national visions are important tools.

The presence of preliminary SDGs has already led to discussions of their integration in some countries and actual incorporation into national plans in others. Opportunities highlighted by participants included creating real linkages with local level planning and decision-making, forging partnerships with the media to advance communication and awareness, and engaging faith-based organizations given their reach and ability to frame issues from a different perspective. Among some of the key challenges amplified in plenary discussion were effective multi-stakeholder engagement (given the scope of SDGs is ‘everything’ and ‘everyone’), the massive data requirements and analysis needed to track progress, and for those countries who have started integrating SDG's into their national development plans, the customization of indicators and incorporating in a results-based management framework.

A few drivers of integration were articulated from country cases, including mandates from top-level leadership, pilot country capacity projects led by UN DESA working in partnership with UN country teams, and the existence of the preliminary SDGs, where in two instances the global goals provided timely contextual reference for national planning cycles.

A host of governance mechanisms and tools were described by participants that are already in place and can provide opportunities for SDG integration. These include long-term national visions, 10-year national development plans, medium-term development plans, indicators, and systems planning and mapping tools.

### MDG Lessons and Insights for the SDG Transition

**On integration... “It is imperative and important, yet difficult and elusive.”**

The MDG experience can provide key lessons and insights for the SDG transition. Data issues were at the fore of participant perspectives in this regard. For example, sustainable development data (SDD) issues must be dealt with including capacity to collect and analyse, but also the localization of data – this was a critical lesson from MDGs in that averages can hide important local variability on key issues. There is also the need to take into account the uniqueness of national economies, such as informal sectors, and to be wary of short-lived initiatives that become ‘projectized.’

The Working Group sessions gathered additional perspective on the transition from MDGs to SDGs with respect to what is needed, the types of support that was helpful – and not, and capacity needs. Table 2 summarizes these insights. Pertaining to what is needed for the transition, a range of actions were identified as having been, and would be useful, such as: Global assessments, RBM frameworks, Recognition of uniqueness of nations, Youth development, Gender appropriate references, Baseline information, Engagement platforms for all, Demographic considerations and Communication.

With regard to what helps the transition, some of the insights included: A supportive political system, Effective planning agencies, Access to information, Freedom of press, A strong UN system, Consistency of coordination, Capacity building for media and civil society, Membership in multi-lateral agencies, Champions, and Education in schools. Hindering the transition were factors such as: Lack of stakeholder involvement, Corruption, Shocks, Insecurity, Lack of finance and debt, Instability and conflict, Knowledge gaps, Resistance to change, Lack of transparency, Lack of recognition of civil society, Inadequate data, Demographic challenges such as youth unemployment.

Capacity needs highlighted by participants spanned the following: Evidence-based policy-making, statistical capacity, mainstreaming of SDGs, institutional reform, prioritization, integrated systems tools,

measuring inequalities across countries, implementation and finance, capacity to deal with new data demands, and recognition of alignment of SDGs with existing line agencies.

An additional question was posed to participants dealing with the types of services that a learning network focused on review of national SDG progress should provide. Among some of the recommendations were: Sharing case studies and good practice, Online sharing, Link to existing networks dealing with different pieces of the puzzle, Coordination, Discussion Forums – particularly for previously neglected areas such as gender inequality and persons with disabilities, Interaction with planners and planning networks, Data accessibility and transparency, Showcasing with awards (based on criteria), and Engaging youth.

## Mainstreaming SDGs into National Development Planning

### **On mainstreaming... *“Not to reinvent the wheel, but build on what a country has.”***

A number of interesting approaches were shared for integrating new issues into planning. One such example was the use of budget mainstreaming tools for gender equality in Mexico, where even the smallest programme must undergo a process of reform for gender results.

With regard to institutional arrangements, an encouraging trend was observed in the context of development plans with sufficiently long time frames to address the Post-2015 Development Agenda Period. The 2010-2038 National Development Plan of Honduras is a case in point, and which benefits from the support of the General Coordinator of Government who reports directly to the President.

Challenges inevitably exist in such a complex endeavour as mainstreaming. In the context of multi-stakeholder engagement, the issue was raised of ‘who is a citizen’, particularly relating to the importance of gender equality and the one billion persons globally living with disabilities, as well as for issues of racism and homophobia.

With a growing body of country implementation experience on national sustainable development strategies and integrating sustainability into existing national plans, there are many lessons to draw from. The Republic of Korea is one such early implementer, and lessons there point to the importance of Local Agenda 21 processes, including their current locally-based Chief Green Officers (CGOs), as well as to the crucial role of independent science-based decision-making, which has helped the government link energy demand issues with GHG emission forecasts for green growth pursuits.

Table 1. Country and civil society perspectives.

	Transformation and Integration	Challenges and Opportunities	Illustrative Governance Mechanisms and Tools
<b>Country Perspectives</b>			
<b>Germany</b>	<i>Innovation:</i> Chancellor leads the SD strategy, not the environment ministry. <i>Driver of integration:</i> Involvement of top leaders	SDGs will change the way Germany does things with regards to its strategy and what is contained in it. For example, will have to consider food waste – post production and post-consumption.	<ul style="list-style-type: none"> <li>• 21 goals and 38 indicators – important to keep it simple for communication.</li> <li>• National Council for SD mandated by Chancellor with all civil society members. It provides awards to champions an award process</li> </ul>
<b>Belize</b>	<i>Innovation:</i> Currently transitioning the SD function to the central planning ministry. <i>Driver of integration:</i> Pilot country support in the creation of a National SD Strategy which has been merged with the Medium-term Development Strategy (now GSDS)	SDGs provided a parallel set of goals for Belize to incorporate into its long-term development vision.	<ul style="list-style-type: none"> <li>• Horizon 2030.</li> <li>• Growth and Poverty Reduction Strategy 2013-14</li> <li>• Growth and SD Strategy (GSDS)</li> <li>• Statistics institute for monitoring.</li> <li>• VISIS Tool used and helped identify systemic issues</li> </ul>
<b>Uganda</b>	<i>Drivers of Integration:</i> The current planning cycle was able to incorporate the current SDG list (timely).	A results matrix for tracking progress is needed along with support for the Statistics department to provide the necessary data for monitoring. Multi-stakeholder process are very slow. And there is need for a Post-2015 Coordinating Body.	<ul style="list-style-type: none"> <li>• National Vision 2040. Three 10-year Development Plans. 5-year Development Plans. Sector Master Plans and Strategies</li> <li>• A review of MDG performance was used to inform the NDP II.</li> <li>• Issue Papers used in creation of the national development plan, and these included SDGs</li> </ul>
<b>Egypt</b>	<i>Innovation:</i> Matched KPIs from national plan to SDGs to assess alignment. A unified planning law was enacted (national, regional and local) and social and spatial along with a unified database	Egypt economy is recovering.	<ul style="list-style-type: none"> <li>• Egypt 2030 Vision (Economy, Happy Citizen, Competitive Market, Human capital)</li> <li>• Developed KPIs and targets for 2030</li> <li>• Results based management</li> <li>• Communication video for plan</li> <li>• Reformed system of national accounts</li> </ul>
<b>Ghana</b>		SDD – sustainable development data issues must be dealt with. Localization – this is a critical lesson that needs to be acknowledged relative to MDGs as averages can hide the important local variability in key issues. And need to take into account the uniqueness of our economies, such as informal sector	<ul style="list-style-type: none"> <li>• Ghana poverty reduction strategy; Ghana Shared Growth Development Agenda for 2014-17.</li> <li>• Medium Term Development Plans.</li> <li>• Annual report on MDG progress</li> <li>• 40-year Development Framework, fitting into African Agenda 2063</li> </ul>
<b>Jamaica</b>		Opportunity for incorporating SDGs into the MTF 2015-2018. MDGs previously focused mostly social and environmental dimensions, resulting in slow growth. Unrealistic targets are a challenge. Small islands acutely vulnerable to shocks. Current measurement undervalues qualitative changes that occur. Intensive data requirements are difficult for small island states. Partnerships critical at local level.	<ul style="list-style-type: none"> <li>• Vision 2030 has an ME framework which monitors progress, including a dashboard of indicators linked to strategic outcomes of each goal.</li> <li>• Series of 5-year development plans and 10-yr plans, coupled with Medium-term Development Plans linked to line department strategies</li> </ul>
<b>St. Lucia</b>	<i>Innovation:</i> One ministry of SD, Energy, Science and Technology was formed to better address	Short-lived MDG initiatives that were ‘projectized’. Silo planning and an attempt to move toward Integrated Development Planning (IDP) suffered from insufficient stakeholder buy-in, single agency	<ul style="list-style-type: none"> <li>• Proposed SDG Task Force</li> </ul>

	progress toward sustainable development	spearheading, SD not sufficiently mainstreamed across agencies, and high capacity requirements.	
<b>Morocco</b>		Still significant inequalities between urban and rural. Strategy for next phase of development will highlight the inequalities and try to bridge the gap	<ul style="list-style-type: none"> <li>National Sustainable Development Strategy: international conformity (following international best practices); Internal conformity (following laws and regulations pertaining to environmental and sustainable development Charter); Engagement (inclusion of all stakeholders)</li> </ul>
<b>Tunisia</b>		MDGs were very ambitious, multidimensional yet missing an important pillar → governance (which will be included in the Tunisian SD strategy). Vertical and horizontal integration are both needed, along with capacity building.	<ul style="list-style-type: none"> <li>A SWOT Analysis was undertaken for MDGs and one of the weaknesses identified was a lack of monitoring and evaluation, lack governance, lack stable sources of funding</li> </ul>
<b>Senegal</b>		Five different national plans and strategies since 2000, with some ending in 2025. There are too many plans to coordinate (regardless of all the parallels) and all demand too much within such short time frames	<ul style="list-style-type: none"> <li>Now the Emerging Senegal Plan is at the forefront of policy. It was peer reviewed by other countries with an analysis grid provided by University of Quebec</li> </ul>
<b>Romania</b>		Integrated approach, needs balance between dimensions. National council on Sustainable Development was not working. Need a strong monitoring and evaluation mechanism for SDGs, otherwise government risks not giving it weight.	<ul style="list-style-type: none"> <li>Inter-ministerial committee on SD</li> </ul>
<b>Bhutan</b>	<i>Innovation: Gross National Happiness (GNH) Commission, Indicators and Policy Screening Tool Drivers of integration: MDG progress due to Political will, Good governance; and Alignment of MDGs in Gross National Happiness (GNH) and policies</i>	Monitoring and evaluation = data issues. Strengthen national SD institutions (integration, harmonize M&E, improve data). LDCs need more support for economic development and untied ODA	<ul style="list-style-type: none"> <li>Gross National Happiness (GNH) Commission for horizontal and vertical coordination.</li> <li>GNH Policy Screening Tool</li> <li>Alignment of MDGs in GNH Commission and policies</li> </ul>
<b>Kenya</b>		Kenya has a great Constitution: Chapter 4 Bill of Rights is very similar to the SDGs	<ul style="list-style-type: none"> <li>Vision 2030 for Kenya</li> </ul>
<b>Jordan</b>		In 2006 released “National Agenda” and the "We are all Jordan" was operationalized into a three-year National Executive Programs (NEP) specifying policies, programs and projects for government institutions. MDG indicators had been integrated within those plans.	<ul style="list-style-type: none"> <li>Jordan Vision 2025 document and process</li> <li>National dialogue on Post-2015</li> <li>Jordan’s second Millennium Development Goals Report 2010</li> </ul>
<b>Sudan</b>		Long experience in climate changes impacts. Sudan share's borders with 8 countries. Absence of integrated thinking, analysis, coordination & synthesis body for sustainable development. Absence of water scarcity& drought management action plan.	<ul style="list-style-type: none"> <li>The National Quarter Century Strategy (2007- 2031)</li> <li>Three years National Economy Enhancement program ( 2013- 2015). Five years National Economy Enhancement program ( 2015- 2019)</li> <li>National Action Plan (NAP) for Compacting Desertification 2006. The alignment of NAP with the 10 years strategy of UNCCD (at inception phase)</li> <li>The integrated Water Resources Management Program(IWRMP)</li> <li>Sudatel Social Responsibility Initiative SSRI 2015</li> </ul>
<b>Togo</b>		Social and economic imbalance provided motivation for a strategy for achieving the MDGs in 2009. Current strategy based on MDGs	<ul style="list-style-type: none"> <li>Planification et Politiques Publiques</li> <li>Plan for Achievement of MDGs (2009);</li> <li>Public Investment Programme (PIP) which is the tool for achieving social and economic development and will be vehicle for Post-2015;</li> <li>Sectoral Development Policy;</li> <li>Policy Grid Tool from University of Quebec Used for Integrating;</li> <li>Togo Vision 2030</li> </ul>
<b>Costa Rica</b>			<ul style="list-style-type: none"> <li>Ministry of Planning and Economic Policy (Mideplan);</li> </ul>

			<ul style="list-style-type: none"> <li>• Five presidential councils dealing with main pillars of the plan;</li> <li>• Prospective Analysis Unit to strengthen the Long Term Vision;</li> <li>• National development plan every four years; NDP targets; Quarterly monitoring.</li> </ul>
<b>Honduras</b>	<i>Innovation:</i> National Development Plan (2010-2038)	2nd democratically elected government. Plans currently aligned with the MDG. Full integration of territorial, institutional and national planning with long-term goals.	<ul style="list-style-type: none"> <li>• Secretaría de Coordinación General de Gobierno (SCGG);</li> <li>• General Coordinator of Government reports directly to the President;</li> <li>• Presidential Direction of Strategic Budget Planning, Public Investment and International Cooperation.</li> <li>• Country Vision;</li> <li>• National Development Plan (2010-2038) is divided into two periods and includes four goals;</li> <li>• Grand National Dialogue;</li> <li>• Planification Tools include: Gov Strategic Plan – “Plan for a Better Live for All”, Regional Development Plan, Municipal, Sector Plans, Institutional Plan, Annual Operating Plans); National Land Management Plan.</li> </ul>
<b>Republic of Korea</b>	<i>Innovation:</i> Act on Low Carbon Green Growth <i>Driver of integration:</i> Relationship between green growth and sustainable development provided recent context.	Where is the best place the Commission for Sustainable Development within government (might depend on overall interest across government...want a champion to support it)? Financial mechanisms need to be advanced at the local level to enable SD integration; Getting targets and emissions trading system in place.	<ul style="list-style-type: none"> <li>• National SD Strategy;</li> <li>• Green Growth Vision;</li> <li>• 3rd National SD Strategy under development for 2016;</li> <li>• Five-year rolling plans with Long-term Goals and two-year evaluations;</li> <li>• Presidential Commission;</li> <li>• Network established in all local municipalities;</li> <li>• Commission for Sustainable Development</li> <li>• Local Chief Green Officers (CGOs)</li> </ul>
<b>Mexico</b>		Regarding MDGs: each report is an opportunity to identify shortcomings and improved solutions. Important to improve public access to the information; local governments need sufficient information to meet their own goals as achieving the SDGs is not an exclusive task of national governments; and news media is essential as is the involvement of the business sector.	<ul style="list-style-type: none"> <li>• Regarding MDGs, Creating a National Coordinating Committee.</li> <li>• MDG info system developed in 2011</li> </ul>
<b>Ethiopia</b>			<ul style="list-style-type: none"> <li>• National Planning Commission in 2013</li> <li>• Policy matrix consisting of sets of annual targets and indicators has been developed.</li> </ul>
<b>Vietnam</b>		Regarding SDG reviews: Review process could allow each government to contribute to and benefit from better understanding of gaps and challenges for SDG implementation; National SDG reports, prepared by governments could play a key role in the review process and provide important inputs into the regional review; Regional review could provide a regional synthesis to the global deliberations and complement the HLPF, taking into account the regional priorities and particularly trans-boundary issues.	<ul style="list-style-type: none"> <li>• National Action Plan on Sustainable Development (2011-2020);</li> <li>• 5-yr and Annual Socio-economic Development Plans (SEDPs)</li> <li>• National Council for Sustainable Development;</li> <li>• Ministry of Planning and Investment;</li> <li>• Sectoral and Local Steering Committee on Sustainable Development</li> <li>• Monitoring MDGs was the responsibility of Ministry of Planning and Investment</li> </ul>
<b>Union of Comoros</b>		Challenges include the mobilization of resources to fund the strategy; Strengthening of national leadership to pilot the strategy as a whole; Strengthening capacity for coordination and monitoring/evaluation of the reform of public administration; and improvement of the state of governance and anti-corruption.	<ul style="list-style-type: none"> <li>• Transition from the Strategy for Growth and Poverty Reduction (CPRS, 2010-14) to a new medium-term development framework called the ‘Accelerated Growth Strategy for Sustainable Development’ (SCA2D, 2015-19)</li> </ul>
<b>SDG</b>		Climate change as a global challenge. But mapping of SDGs can show the linkages and illuminate the potential co-benefits of achievement.	Co-benefit and systems analysis - Countries like China looking for win-win opportunities for improvements in health while at the same time achieve

<b>Mapping</b>			reduction in GHG emissions. Important to bring in science and analysis to understand the interdependencies in achieving SDGs.
<b>Civil Society Perspectives</b>			
<b>Migrant Workers</b>		Violence against women and girls increasing. Comprehensive legal framework on women/children required. Child marriage, high dropout rate of girls in schools, and migration issue are all current challenges.	<ul style="list-style-type: none"> <li>• Government role in establishing indicators</li> <li>• Strong NGO role in implementation</li> <li>• Government role in establishing indicators</li> <li>• New act to tackle child marriage</li> </ul>
<b>Persons with Disabilities</b>		One billion people of disability presents an enormous opportunity for transformation. Not incorporated in MDGs. Working with organizations representing disabilities as a stakeholder will help ensure that development programs, policies and investments reach this 1 billion strong segment of the global population.	
<b>Labor</b>		Civil society organisations have joined together to think about Post-2015 Development Agenda. Terrorist issues have created additional challenges for progress	
<b>Gender</b>	<i>Innovation:</i> Mainstreaming gender-based issues into government policy and budgets.	Public awareness on gender equality and what does it mean to be discriminated on a gender basis. Informal work done by women not accounted for in economic measures...this misses 40% of economic contribution done by women. 2% of arable land is under management of women.	<ul style="list-style-type: none"> <li>• Training government at national, local and municipal on gender equality;</li> <li>• Tool to identify and disaggregate how much is spent on women's issues in all sectors in a year;</li> <li>• A reform for results-based budgets but also combined with gender-based budgets (even the smallest programme must undergo a process of reform for gender results);</li> <li>• National Time Use Surveys (21% of national GDP is unaccounted in unpaid domestic care work) and thanks to these tools there is a national policy toward this.</li> </ul>

Table 2. Transition needs (Working Groups I and II)

Actions needed to transition from MDGs to SDGs	What is supporting and challenging the transition?	What capacity support is needed?	What services are required of a learning network for review of national SDG progress
<ul style="list-style-type: none"> <li>• Embed SDGs into plans and policies</li> <li>• Equality and rights</li> <li>• Global assessment</li> <li>• RBM framework</li> <li>• Recognition of uniqueness of nations</li> <li>• Capacity for education</li> <li>• Youth development</li> <li>• Gender appropriate references</li> <li>• National declaration</li> <li>• Baseline information, including data and indicators (x2)</li> <li>• Engagement platforms for all (x2)</li> <li>• Demographic considerations</li> <li>• Communication and media engagement (x2)</li> <li>• Advocacy</li> <li>• Private sector engagement (x2) and awareness raising that SDGs are not detrimental to profit</li> </ul>	<p>Supporting:</p> <ul style="list-style-type: none"> <li>• A supportive political system</li> <li>• Effective planning agencies and engagement in development of SDGs (x2)</li> <li>• Using existing planning processes that already integrated SDGs</li> <li>• Access to information</li> <li>• Freedom of press</li> <li>• Strong UN system</li> <li>• Consistency of coordination</li> <li>• Capacity building for media and civil society</li> <li>• Membership in multi-lateral agencies</li> <li>• Champions</li> <li>• Education in schools</li> </ul> <p>Challenging:</p> <ul style="list-style-type: none"> <li>• Silos</li> <li>• Lack of stakeholder involvement</li> <li>• Corruption</li> <li>• Shocks</li> <li>• Insecurity</li> <li>• Lack of finance and debt</li> <li>• Instability and conflict</li> <li>• Knowledge gaps</li> <li>• Resistance to change and Mainstreaming into sectors and deep structural adjustment</li> <li>• Lack of transparency</li> <li>• Lack of recognition of civil society</li> <li>• Inadequate data</li> <li>• Demographic challenges such as the ‘youth bulge’ relating to unemployment, which also presents opportunities for transition</li> <li>• Urbanization challenge and opportunity</li> <li>• Moving from consultation to accountability</li> <li>• Wealthier people resisting equity</li> <li>• Gov can enforce SDGs, but will have to facilitate it</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence-based policy-making</li> <li>• Statistical capacity</li> <li>• Mainstreaming of SDGs</li> <li>• Institutional reform</li> <li>• Prioritization</li> <li>• Integrated systems tools (x2)</li> <li>• How to measure inequalities across countries</li> <li>• Implementation and finance</li> <li>• Capacity to deal with new data demands</li> <li>• Recognition of alignment of SDGs with existing line agencies</li> <li>• Education</li> <li>• Exchange of experience at the institutional level</li> <li>• Capacity building at the local level</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing case studies and good practices (x2)</li> <li>• Identifying challenges and matching support to needs</li> <li>• Online sharing</li> <li>• Link to existing networks dealing with different pieces of the puzzle</li> <li>• Coordination</li> <li>• Discussion Forums – particularly for previously neglected areas such as gender inequality and persons with disabilities</li> <li>• Interaction with planners and planning networks</li> <li>• Data accessibility and transparency</li> <li>• Showcasing with awards (based on criteria)</li> <li>• Engaging youth</li> <li>• Raise awareness and political will</li> <li>• Social marketing to help people understand the SDGs</li> <li>• Data gathering and fostering comparable formats</li> <li>• Creating champions</li> <li>• Sense-making</li> </ul>

## Monitoring and Reporting on Sustainable Development

### **On reporting... “Today’s youth expect information, and know how to access and share it.”**

Monitoring and reporting mechanisms that have been put in place for tracking progress toward the MDGs provide an enormous opportunity for learning and building on existing efforts. In Mexico for example, a National Coordinating Committee helped put in place an MDG information system that includes sub-national disaggregation. The reporting has provided opportunities to identify shortcomings and improved solutions, and has led to the realization that local governments need sufficient information to meet their own goals (achieving the SDGs will not an exclusive task of national governments). Additionally, financial resources are needed to put such information platforms in place, but it is often difficult to make the case for supporting them.

## Reviewing and Supporting SDG Implementation

### **On SDG reviews... “Should be lean, not mean.”**

National peer reviews were discussed as a possible tool for facilitating continuous improvement in SDG implementation. The case of Germany provided important guidance and lessons in this regard, where the Chancellor appoints the Chair of the Peer Review (in the last review it was the President of World Business Council for Sustainable Development) and then approves reviewers at the suggestion of the German Council for Sustainable Development, a civil society based group. This has proven to be an important trust building component for the national strategy process. The relevance of the peer review approach was amplified by the Vietnam experience in which the role of the National Council for Sustainable Development was also emphasized to bring multi-stakeholder and multi-dimensional capabilities to the review.

Experiences from ECOSOC’s process for National Voluntary Presentations (NPVs) were also shared. Over 60 countries have presented to date highlighting strategies and policies that have worked and which have the potential to be scaled up. Lessons learned from the NPV process revealed the importance of having an analytical framework to guide review that is rigorous and evidence-based, and accompanied with capacity support.

It was highlighted that where review processes exist, such as the African Peer Review Mechanism, it will be important to use these in moving forward with SDG implementation. This leveraging of existing processes is part of the current UN discussions for articulating the SDG review architecture, where it is envisaged that country reporting presentations would ideally deliver the results of other national-level reviews or at least build on them.

### **On modelling ... “finding hidden connections and collaborative solutions.”**

A view to the future of planning and policy design was provided in the workshop – a future that is *now*. Innovative systems modelling tools are currently being used by developed and developing country governments to support the national planning process. These tools are often used in a participatory manner and help foster a shared understanding of complex issues. Among the modelling tools presented and discussed were:

- *The Sustainability Grid*, a MS Excel based tool that is used to conceive, plan and report on sustainable development goals. Its systems-based approach helps users see the inter-linkages among goals, and thereby see the co-benefits of development policies and objectives;
- *Economy-wide Modelling Tools* are useful in simulating macro-scale socio-economic issues and can provide short and informative policy notes for decision-makers. Data availability has

improved over time along with statistical capacities, and today environment modelling capabilities are being incorporated to more fully capture the multi-dimensionality of sustainable development;

- *Integrated assessment models* were also described, including the CLEW model for Climate, Land Use, Energy and Water simulations, the Threshold 21 (T21) model and its companion model iSDG, which simulates fundamental trends in SDGs through the year 2030, and the Multi-hazard Risk Assessment model that explores approaches for critical infrastructure failure prevention to better understand investment priorities for reducing risk;
- *Bayesian Networks* are a powerful tool for modelling systems that are not well understood and for which there is a lack of data to support assessment. Internet search engines are an example of Bayesian models, which use past experience as a means to provide results to new problems. Such systems models are good at providing support for adaptive management and adaptive decision-making; and
- *VISIS, Vision-Indicators-Systems-Innovation-Strategy*, is an open-source methodology for interdisciplinary collaboration in the context of sustainable development, and has been used by country governments, NGOs, development agencies, and corporations around the world.

## Fostering an Enabling Environment for SD Implementation

### On engagement ... ***“Stay in the question before seeking solutions.”***

It was generally acknowledged that we know what needs to be done to achieve sustainable development. Rapid energy transition and sustainable production and consumption, are a few key examples. But there is a reluctance to change lifestyles, and a lack of political will to serve as catalyst. Political economy can offer a means to better understand this context. Political economy is the analysis of power over the projection and distribution of wealth. It maps out actors and their vested interests, strategies, discourses, alliances and conflicts.

Relating to the process of engagement and participation, it was noted that the cost of not listening is tremendous and that trans-disciplinary education needs to be taken seriously. Institutions like Chalmers University in Sweden are taking strides in this regard, using back-casting methods for exploring the criteria and characteristics of future societies and then coming back to the present to understand the way forward. Such approaches enable stakeholders to solve problems by making them conceptually bigger, rather than reducing them, and by “staying in the question” longer before seeking solutions.

The Earth University in Costa Rica sees education as one of our most powerful tools for transformation and prepares leaders with ethical values to contribute to sustainable development and to construct a prosperous and just society. The university is moving toward transformative learning models, such as a new joint program on Health and Sustainable Development.

And the United Nations Office for Sustainable Development in the Republic of Korea is specializing in brokering knowledge through a process of knowledge development, knowledge exchange, and knowledge use. It offers executive training for policy-makers, an annual Sustainable Development Transitions Forum, and tailor made advisory services.

## Way Forward

### On the way forward... ***“Leave no one behind...”***

Workshop participants discussed the way forward in the context of three specific questions: (i) How can UNDESA support countries for the Post-2015 Development Agenda? (ii) How do we share the

lessons that have been learned by countries? and (iii) What will you take away from this meeting and use? The results of this discussion are summarized in Table 3.

Table 3. The Way Forward.

1. How can we support countries for the Post-2015 Agenda Implementation?	2. How do we share the lessons that have been learned by countries?	3. What will you take away from this meeting and use?
<p><b>Integration</b></p> <ul style="list-style-type: none"> <li>Integrating SD into national development plan, including new institutional models.</li> <li>Gender mainstreaming training for responsible ministries</li> <li>Mainstreaming in all sectors with accountability support</li> <li>Interconnection among SDGs and inter-sectoral integration</li> <li>More knowledge tools for integration of SDGs into national plan</li> <li>Analysing MDGs with respect to gaps</li> <li>Analysing generational impact</li> </ul> <p><b>Engagement</b></p> <ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Coordination among decision makers</li> <li>Identification of needs (and the way it is needed and by who)</li> <li>Cooperation agreements</li> <li>Strengthen south-south component</li> </ul> <p><b>Review</b></p> <ul style="list-style-type: none"> <li>Peer review support</li> <li>M&amp;E capacity</li> <li>Science-based monitoring</li> <li>A framework for the review process so that we don't just have the numbers, but we have the voices on the ground (so a review of the review process in a sense)</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>Sensitizing and awareness of leadership and communication</li> </ul>	<p><b>Online efforts</b></p> <ul style="list-style-type: none"> <li>Listserve from the meeting</li> <li>UN DESA portal</li> </ul> <p><b>General communication</b></p> <ul style="list-style-type: none"> <li>Use all aspects of media, including social media</li> <li>Thematic briefs (i.e., gender)</li> </ul> <p><b>Meetings</b></p> <ul style="list-style-type: none"> <li>SD conference at country level</li> <li>To go back to our governments and MPs and communicate the key points in a focus group</li> <li>Bring people together for a writing workshop</li> </ul> <p><b>Research and education</b></p> <ul style="list-style-type: none"> <li>Country case study sharing on specific issues</li> <li>Educators take these things to their students</li> <li>Training of trainers for key policy-makers</li> </ul> <p><b>Peer to peer learning</b></p> <ul style="list-style-type: none"> <li>Country to country cooperation</li> </ul>	<p><b>Tools</b></p> <ul style="list-style-type: none"> <li>Knowledge management and the use of integrated models</li> <li>Tools for planning</li> <li>Policy coherence with respect to who are the players, what are the vested interests (political economy)</li> </ul> <p><b>Concepts</b></p> <ul style="list-style-type: none"> <li>Demystify the concept of SD</li> <li>Systems thinking that is institutionalized and doing it in a more deliberate way using tools (i.e., Bayesian models)</li> <li>Leave no one behind</li> </ul> <p><b>Guidance</b></p> <ul style="list-style-type: none"> <li>Build on existing development plan to avoid duplication</li> <li>Professors and educators to take modelling approaches to students</li> <li>Involve NGOs</li> <li>Training of trainers for key stakeholders</li> </ul>

Workshop organizer Ms Ndey-Isatou Njie, Chief of the Water Energy and Capacity Development Branch of UNDESA's Division for Sustainable Development, provided a closing synopsis of the workshop. She reiterated the importance of placing an emphasis on leaving the capacity behind at the national level and creating a portal for sharing the experiences of countries with regards to integrated approaches for national development planning, including how we review progress toward the achievement of the SDGs.

#### Voices from the Floor

"Addressing inequality via redistribution, is one of the elephants in the room with regards to national development planning."

"Strong vested interests need to be understood."

"Demographics is missing from SDGs, and it's a critical aspect for effective planning."

"Peer reviews are often seen more as an expert review, therefore it is important to be transparent in the selection of this team."

"'Nations' does not mean government only."

“In providing support to countries there are a number of key areas, including: (i) prioritization as a nation and lobby policy-makers for building ownership and agenda setting; (ii) periodic review report to be assessed by a global body; (iii) capacitate institutions; (iv) Information, communication and dissemination to all, all the time.”

“Break the silos of government ministries and the public and private dichotomy.”

“Grow champions at the leadership level.”

“Grow expertise to sustain the capacity to support the transition from MDGs to SDGs.”

## Planning Session Overview

### On creating a learning network... *“Branding and communicating is important from the early stage.”*

UN DESA’s Division for Sustainable Development and the UN Country Teams are assisting a number of pilot countries who are beginning their implementation of the Post-2015 Development Agenda. Among these countries are Togo, Belize, Costa Rica, Honduras, Uganda, Ethiopia, Vietnam, and Egypt. The number of countries to work with depends on the capacity of DESA.

The main focus of this planning session was to discuss how we can work together to form partnerships to create a learning network to support the pilot countries.

Policy support will vary across the countries. The support to be provided will need to be commensurate with the range of needs exhibited, such as helping to address the disconnect between the global negotiations and the national level strategy and planning preparations, ownership of national review at the national level. There must be time allotted to reflect and share so that key insights can be documented. And there are other networks out there with which new partnerships will need to be created.

### What would a successful support network to the pilot countries look like?

A back-casting session was facilitated among participants to better understand what a successful support network to the pilot countries would look like. The following aspects were suggested:

- **Approaches for learning**
  - Transformation integration, working between ministries, between stakeholders. To do this is to understand that this is a learning process. It is therefore important to stay in the question for a while before we decide what to do. What do parliamentarians need, for example? It was recommended that a Task Force be created to ask the questions about what is needed by different actors.
  - Scholarships
  - The reflexivity aspect is very important, as is the relevance to jump into and do practical things.
  - Community of practitioners for sustainable development managers
  - Multi-stakeholder ownership of the learning needs and objectives.
  - Regionalization of the learning networks is important
- **Operations**
  - Communication
  - Online communities of practice
  - Utilization of three official languages (English, French and Spanish)
  - Environment for development network
  - No network works without a real dedicated champion to operate it.
  - Interaction with the private sector, to best address and service issues related to sustainable production and consumption

- Materiality of the network working together...what type of problems do we have in common in the network?
- Financing and capacity issues at the level of the secretariat. There is a need for UN agencies to work together via ONE UN.
- In-country ownership also requires in-country shared financing.
- This program needs strong coordination and leadership.
- **Technical Support**
  - Technical training on tools for technocrats
  - Support to statistical institutions and analysis of data
  - Referral and advice on funding
  - Network could manage a pool of consultants and staff from different countries.
  - Online clearing house of success stories
  - To provide a shopping list, and at what level is the list relevant for
  - Research into some issues and development of competencies on various issues.
  - Regionalizing the SDGs
  - Need for a toolkit
- **Achievements**
  - A successful learning network in the future would mean that we have sustainable development sensitive parliamentarians.

A few key questions were raised in relation to the operation of a support network to the pilot countries, including whether it could be up and running fast enough, and what the timeline for financing would be?

To conclude this segment of the planning session, it was requested of the representative from Togo to provide some country-level context on national development planning. It was shared that Togo did an evaluation of the weaknesses related to SDGs, and it was discovered that it was less an issue of financial resources, and more an issue of human and institutional capacity. Additionally, if you don't have the political will then SDG progress will be slow and minimal. And related to global partnerships, there are a number of institutions that have a closed view, and it is important to consider if this is compatible with the SDG progress.

## Mobilizing Resources

As a precursor to discussing what types of resources could be mobilized for a support network for the pilot countries, breakout groups brainstormed on core country needs. Table 4 summarizes these needs and incorporates the feedback received during Session 2 (Day 1) and Session 7 (Day 3).

Table 4. Country support needs.

Session 2: Support needs for the MDG-SDG transition	Session 7: Support needs for the Post-2015 Agenda Implementation?	Planning Session: Support needs for country pilots
<p><b>Integration</b></p> <ul style="list-style-type: none"> <li>● Mainstreaming of SDGs</li> <li>● Prioritization</li> <li>● Implementation and finance</li> <li>● Recognition of alignment of SDGs with existing line agencies</li> <li>● Institutional reform</li> <li>● Capacity building at the local level</li> </ul> <p><b>Analysis</b></p> <ul style="list-style-type: none"> <li>● Evidence-based policy-making</li> <li>● Integrated systems tools (x2)</li> <li>● How to measure inequalities across countries</li> </ul>	<p><b>Integration</b></p> <ul style="list-style-type: none"> <li>● Integrating SD into national development plan, including new institutional models.</li> <li>● Gender mainstreaming training for responsible ministries</li> <li>● Mainstreaming in all sectors with accountability support</li> <li>● Interconnection among SDGs and inter-sectoral integration</li> <li>● More knowledge tools for integration of SDGs into national plan</li> <li>● Analysing MDGs with respect to gaps</li> </ul>	<p><b>Uganda</b></p> <ul style="list-style-type: none"> <li>● To finalize detailed M&amp;E to make sure SDGs are well captured; provide guidelines and support to sector and plans; Review report for the HLPF 2016; Prepare for the HLPF 2015; Create an institutional framework for coordination</li> </ul> <p><b>Honduras</b></p> <ul style="list-style-type: none"> <li>● Support regarding experience related to MDG reporting, institutional strengthening, tools, and systems</li> </ul> <p><b>Ethiopia</b></p> <ul style="list-style-type: none"> <li>● Support for integrated and promotion</li> </ul>

<ul style="list-style-type: none"> <li>• Education</li> </ul> <p><b>Engagement</b></p> <ul style="list-style-type: none"> <li>• Exchange of experience at the institutional level</li> </ul> <p><b>Monitoring and Review</b></p> <ul style="list-style-type: none"> <li>• Statistical capacity</li> <li>• Capacity to deal with new data demands</li> </ul>	<ul style="list-style-type: none"> <li>• Analysing generational impact</li> </ul> <p><b>Engagement</b></p> <ul style="list-style-type: none"> <li>• Stakeholder engagement</li> <li>• Coordination among decision makers</li> <li>• Identification of needs (and the way it is needed and by who)</li> <li>• Cooperation agreements</li> <li>• Strengthen south-south component</li> </ul> <p><b>Monitoring and Review</b></p> <ul style="list-style-type: none"> <li>• Peer review support</li> <li>• M&amp;E capacity</li> <li>• Science-based monitoring</li> <li>• A framework for the review process so that we don't just have the numbers, but we have the voices on the ground (so a review of the review process in a sense)</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Sensitizing and awareness of leadership and communication</li> </ul>	<p>of SDGs into national development plan, institutionalizing of M&amp;E at national and sectoral levels, integration of M&amp;E indicators</p> <ul style="list-style-type: none"> <li>• Establishing integrated data systems to support SDGs</li> </ul> <p><b>Togo</b></p> <ul style="list-style-type: none"> <li>• Support in relation to capacity building program for SDG statistics, communication and IT systems</li> </ul> <p><b>Costa Rica</b></p> <ul style="list-style-type: none"> <li>• Support with regard to links with local government</li> </ul> <p><b>Belize</b></p> <ul style="list-style-type: none"> <li>• Support with regard to prioritization, systems thinking, completing M&amp;E framework and support for localization of strategy.</li> </ul> <p><b>Vietnam</b></p> <ul style="list-style-type: none"> <li>• Support with regards to identification of strategy and gaps in moving from MDGs to SDGs and localizing goals and targets of SDGs with country issues, M&amp;E, and capacity building for processes.</li> </ul>
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The support network for pilot countries was re-conceptualized as an initiative that provides three specific things: (i) direct support; (ii) learning and research; (iii) engagement and advocacy. Towards this, participants of the planning session were asked what type of resources they could mobilize in support of such efforts. The following feedback was received:

Direct Support:

- Francophonie has proposed a partnership with UNDESA to make available the modelling toolbox that was developed at the University of Quebec.
- Togo can work with UN DESA as an SDG review example
- IISD can help with reporting and review on SDGs and on implementation at national level
- Consultants can provide support for implementation, governance and political economy analysis, and review of SDG progress.

Learning and research:

- In Ethiopia, a university partnership was established that can be leveraged for this effort
- Universities could create training programs on modelling and other areas and also create collaboration between universities in developing countries to support national transformation
- Stellenbosch University can consider research and policy support building on the role of Universities in Africa

Engagement and advocacy:

- Representatives from Belize, Costa Rica and Honduras were already discussing a constellation of interest for Latin America and the Caribbean
- Civil society members offered to work in partnership with UNDESA on these aspects

**Voices from the Floor**

“Branding and communicating this exercise is important from the early stage.”

“Coordination within countries is also an important element as there are major gaps within countries.”

“Regional mindset changes requires commensurate platforms to help overcome this.”

“Governance and political economy issues are among the biggest issues in relation to progress on mainstreaming SDGs into national planning.”

The participant from Kenya requested for Kenya to be part of pilot country list, and also asked specifically how parliamentarians could contribute to this process of mainstreaming SDGs.

## Closing Remarks

Belize thanked UNDESA for supporting the mainstreaming of sustainable development into its national planning process and commented on the importance of thinking about country needs in planning, and then drawing from the SDG process and indicators to strengthen capacity.

Ms. Ndey-Isatou Njie concluded the planning session noting that UNDESDA will need to put a boundary around the number of countries that can be covered in the pilot countries, simply for capacity reasons, and that there are other things happening across the UN system that will be also be needed. It was stated that there will be an effort to get the pilot countries together again before the end of the year.

## ANNEX 1: Presentations, Working Groups and Plenaries

### Workshop Opening

Ms. Ndey-Isatou Njie, Chief of the Water, Energy and Strategies Branch, Division for Sustainable Development (DSD) with UNDESA set the context for the workshop in referencing the October 2013 global meeting on mainstreaming SD into national planning and the challenges that countries faced. She also informed participants that DSD is working with a number of countries (pilots) on these mainstreaming efforts.

Nikhil Seth, Director of DSD welcomed participants who represent over 40 countries. He commented that it has been four years since Colombia and Guatemala proposed the SDGs, and now we are entering the implementation phase, where at the heart, is the Open Working Group Report. Millions of voices have been heard on priorities for development, like never before in a ground up process of what the world wants for sustainable development.

Ambition, transformation and universality are attributes of the way forward for implementation. Political, economic, civil strife and other shocks are a reality today in this path forward and we must cope. The defining feature of the path is integration...of decision-making, implementation and review, and new planning tools are needed to help with this.

The engagement of all sectors is needed in the decision-making process, including in particular, the involvement of mayors, city planners and representatives of cities. Integration across national and local levels needs to be reflected in the new tools and decision-making processes.

We are here to learn from each other in how we have each created and adapted different tools for planning and decision-making that achieve integration.

Workshop Facilitator, Alan Atkisson, of the Atkisson Group set the tone in elaborating that we are here to think in think tank fashion, to reflect and analyse on the implementation process. We are discussing the Post-2015 Development Agenda, but will need to be talking about 2030 very soon as an implementation deadline.

### Session 1: Preparing for Post-2015 and SDG Implementation

Session Chair Mr. Hahn Choonghee, Deputy Permanent Representative of the **Republic of Korea** opened Session 1 to provide an overview of the SDGs and share experiences on how countries are currently preparing to mainstream the Post-2015 Development Agenda, including the SDGs, into their national development planning processes.

Mr. Hahn described that communication, participation and partnership are key words for this preparation. More specifically, this demands interconnectedness among national, regional and local levels of government, the use of multi-stakeholder approaches, and leadership from the highest political levels. And perhaps most importantly, SDG implementation should be thought of as a global and national social contract which will place new demands on and attention to governance.

The key questions posed to presenters in the session include the following:

1. What is your country actively doing — and especially, *doing differently*, in light of the emerging Post-2015 Development Agenda — to define and/or realize its national sustainable development vision? For example, what *transformative and innovative actions* are being undertaken, or have been proposed, to help realize your country's sustainable development vision?
2. What are the most *significant challenges and opportunities* to developing and implementing integrated solutions across institutions at the national level and across the social, economic and environmental dimensions of sustainable development?
3. What are the *drivers for transitioning* towards integrated sustainability among issues of governance, institutional capability and arrangements, plans and policies, finance, participation, and monitoring and reporting?
4. What *governance mechanisms* will be established and/or strengthened to achieve integrated approaches?
5. What *tools* do you use for integration and what *results* have you obtained using these tools?

### Proposed SDGs as an Integration Framework

David O'Connor, Chief of the Policy Analysis and Networks Branch at UNDESA's DSD introduced a networked map which illustrated the SDGs as an inter-linked system. This map revealed that there are numerous co-benefit opportunities and trade-off challenges in achieving the SDGs. For example, countries like China are looking for win-win opportunities for improvements in health while at the same time achieve reduction in GHG emissions. In such complex systems it is important to bring in science and analysis to understand the interdependencies in achieving SDGs.

### The German Sustainable Development Strategy and SDGs

Günther Bachmann, Director of the German Council for Sustainable Development described that the SDGs will change the way Germany does things with regard to its strategy and what is contained in it. For example, Germany will have to consider food waste – post production and post-consumption. He highlighted the integration challenge for cross-cutting goals such as the reduction of land expansion for settlement, and how addressing this requires many sectors to contribute. Other key observations of the German experience offered by Mr. Bachmann included:

- Drivers of integration:
  - Involvement of top level leaders is critical.
- Governance mechanism and tools:
  - Measure what you want to get done, report and update.
  - The Chancellor leads the SD strategy, not the environment ministry.
  - Strategy includes 21 goals and 38 indicators. It is important to keep it simple for communication and awareness.
  - The German National Council for Sustainable Development (NCSD) is mandated by the Chancellor and includes civil society members from across Germany. The NCSD champions an award process and conference on entrepreneurs for sustainable development

### Preparation and Implementation of the Belize Growth and Sustainable Development Strategy

Ms. Adele Catzim-Sanchez, CEO of the Ministry of Forestry Fisheries and Sustainable Development noted that Belize is among the pilot countries working with UNDESA and UN Country Teams in preparing for the Post-2015 Development Agenda. Key aspects conveyed included:

- Drivers of integration:
  - Pilot country support in the creation of a National SD Strategy (NSDS) and now has been merged with the medium-term development strategy, now called the Growth and SD Strategy (GSDS)
- Transformative and innovative action:
  - Horizon 2030 is the Long-term Vision for Belize created in 2010. There is also the Growth and Poverty Reduction Strategy 2013-14.

- Challenges and opportunities:
  - The global SDGs provide a parallel emerging context for Belize to incorporate into its long-term development vision.
  - Still need to align national budgeting and human resources operations with national plans and priorities.
  - Currently transitioning SD function to the central planning ministry.
- Governance mechanism and tools:
  - Statistics institute for monitoring.
  - Horizon 2030.
  - GSDS.

### Integrating the SDGs into the **Uganda** National Development Plan II

Patrick Birungi, Director of Development Planning in the National Planning Authority described Uganda's planning context in relation to its focus on sectors such as agriculture, tourism and mineral/oil/gas – those development areas that have the greatest multiplier effects. Key country observations offered in preparing for the Post-2015 Development Agenda and SDGs were:

- Drivers of integration:
  - The planning cycle occurring in the lead-up to the SDG summit enabled integration of currently defined goals in the planning process. A review of MDG performance was used to inform the national development plan.
- Challenges and opportunities:
  - Planning process needed to move on schedule, which was ahead of the SDG summit. But this was also an opportunity in that stakeholders in the planning process were able to use the currently articulated SDGs as high-level reference points, and therefore, have been incorporated in Chapter 3 of the National Development Plan II.
  - But not all SDGs have been fully integrated given their context and a results matrix for tracking progress still needs to be developed.
  - Statistics department needs to be supported to provide the necessary data for monitoring.
  - Multi-stakeholder process is very slow.
  - Still a lack of overall coherence and need for a Post-2015 Coordinating Body.
- Governance mechanism and tools:
  - Process of the National Planning Authority includes: National Vision 2040 – Three 10-year Development Plans (in first) – 5-year Development Plans – Sector Master Plans and Strategies – Annual Budgeting.
  - Chapter 3 of the plan has incorporated currently developed SDGs. Issue Papers were used in the creation of the national development plan, and these plans described the SDGs relevant to that issue paper.

### SD Integrated Planning – VISIS Tools and Doughnuts

Alan AtKisson, President of the AtKisson Group presented two relevant systems tools that can aid countries with integrating the SDGs into national development plans. VISIS is an open source tool for creating Visions – Indicators Systems – Innovation – Strategy. Secondly, the Doughnut tool was introduced based on the work by Kate Raworth from Oxfam which enables an assessment of progress relating to the social foundations of development in the context of planetary boundaries.

#### Voices from the Floor

##### **Governance Mechanisms and Tools:**

“The Doughnut concept was interesting. The technical capacity to collect data and use the tool would need to be considered.”

“Some did not see many indicators as a problem – many are needed if we are thinking about SD. The important things is how to manage this information and how it is communicated (different layers of information).”

“National visions are important tools.”

“Too many indicators can become overly ambitious especially for SIDS with already limited resources for implementation. Where indicators are to be realized by various agencies, maybe best to have less indicators for achievability and measurability.”

**Transformative Action:**

“The level of political adoption should be as high as possible – top level is best. Without this there will be problems and difficulty in getting overall traction across a country.”

“Home grown strategy and process is highly beneficial, so that there is an existing national context for incorporation of SDGs.”

“Importance of governance, via Goal 16 for the transformation process.”

“Innovation and governance, education and visioning are all important elements of mainstreaming SD into national planning.”

“European Sustainable Development Week: All countries set aside a week dedicated to this and local organizations and communities submit their initiatives to be featured.”

“In Canada political parties vying for the next election were invited to stakeholder workshop to address how they would integrated the coming SDGs. This provided a tremendous opportunity to transform the conversation in Canada. The economist described the SDGs as ‘stupid’ having so many goals that would require 4% of GDP to implement. It’s not 4%, it’s 100%. Through the participation of enormous numbers of stakeholders around the works we are seeing a new and clarified version of sustainable development version.”

**Opportunities:**

“Interesting to see the mix of countries that are quite far advanced in their incorporation of SDGs, while others have not begun. This is helping to accelerate overall progress.”

“SWOT analysis for vulnerable places could help clarify the path forward in certain instances.”

There was interest in learning more about the Belize and other DSD pilot country projects on integrated development planning.

“The importance of communication in this transition process cannot be overstated.”

“Look to faith based organizations also given their reach and ability to frame things from different perspectives.”

“Partnerships with the press are extremely helpful.”

“The multi-dimensional nature of the SDGs essentially involves ‘everyone’.”

**Challenges:**

“There are groups of persons in countries that are not even aware of SDGs. Significant work to do with regard to communication and also engagement from global level to not just the national level.”

“Need for involvement of local level for this transition to Post-2015.”

“Need more work on what governance challenges need to be overcome to meet SDGs.”

“Priorities being determined at one level, yet needing to be approved at another is a challenge.”

“Regarding the technical aspects, we might be running into a two class system: the old MDGs with previous data requirements and the other being new SDGs with some having no data. Might the new SDGs be put on the backburner because of this data preparedness?”

“Is there a terminology issue that needs to be dealt with regarding SD Strategy versus other development strategy titles? The focus should be on an existing plan to take advantage of the existing processes and budgeting mechanisms.”

“Are NSDSs and national development plans the same or different? How to bring the two together is crucial.”

“How do we transmit these strategies down to the grass roots?”

“Communication across ministries needs to be improved.”

“Multi-stakeholder challenges in creating an integrated strategy for such a complex process. These need to be overcome and processes in place that are deliberate.”

“How to be adaptive to a changing environment in the context of creating visions and plans. The notion of follow-up and accountability is an important aspect, in the context of making timely adjustments to implementation.”

On surviving transitions of government – “it helps to have planning processes embedded in the main planning processes to help ensure continuity across governments.”

## Session 2: Working Group on MDG Lessons Learned for the SDG Transition

Participants were split into two Working Groups to hear a series of country and civil-society presentations on lessons learned from the MDG experience for assisting with the transition to SDGs. Presenters were asked to reflect on the following key questions:

1. What is your country or Major Group actively doing — and especially, *doing differently*, in light of the emerging Post-2015 Development Agenda — to define and/or realize its national sustainable development vision? For example, what *transformative and innovative actions* are being undertaken, or have been proposed?
2. What are the most *significant challenges and opportunities* to developing and implementing integrated solutions across institutions at the national level and across the social, economic and environmental dimensions of sustainable development?
3. *For representatives of governments*: What *governance mechanisms* will be established and/or strengthened to achieve integrated approaches?
4. *For representatives of other stakeholders*: what is key to strengthen the capacity of civil society participation, giving the inclusive and universal character of the post-2015 Agenda?
5. What *tools* do you use for integration and what *results* have you obtained using these tools?

### Egypt

Nehal El-Megharbel, First Assistant to the Minister of Planning, Monitoring, Administration and Reform, spoke to Egypt’s national plan and planning process. Key points from the presentation included:

- Transformative and innovative action:
  - Matching the KPIs to SDGs to assess alignment
  - A unified planning law (national, regional and local) and social and spatial
  - New civil Service law
- Challenges and opportunities: Egypt economy is recovering.
- Governance mechanism and tools:
  - Egypt 2030 Vision (Economy, Happy Citizen, Competitive Market, Human capital)
  - Developed KPIs and targets for 2030
  - Reformed system of national accounts
  - Unified database, monitoring and evaluation
  - Results-based management

## Ghana

Nii Moi Thompson from the National Development Planning Commission shared experiences from Ghana. Covered were the following key points:

- Challenges and opportunities:
  - The 17 SDGs constitute priorities on their own. Would have liked to have seen population included
  - Data and development. This issues needs to be dealt with. (SDD – sustainable development data)
  - Localization – this is a critical lesson that needs to be acknowledged relative to MDGs. Averages can hide the important local variability in key issues....Therefore in Ghana SDGs is a local to national process
  - International relations and foreign policy: How do smaller and weaker nations deal with this in relative terms?
  - Need to take into account the uniqueness of our economies, such as informal economies
  - Need to incorporate perspectives of faith based organizations and other like organizations into the process
- Governance mechanism and tools:
  - Ghana poverty reduction strategy; Ghana Shared Growth Development Agenda for 2014-17.
  - Medium Term Development Plans
  - Annual report on MDG progress
  - 40-year Development Framework, fitting into African Agenda 2063

## Jamaica

Claire Bernard of the Planning Institute of Jamaica shared the following perspective in the context MDGs and Jamaica.

- Challenges and opportunities:
  - There is opportunity for incorporating SDGs into the MTF 2015-2018
  - MDGs placed focus on simultaneously fostering economic development (mostly social and environmental focus), resulting in slow growth
  - There were unrealistic targets
  - Vulnerability to shocks given Jamaica is a small island nation
  - There was an undervaluing of qualitative changes that occurred
  - There were intensive data requirements which were difficult for a small island state
  - There should be greater alignment of SDGs with national priorities, and also with other international goals
  - SIDS and LDCs need particular attention with respect to data management
  - Partnerships are critical at the local level
- Governance mechanism and tools:
  - Series of 5-year development plans and 10-yr plans
  - Vision 2030 has an M&E framework which monitors progress, including a dashboard of indicators linked to strategic outcomes of each goal
  - Medium term development plans are linked to the broader plan and line department business strategies. These processes then support the countries multi-lateral commitments

## St. Lucia

Ms. Annette Rattigan-Leo, Deputy Chief Sustainable Development and Environment Officer with the Ministry of Sustainable Development, Environment, Science and Technology conveyed perspectives from St. Lucia on national planning and MDGs.

- Transformative and innovative action:
  - One ministry of SD, Energy, Science and Technology was formed to better address progress toward sustainable development
  - Foster intense mainstreaming of environmental planning across sectors, by better integrating SD in national policies and planning through Strategic National Visioning
  - Proposed established an SDG Task Force to consider SDGs and national priorities, consider a fresh approach to IDP
- Challenges and opportunities:
  - MDG-2 – universal secondary education achieved, but system needs retooling to ensure proper skills development to avoid mismatch of skills set and job availability
  - Short-lived MDG initiatives (they were ‘projectized’)
  - Silo planning and an attempt to move toward Integrated Development Planning (IDP). IDP suffered from insufficient stakeholder buy-in, single agency spearheading, and SD not being mainstreamed across agencies
  - Need a multi-sectoral approach, with a champion and structured for the long-term

## Bangladesh

Ms. Sheepa Hafiza with Migrant Workers provided a civil society perspective in the context of Bangladesh.

- Transformative and innovative action:
  - Impressive progress in poverty reduction and girls in primary education
  - There is a strong NGO role in implementation
  - New Act to tackle the child marriage issue
- Challenges and opportunities and lessons:
  - Violence against women and girls is increasing (or reporting increasing)
  - Comprehensive legal framework on women/children is required
  - Child marriage is still an issue
  - High dropout rate of girls in schools
  - Migration issue

## Nigeria

Ayodele Akele, Executive Director of the Labour, Health & Human Resources Centre in Nigeria provided observations on national planning and reporting from his country’s context.

- Transformative and innovative action: A stakeholder forum is scheduled
- Challenges and opportunities and lessons: Terrorist issues have created additional challenges for progress
- Strengthening capacity of civil society: Civil society organisations have joined together to think about Post-2015 Development Agenda

## International Disability Alliance

Vladimir Cuk, Executive Director of the International Disability Alliance provided a perspective from the 1 billion persons around the world with disabilities.

- Challenges and opportunities and lessons: Accessibility of supporting websites should, at the very least, be addressed.
- Strengthening capacity of civil society:
  - There are one billion people of disability. Therefore, the Post-2015 Development Agenda must mainstream disability issues in the path forward, particularly given that it was not incorporated in MDGs
  - How can conventions be interlinked along with Post 2015 Agenda?

- Inclusive Education needs to be include persons with disabilities
- Working with organizations representing disabilities as a stakeholder will help ensure that development programs, policies and investments reach this one billion strong segment of the global population

## Morocco

Mohammad Mahdad, Director of Governance with the Ministry of General Affairs & Government described the planning context for Morocco.

- Transformative and innovative action: For the most part, Morocco is on track for achieving the MDGs, although this progress has occurred in a very disproportionate way...
- Challenges and opportunities:
  - Majority of indicators and goals for MDGs have been reached in the country
  - Investments and public policy for sustainable development has greatly increased (from 36% to 55% of general budget). Special focus given to education and health, but there are numerous programs
  - Still significant inequalities between urban and rural. Strategy for next phase of development will highlight the inequalities and try to bridge the gap
  - National initiatives need to integrate all individuals and groups for equitable SD
- Governance mechanism and tools:
  - National Sustainable Development Strategy: international conformity (following international best practices); Internal conformity (following laws and regulations pertaining to environmental and sustainable development Charter); Engagement (inclusion of all stakeholders)

## Tunisia

Ms. Jihene Malek, Woman and Young Professions in Foreign Policy Ambassador from Tunisia elaborated on MDG experiences to provide insights into the way forward.

- Challenges and opportunities:
  - MDGs were very ambitious, multidimensional yet missing an important pillar → governance (which will be included in the Tunisian SD strategy)
  - A SWOT Analysis was undertaken for MDGs and one of the weaknesses identified was a lack of monitoring and evaluation, lack governance, lack stable sources of funding
  - Vertical and horizontal integration are both needed, along with capacity building
  - There is a strong emphasis on SDG17

## Senegal

Baba Drame, Technical Advisor on Sustainable Development for the Ministry of Environment and Sustainable Development in Senegal, provided perspectives on national planning and past experiences with MDGs.

- Challenges and opportunities:
  - MDG 3, 6 and 8 should be met. The rest will mostly likely not be met (with MDG 7 being on track and the remaining being in the red)
  - Senegal priorities for implementation of the post-2015: Unique framework; Stability within the framework (apolitical); monitoring and evaluation (grounded in statistical representation); Funding
  - Five different national plans and strategies since 2000, with some ending in 2025. There are too many plans to coordinate (regardless of all the parallels) and all demand too much within such short time frames
- Governance mechanism and tools:

- Now the Emerging Senegal Plan is at the forefront of policy
- The Emerging Senegal Plan was peer reviewed by other countries with an analysis grid provided by Claude Villeneuve

## Romania

Luminata Ghita, Head of the Sustainable Development Unit with the Ministry of Environment and Climate Change shared insights on national planning in the Romanian context.

- Challenges and opportunities: Integrated approach, needs balance between dimensions.
- Governance mechanism and tools:
  - National council on Sustainable Development is not working. Now there is an inter-ministerial committee on SD
  - EU 2020 National Reform Plan, doesn't cover all of sustainable development
  - Need a strong monitoring and evaluation mechanism for SDGs, otherwise government risks not giving it weight
  - The UNEA is very important in this context

## Bhutan

Lhaba Tshering, Chief Planning Officer with Bhutan's Gross National Happiness Commission elaborated on issues of planning and monitoring.

- Transformative and innovative action:
  - Achieved or on track to achieve all but a few of the MDGs. This progress is due to Political will, Good governance; and Alignment of MDGs in Gross National Happiness (GNH) and policies
  - A number of programs were implemented, such as the Rehabilitation program - nobody left behind, Rural economic alleviation program, Targeted poverty reduction program, Sustainable transport (EVs)
- Challenges and opportunities:
  - Could we not mainstream all international commitments into SDGs?
  - Sustainable financing (no specific MDG financing)
  - Institutional capacity
  - Access/geography (landlocked)
  - Young population
  - Monitoring and evaluation = data issues
  - Strengthen national SD institutions (integration, harmonize M&E, improve data)
  - LDCs need more support for economic development and untied ODA
- Governance mechanism and tools:
  - Alignment of MDGs in GNH Commission and policies

## Kenya

Kenneth Okoth, Parliamentarian from Kenya, provided some unique perspective from the Kenyan experience.

- Governance mechanism and tools:
  - Kenya has a great Constitution: Chapter 4 Bill of Rights is very similar to the SDGs
  - Vision 2030 for Kenya: Economic (10% growth); Social (just and cohesive) → middle income country; political (rule of law)

## Union of Comoros

Mr. Djaanffar Abdourohmane, Director of Planning with the Ministry of Planning of the Union of Comoros outlined his country's transition to a new medium-term development framework.

- Challenges and opportunities:
  - Challenges include the mobilization of resources to fund the strategy;
  - Strengthening of national leadership to pilot the strategy as a whole;
  - Strengthening capacity for coordination and monitoring/evaluation of the reform of public administration; and
  - Improvement of the state of governance and anti-corruption.
- Governance mechanism and tools:
  - Transition from the Strategy for Growth and Poverty Reduction (CPRS, 2010-14) to a new medium-term development framework called the 'Accelerated Growth Strategy for Sustainable Development' (SCA2D, 2015-19)

## Jordan

Mutasim Al-Kilani, Chief of Sustainable Development with the Ministry of Planning in Jordan provided his presentation to the workshop Chair. He was not able to participate in person.

- Governance mechanism and tools:
  - Jordan Vision 2025 document and process (developed based on seven principles)
  - National dialogue on Post-2015 clustered in four "areas for change" with interconnected outcomes that focus on the highlighted problematic issues and on the emergence of key concerns that need to be addressed
  - Jordan's second Millennium Development Goals Report 2010 titled "Keeping the Promise and Achieving Aspirations"
  - In 2006 released "National Agenda" and the "We are all Jordan". This vision was operationalized into a three-year National Executive Programs (NEP) specifying policies, programs and projects for government institutions. MDG indicators had been integrated within those plans, related to social welfare; health care, poverty reduction and education

## Sudan

Hassabo Elhag, Director General of Natural Resources and Sustainable Development in Sudan, provided his presentation to the workshop Chair. He was not able to participate in person.

- Challenges and opportunities:
  - Opportunities:
    - Long experience in climate changes impacts (1913)
    - 25years National Strategy (national)
    - National program complete technical packages for integrated solutions in agricultural sector (MoAI).
    - Sudan share's borders with 8 countries (geo)
    - Agricultural natural resources (reorganize)
  - Challenges
    - Absence of integrated thinking, analysis, coordination & synthesis body for sustainable development
    - Absence of water scarcity& drought management action plan.
    - Legislations & laws are not efficient & effective
    - Lack of capacity building–human & assets
    - Lack of awareness& technology transfer programs
- Governance mechanism and tools:
  - The National Quarter Century Strategy (2007- 2031)
  - Three years National Economy Enhancement program( 2013- 2015)
  - Five years National Economy Enhancement program ( 2015- 2019)
  - National Action Plan (NAP) for Compacting Desertification 2006

- The alignment of NAP with the 10 years strategy of UNCCD(at inception phase)
- The integrated Water Resources Management Program(IWRMP)
- Sudatel Social Responsibility Initiative SSRI 2015

The two Working Groups for Session 2 each divided into four discussion clusters to tackle four specific questions related to the way forward in the transition from MDGs to SDGs. The plenary reports from these two groups are merged in the summary below.

### **1. What actions are needed to transition from the MDGs to the SDGs? What needs to happen?**

- Need involvement of government, civil society and private stakeholders
- Legal and financial framework
- Must integrate and embed the metric system in national law and plans & policies
- Develop capacity for monitoring and evaluation so that decisions are data driven
- Civil society and media should get acquainted with the SDG framework. Raise public awareness
- Private sector should prioritize mainstreaming of sustainable practices in the production patterns. Should engage in corporate citizenship and supporting marginalized groups (i.e. fair wages)
- Should all sign UN Global Compact Principles and should be implemented at the local levels.
- SDGs should adequately address inequality, visibility, rights,
- Results from MDGs the how, quality assessment and RBM, KM should be used in the SDGs
- Emphasis on country circumstances
- Education sector, not sufficient attention, retention of students; vocational training
- Gender does not address male, the need to factor in male as well
- Gender appropriate references
- Identify for young generation, to see themselves as important, and create cohesiveness
- At national level not only government, but also all groups private, CSO, etc
- National circumstances private sector taken also as beneficiaries
- Understand, where we are starting to measure SDGs, benchmarking, progress on the SDGs
- Demographic transitioning are not adequately referenced in SDGs, relating to elderly and technology, communications
- Engagement of all – institutions, platforms, mechanisms at various levels

### **2. What is currently supporting you to make that transition? What challenges you?**

- Support:
  - Fact that there is an intensely participatory process for the creation of the SDGs. Very good factor for ownership and eventual success. This was also followed through, translated as good inclusive planning processes at national level involving civil society, private sector, citizens...a breadth of stakeholders
  - Political system or political will
  - Effective planning, strategies and agencies
  - Access to information
  - Freedom of press/media
  - Strong UN system supporting countries
  - Capacity building/awareness creation to CSO and media
  - SD curriculum for children at schools
  - Membership in multi-lateral groups, CARICOM
  - Presence of Champions
  - Continuity of institutions building on past MDG experience
- Challenges:
  - Still are facing silos – either sectoral or thematic. Challenge in terms of integrating and mainstreaming the SDGs

- Moving from consultation and broad stakeholder participation to greater accountability.
- Mainstreaming SDGs within productive sectors will require transformative agenda with deep structural adjustments. One example is that at this point national policy agenda is driven by economic criteria (meaning support to a competitive, private sector). This often means providing rapid economic return to shareholders (still main driving force for gov't policy making), which can be departing from achievement of SDGs
- Richer countries (and even within richer countries, wealthy citizens) would resist a more equitable world. Issue of being relatively less wealthy. This may bring natural resistance in some people or some countries
- Gov'ts need to shift from a control type of culture (which was adequate for achieving the MDGs) but will probably not work for the SDGs.
- Lack of stakeholders involvement
- Lack of security, corruption
- Vulnerability to shocks
- Lack of finance and
- Lack of general knowledge
- Resistance to change
- Insecurity, political instability, conflict
- Lack of transparency by Government and recognition of CSO by GO
- Inadequate data
- Youth unemployment

### **3. What capacity and policy support do countries need to implement the SDGs and do national reviews?**

- Challenges noticed in the past 15 years of development work:
  - Most of the initiatives have targeted educated men. This is a critical mistake.
  - We often think of vulnerable groups and not vulnerable individuals.
  - Tools and methods, innovation is greatly lacking. This will be strongly felt when transitioning to the SDGs
  - Evaluation and reporting is lacking. This will allow us to see which domains are lacking, what and who is being missed.
- Best practices are needed to make the transition and implement the SDGs
- Question: when you are given certain capacities and utilize them for ten years, when do you know when these capacities are no longer valid and relevant? Will the capacities shared in the past ten years be useful for the implementation of the SDGs? What else needs to be transferred to prepare countries for the transition?
- Policy formulation mechanisms – if this can presently meet the requirements for successful SDG implementation (the group argues no)
- Are the institutions prepared to take on the work? How do we harmonize the different country institutions? (Sometimes one department will give one number when another will have a different number – which gets chosen and why is often left to chance?)
- SDG 17 will take an enormous amount of effort and time – there is still a divide between economists and development officers. Still a debate on sustainable development...cannot leave this chore to economists
- Sometimes just having trainings is not enough. Developing countries have spent so much time and money in trainings with little returns. We can learn a lot from someone else's experiences (differentiate knowledge sharing from traditional training). We have only focused on training, forgotten all other elements of capacity building, such as institutional capacity development – giving tools to facilitate inter-sectorial, inter-ministerial coordination
- We are asking leaders that have received a certain 'traditional' training to take on a whole new paradigm – sustainable development...but with what tools? With what experience?
- National level planning is blocked when observing community level implementation because there is no communication, no mainstreaming and no tools given to transition from one level to another

- Need reliable and stable access to resources to carry out sustainable development projects. The monitoring and evaluation should be more frequent to push Member States to come through on their financial commitments
- Policy capacity:
  - Capacity to design policy, capacity to implement
  - Analytical tools and technical capacities; sharing of international and best experiences
  - Technical basis and evidence based approach for policy design
- Data and Information Capacity:
  - Transforming data to information for policy; Census/survey data and administrative information
  - Statistical capacity → poverty, health; SIDS capacity for data and statistics; gender; difference between collecting data and using data
  - Ownership at highest level and compromise and champions for new SDG → UNDESA should take few targets to champions like WB in the past
  - SIDS capacity for data and statistics
  - How do we measure certain targets such as inequalities between countries
- Institutional mechanisms
  - The necessary reforms
  - Regional institutions as enabling mechanisms
- Ownership and internalize the agenda:
  - Mainstreaming SD in to center stage of development
  - Sectoral and inter-sectoral dimensions and internalizing
- Need for adoption and adaptation according to national circumstances, prioritization
- Integrated tools to help SDG implementation – system based tools for example
- Capacity to link Mol to F4D
- Size of bureaucracy in the countries to deal with the new agenda – (there are always compromises – think it as part and parcel of the national development plan)

**4. A learning network will be launched later this year, focused especially on national reviews of progress. What services should it provide? How would you participate?**

- Focused on network role – mobilize political will, identify gaps, bring together all relevant stakeholders, make information available. Quite a challenge.
- Convinced that this group should make the push for communication so people have common ground for action. Common culture of what sustainability means.
- Help to internalize the rationale of the SDGs
- Data gathering and sharing – comparative capacity
- Who to address when we have needs identified?
- Success stories – case studies and success/failure stories are interesting on the basis that we also learn from failures.
- Identifying challenges –
- Where are the technical experts?
- Encourage high-level DMers to have open conversations.
- Harmonization between donors and receivers.
- Social marketing phenomenon
- Learning requires trust on the ground of how people accumulate knowledge.
- Mechanisms to share case studies and good practices
- Promote drive to share information like on line
- Getting online alone is not enough work with countries
- Work with existing networks
- Provide mechanisms and resources
- On-line discussion forums, e.g. to discuss neglected areas such as disabilities
- Implementation support for planning mechanisms

- Overcome fragmentation
- Information and data through which CSO could champion
- It could be venue for recognition (awards)
- Setting rules for measuring
- Engaging the youth such as You Tube

### Session 3: Mainstreaming SDGs into National Planning

Session Chair Noelene Nabulivou, Political Advisor with Diverse Voices and Action (DIVA) for Equality in Fiji, opened Session 3 which shared experiences on what countries are currently doing to mainstream the Post-2015 Development Agenda, including the SDGs, into their national development planning process, and to adopt tools for integrated planning and policy making.

A number of challenges were outlined to set the context for the session. Among these were: development justice (economic, social and environmental); accountability; gender equality; inter-linkages among issues; how to measure performance and compare with other jurisdictions; and issues of who is a citizen (addressing racism, sexism and homophobia), including the 1 billion persons globally who are living with disabilities. The Chair posed the question of how do you explain to future generations that it was good for the economy, when they can't farm the land, breathe the air, or drink the water.

The specific questions addressed in the session presentations are outlined below.

1. What is your country currently doing to mainstream the Post-2015 development agenda, including the SDGs, into its national development planning process;
2. How institutional arrangements and other factors have permitted to engage and make stakeholders work together? What have been the main obstacles?
3. What are the most significant challenges and opportunities to developing and implementing integrated development solutions across institutions at the national level and across the social, economic and environmental dimensions of sustainable development?
4. What approach and tools are being adopted for integrating the 3 dimensions of sustainable development into planning and policy making? Do you have examples of what has worked, and what did not work so well?

### Mainstreaming SD into the Togo National Vision and Development Plan

Gervais Tchao Meatchi, Directeur of Planification et Politiques Publiques shared experiences on mainstreaming in the context of Togo.

- Institutional Arrangements: Planification et Politiques Publiques
- Challenges and opportunities for implementing integrated solutions: Social and economic imbalance provided motivation for a strategy for achieving the MDGs in 2009. Current strategy based on MDGs
- Approaches and tools:
  - Plan for Achievement of MDGs (2009);
  - Public Investment Programme (PIP) which is the tool for achieving social and economic development and will be vehicle for Post-2015;
  - Sectoral Development Policy;
  - Policy Grid Tool from University of Quebec Used for Integrating;
  - Togo Vision 2030

## National SD Strategy Issues and Solutions in Costa Rica

Adriana Briceno Lopez with the Ministry of Planning and Economic Policy (MIDEPLAN) provide examples of Costa Rica's main institutions and tools for mainstreaming.

- Institutional Arrangements:
  - Ministry of Planning and Economic Policy (Mideplan);
  - Five presidential councils dealing with main pillars of the plan;
  - Prospective Analysis Unit to strengthen the Long Term Vision;
- Approaches and tools:
  - National development plan every four years;
  - NDP targets; Quarterly monitoring.

## National SD Strategy Issues and Solutions in Honduras

Olvin Anibal Villalobos Velásquez, Presidential Director of Strategic, Planning, Budget and Public Investment with the Secretaría de Coordinación General de Gobierno (SCGG) elaborated on the national planning process in Honduras with an eye toward aspects of mainstreaming.

- Institutional Arrangements:
  - Secretaría de Coordinación General de Gobierno (SCGG);
  - General Coordinator of Government reports directly to the President;
  - Presidential Direction of Strategic Budget Planning, Public Investment and International Cooperation.
- Challenges and opportunities for implementing integrated solutions:
  - 2<sup>nd</sup> democratically elected government.
  - Plans currently aligned with the MDGs;
  - Full integration of territorial, institutional and national planning with long-term goals.
- Approaches and tools:
  - Country Vision;
  - National Development Plan (2010-2038) is divided into two periods and includes four goals;
  - Grand National Dialogue;
  - Four-year Government Plans;
  - Planification Tools include: Government Strategic Plan – “Plan for a Better Live for All”, Regional Development Plan, Municipal, Sector Plans, Institutional Plan, Annual Operating Plans); National Land Management Plan.

## Effective Governance for Enabling SD Implementation in the Republic of Korea

YOO Beom Sik, Director of Research Strategy and Planning with the Environment Research Institute, Republic of **Korea**, presented on effective governance for enabling sustainable development in the Republic of Korea.

- Mainstreaming SDGs: Relationship between green growth and sustainable development provided recent context.
- Institutional Arrangements:
  - Act on Low Carbon Green Growth;
  - Presidential Commission;
  - Network established in all local municipalities;
  - Commission for Sustainable Development (it has been placed in several different ministries...now in Ministry of Environment);
  - Local Chief Green Officers (CGOs)
- Challenges and opportunities for implementing integrated solutions:
  - Where is the best place the Commission for Sustainable Development within government (might depend on overall interest across government...want a champion to support it);
  - Financial mechanisms need to be advanced at the local level to enable SD integration; Getting targets and emissions trading system in place.

- **Approaches and tools:**
  - National SD Strategy;
  - Green Growth Vision;
  - 3<sup>rd</sup> National SD Strategy under development for 2016;
  - Five-year rolling plans with Long-term Goals and two-year evaluations;
- **Lessons:**
  - Political will important;
  - Existing legislation provides foundation for further enhancement for SD;
  - Public-private co-leadership important;
  - Local Agenda 21 important and Chief Green Officers important;
  - Independent science-based decision-making was important (linking energy demand with GHG emission forecast).

### Mainstreaming Gender into National SDG Planning

Luisa Emilia Reyes Zúñiga, Program Director of Gender Policies and Budgets, Equidad de Género, provided a perspective on gender mainstreaming tools in Mexico.

- **Mainstreaming SDGs:** Mainstreaming gender-based issues into government policy and budgets.
- **Institutional Arrangements:**
  - Work with governments to train on gender development of gender policies and budgets;
  - Working with Finance Department
- **Challenges and opportunities for implementing integrated solutions:**
  - Public awareness on gender equality and what does it mean to be discriminated on a gender basis;
  - Informal work done by women not accounted for in economic measures...this misses 40% of economic contribution done by women. 2% of arable land is under management of women.
- **Approaches and tools:**
  - Training government at national, local and municipal on gender equality;
  - Tool to identify and disaggregate how much is spent on women's issues in all sectors in a year;
  - A reform for results-based budgets but also combined with gender-based budgets (even the smallest programme must undergo a process of reform for gender results
  - National Time Use Surveys (21% of national GDP is unaccounted in unpaid domestic care work) and thanks to these tools there is a national policy toward this.

### Voices from the Floor

#### **Mainstreaming SDGs:**

"Recommendation not to reinvent the wheel, but build on what a country has."

#### **Institutional Arrangements:**

"Independent evidence-based policy support is important."

"Is the highest level political support always the best...given that all issues rest at that level?"

"Regarding the Korean case, how are all of these plans coordinated without a single national development plan?"

#### **Challenges and opportunities for implementing integrated solutions:**

"How to practically mainstream a new concept (via budgets, etc.)."

"Where will SDGs be housed institutionally?"

"Are we suffering from framework fatigue that might impact mainstreaming? What can be done to better communicate that we are entering a social contract with the SDGs."

“How do we get around the short-term election cycle driven decision-making. This is a key for mainstreaming SDGs.”

“Although gender presentations were made, there were no discussion of gender in the country presentations.”

“There is no discussion on gender equality mechanisms in any of the government presentations.”

“Strong advocacy needed to involve the private sector.”

“Civil society and academia emphasized social pillar of SDGs. However, members state presentations seem to be less focused on this issue. For example, How to include persons with disabilities in the implementation.”

“SDGs are intertwined so mechanisms (systems) must be devised to bundle activities and link actors so that the output/outcomes given the limited financial and human resources are multiplied in developing countries.”

“Further information on truly ensuring that gender is integrated/translated into action.”

“Going beyond the technocratic approach to promote real local ownership of SDGs.”

“National Agenda versus international agenda – while having an endorsed national agenda is imperative, we have to recognize that the national agenda is often dictated by the international agenda. Therefore, the international agenda is often dictated by the international agenda.”

#### **Approaches and tools:**

“Taking a systems approach to development planning, in turn, arrives at a sustainable development approach. This implies that it is not an international agenda, but an effort to create the best development results possible in a particular country. This deals with the importance of the story telling or narrative aspect of change.”

“Land use plans came up several times in the context of presentations.”

“Put a participatory M&E mechanism, reinventing LA21.”

“Work on a toolbox for integration of SD into national and local development plans.”

“All countries have uniform or similar planning systems...a possible entry point for UNDESA/UN approach.”

“What are the tools and methodologies for integration of gender besides gender budgets?”

“How to avoid being “judge” and also part of development programs, so as to prevent manipulation of results by political interests?”

“It was said the system of governance will need to be re-engineered. Do you see a need to reorganize the departmentalization of government?”

“Where is the voice of civil society in relation to the presentations? For example, the totally coherent planning model from Honduras, what is the story on the ground? Perhaps the answer is not to have a civil society presentation plus a government presentation – no that would not be the way to go – perhaps it could be requested that the analysis include who has been left behind and what are the dilemmas the country faces?”

“How can you help a country with finding corruption?”

## Session 4: Monitoring and Reporting on Sustainable Development

Session Chair Khardiata Lo Ndiaye, United Nations Resident Coordinator in Togo began the monitoring and reporting session to provide an update on the SDG indicator framework and share experiences on what countries are already doing to develop the M&E frameworks at the national level. The specific questions posed were as follows.

1. Is anything being done to assess the sustainable development goals and targets in relation to your country's national development priorities, or to adapt them to those priorities?
2. From the information systems you had for the MDGs, what lessons have you learned that can be applied to SDG information systems? For example, have you disaggregated data by relevant factors, such as gender, age and geographic location, to assess progress, analyse policy effectiveness and adjust targets?
3. How can we establish an accountability framework that is inclusive of all SD stakeholders?
4. Can you give examples of evidence-based policy-making that used the MDG information systems, and what lessons can be drawn for the SDGs?

### Indicator Framework for the Proposed SDGs

Louis Gonzales Morales with the Statistical Planning and Development Section of the UN Statistics Division provided an update on discussions to devise an indicator framework for the proposed SDGs. The division is currently producing the final report of the MDG progress. Additionally it is tasked with defining an architecture for an integrated monitoring framework which includes selecting a small set of global indicators based on an agreed set of criteria to inform political discussion at global level. This needs to address levels of disaggregation at the national and sub-national levels and leaves room for flexibility to refine and adjust indicators over the 15 year monitoring period to incorporate new developments in data and to adapt to changing political priorities

A first meeting of the IAEG-SDGs will be in June 2015, followed by Inter-governmental negotiations, and adoption of the agenda by the UN General Assembly in September.

### Monitoring for the Coordination of the Post-2015 Development Agenda in Mexico

Gabriel Rivera Conde y Castañeda, Chief of Strategic Projects in the Office of the Presidency, outlined monitoring aspects for the Post-2015 Development Agenda in Mexico. He commented that we are becoming redundant in our presentations, but that is a good sign and a product of knowledge sharing.

- Monitoring & Reporting Activities:
  - Creating a National Coordinating Committee.
  - MDG info system developed in 2011 and received more than 200,000 visits and provides national and sub-national dis-aggregations. 80% of MDGs are updated annually.
- MDG Lessons:
  - Each report is an opportunity to identify shortcomings and improved solutions. Important to improve public access to the information.
  - Local governments need sufficient information to meet their own goals as achieving the SDGs is not an exclusive task of national governments.
  - News media is essential as is the involvement of the business sector.
- Inclusive Accountability Frameworks: Democratic appropriation is important as civil society is the ultimate driving force of change.

### Strengthening Policy Coherence for SD Planning and Implementation in Ethiopia

Temesgen Walegn, Director General of the Bureau of M&E with the National Planning Commission in Ethiopia described sustainable development planning and implementation in Ethiopia.

- Monitoring & Reporting Activities:
  - 1996 welfare monitoring system.
  - Policy matrix consisting of sets of annual targets and indicators has been developed.
- Institutional arrangements: National Planning Commission in 2013.

## Optimising the Science-Policy Interface for Monitoring SD Results

László Pintér, Professor at the Central European University and Senior Fellow and Associate at the International Institute for Sustainable Development (IISD) discussed the science-policy interface in the context of monitoring and reporting.

- MDG Lessons:
  - MDG 7 was symbolically covered and not based on a whole-system framework and there was not institutional resource mobilization at the level needed, therefore the data has many gaps and inconsistencies.
  - Baselines are needed for goals and targets and to consider policies and programs for transition pathways
  - The need for a clear systems framework to help identify and communicate indicators
- Inclusive Accountability Frameworks:
  - Communication is key.
  - Youth of today expect information and now how to access and share it.
- Evidence-based Policy-making: The need for integrated analysis and assessment is acute, yet the capacity to do it exists in only some countries

### Voices from the Floor

“Financial resources are needed to put the platforms in place, but it is often difficult to make the case for supporting them.”

“There is some risk of building on the MDGs given some of their shortfalls – we can fall into the trap that everything is linked to everything. Therefore we need to think about important structural points of entry.”

“Data is critical for results-based management approaches.”

“Theme should be national level supported mechanisms so that indicators can first make their impact at national level.”

“For comparability across countries, data and measurement should be harmonized. Discussions on data at UNDSO should be brought down at country level by country.”

“Not good on gender equality or women empowerment and not in the global results.”

“Need to ask all governments how they main are mainstreaming or integrating gender equality in their sustainable development goal planning and implementing and monitoring.”

“Local communities not only need more information, but also appropriate technical and financial support for them to achieve their goals. For example, when investment projects are secured it should come with a social component, i.e., to build capacity particularly in communities in close proximity for the project outputs/outcomes to be sustainable.”

## Session 5: Reviewing and Supporting SDG Implementation

Session Chair Maja Messmer Mokhtar, First Secretary in the Permanent Mission of Switzerland to the UN, introduced the objective of the session which included an overview on the HLPF and sharing experiences and tools for reviewing and supporting SD implementation, and looking forward to the national reviews of implementation of the Post-2015 Development Agenda under the HLPF. The specific questions to be addressed through this session included:

1. How can national and regional reviews of implementation under the HLPF be designed and conducted to help accelerate progress on the SDGs and sustainable development, while building on the lessons learned from other review processes?
2. Given the universal nature of the SDGs, how can national reviews promote broader accountability?
3. How can capacity building be enhanced for all stakeholders to assist countries in their national reviews?
4. How can the review process best be used to identify gaps and challenges, or replicate successes that could influence the agenda of the HLPF?

## HLPF and SDG Reviews

Marion Barthelemy, Chief of the Intergovernmental Support and Inter-Agency Branch of UNDESA's DSD provided an update of the High Level Political Forum process and SDG review.

Among the principles that will guide the framework for the review process include: voluntary, country owned, state led yet inclusive and transparent, universal coverage (developing and developed countries reporting), inspired by the global goals and targets, all encompassing, manageable, use of existing mechanisms as much as possible, take into account the level of development and capacities of country, learn from previous review processes, and be constructive and lead to policy advice.

In short, it has been said that the SDG reviews “should be lean, but not mean.”

The results of national reviews are likely to be discussed at the Regional Commission level, with results reported to the HLPF. The third meeting of the HLPF will be held this summer. It will be an intergovernmental forum with civil society involvement and will include a mandate to incorporate the science-policy interface. Member states have yet to agree to the format of the reviews, but it should be based on science and data and will incorporate a phased approach with first few years focused on policies and programs that were put in place. It is desired that the reported results should have some comparability.

## A Sustainability Analysis Tool for SDGs

Claude Villeneuve, Director of ÉcoConseil with the University of Québec in Chicoutimi presented a sustainability analysis tool that has been used for national sustainable development planning in a number of countries.

- The tool:
  - It is a MS Excel grid-like tool with 25 years of application and upgrades. It applies to policies, plans and programs and has been tested in a variety of situations.
  - Application starts by weighting the main objectives, and this requires stakeholders and decision makers. Can do sensitivity analysis on minority reports.
  - The tool links well with application to SDGs, despite the tool having been developed decades before the SDGs.
  - It was conceived as a continuous improvement tool.
- Country level application learnings: Over 15 countries have applied the tool in various contexts
- How could tools support the Post-2015 Agenda:
  - Can use tool to conceive, plan and report, and help see the inter-linkages among goals, and thereby see the co-benefits of development policies and objectives.
  - University accredited training program on sustainability assessment to be offered at University of Quebec.
  - Can be used to support peer reviews.

## The German 2<sup>nd</sup> Peer Review – Process and Outcomes

Günther Bachmann, Director of the German National Council for Sustainable Development shared their experience in facilitating the peer review of the national strategy.

- Promoting Accountability through Reviews:
  - The Chancellor appointed the Chair of the Peer Review (President of World Business Council for SD) and then appointed others from around the world to be approved by German Government. This is an important trust building component.
  - Reviewers had full access to any member of government or politician.
  - Important to have a strong chair.
  - The German Council for SD facilitated meetings among reviewers and reviewees, and compiled material
  - The review identified that Germany needed to position itself to lead in the green race of environment and development. The critical review was in direct communication with German parliamentarians
  - Review was made public
- Enhancing Capacity:
  - Issue papers were requested from stakeholders and a conferences convened.
  - The process has to be well managed and scheduled to meet policy needs.
  - Monitoring and reporting, peer review, and policy learning – this is the process of review and accountability.

### Process, Results and Recommendations for SDG Reviewing in Vietnam

Nguyen Le Thuy, Deputy Director General of the Sustainable Development Office in the Ministry of Planning & Investment outlined the process, results and recommendations for SDG reviewing in Vietnam.

- Governance mechanisms and tools:
  - National Action Plan on Sustainable Development (2011-2020);
  - 5-yr and Annual Socio-economic Development Plans (SEDPs)
- Institutional Framework:
  - National Council for Sustainable Development;
  - Ministry of Planning and Investment;
  - Sectoral and Local Steering Committee on Sustainable Development
  - Monitoring MDGs was the responsibility of Ministry of Planning and Investment
- Process:
  - Incorporate sustainable development indicators and targets into the national system of statistics and into socio-economic development plans
- Design of Reviews under HLPF:
  - Role of the NCSD should be emphasized in the review process and the review by multi-stakeholder and multi-dimensional.
  - Use existing monitoring mechanisms.
  - Should deliver a collective discussion of lessons learned.
  - Peer review could be done at a regional level and with HLPF.
  - Discussion and exchange of best practices at national meetings.
- Identifying Gaps and Challenges:
  - Review process could allow each government to contribute to and benefit from better understanding of gaps and challenges for SDG implementation.
  - National SDG reports, prepared by governments could play a key role in the review process and provide important inputs into the regional review.
  - Regional review could provide a regional synthesis to the global deliberations and complement the HLPF, taking into account the regional priorities and particularly trans-boundary issues.

### Lessons Learnt from the ECOSOC National Voluntary Presentations (NVPs)

Neil Pierre, Chief of the Policy Coordination Branch with UNDESA conveyed the lessons learned from ECOSOC's National Voluntary Presentations for the MDGs.

- Design of Reviews under HLPF:
  - Over 60 countries have presented.
  - Convening a national, multi-stakeholder consultative dialogue; identifying up to 3 peer reviewers; submittal of national report; published online (Development Strategies that Work website); Follow-up interventions
  - Governments are asked to highlight strategies and policies that have worked and which have the potential to be scaled up in countries
  - Can include an assessment of international support and financial needs
- Lessons:
  - Facilitates coordination of all arms of government
  - Provided opportunities for dialogue
  - Multi-stakeholder dialogue requires complex mobilization and coordination mechanisms
  - Need an analytical framework to guide review that is rigorous and evidence-based, with accompanying capacity support
  - Enables identification of good practices and lessons learned
- Recommendations:
  - Guidelines needed
  - Coherent multi-layered report important
  - Attention to regional and sub-regional capacities

### Economy-wide Modelling Tools

Marco Sánchez, with the Economic Affairs Office of UNDESA introduced economy-wide modelling tools and their use in national development planning.

- The tool: Economy-wide tools for integrated assessment of socio-economic policies
  - MAMS (Maquette for MDG Simulations).
  - Working at micro-level in the form of household surveys.
  - Users are the providers of modelling-based policy-making.
  - Provides short and informative policy notes.
- Country level application learnings:
  - Has helped build trust with government.
  - Data has been improved along with statistical capacities.
  - Takes time to implement the projects and staff changes along with the learned expertise.
  - Strong dedication and work of government officials.
- Outcomes of application:
  - Uganda – assessing strategies to achieve MDGs and analysed different scenarios and realized that social services improvement were less important than investment in public infrastructure.
  - Costa Rica – creating an indicator for education and were puzzled why the class failure rates were so high. Reforms were passed to address the issue and has had an important impact.
- How could tools support the Post-2015 Agenda:
  - Now integrating the environment with economic and social policy. Sustainable energy for example, using integrated energy systems that link with the economic models.
  - CLEWS and NEXUS as example tools.

### Modelling Tools for Integrated Planning

Camaren Peter, Extraordinary Senior Lecturer at the School of Public Leadership, Sustainability Institute at Stellenbosch University in South Africa delivered an overview presentation on modelling tools for integrated planning.

- The tools:

- Modelling for decisions is different than modelling for adaptive management.
- Using complex systems theory to understand and assess sustainable development issues.
- Should provide scenarios and how we can configure the system in different ways to achieve the same objective.
- An inclusive process helps build shared understanding of an issue, and can help one begin working towards collaborative solutions and find hidden connections and solutions.
- Bayesian networks are a powerful tool for modelling in systems that are not well understood and there is a lack of data to support assessment. Google is an example of a Bayesian model, uses past experience as a means to look forward.
- Provides a means to support adaptive management and adaptive decision-making.
- Country level application learnings:
  - Often a lack of data, and timely data. Often only expert opinion and judgement available to work with.
  - Lack of Internet connectivity and computing power can be a constraint.

### Systems Thinking for Integrated Planning

Jeffrey Crawford, SD Officer with UNDESA's DSD introduced a suite of modelling tools that apply systems thinking for integrated planning.

- The tools:
  - To address the limitations of silo-based approaches.
  - Interdependencies and interconnectedness of SDGs can be mapped.
  - The World Economic Forum Global Risk report maps risk in this manner.
  - Participatory processes are used to help decision-makers see the connections between issue and the hidden solutions.
  - The CLEW model – Climate, Land Use, Energy and Water is often used for water and energy security issues.
  - The Threshold 21 (T21) model is another systems analysis tool. Its companion tool, iSDG uses the interconnections among sustainable development goals.
  - The Systems of Systems Multi-hazard Risk Assessment is used for critical infrastructure failure prevention to understand investment priorities for reducing risk.
- Country level application learnings:
  - Mauritius used CLEWs
  - T21 used by Jamaica, Kenya, Senegal and Mongolia
  - These models are about people working together.

#### Voices from the Floor

“The African Peer Review Mechanism already exists. Therefore it is important to draw on existing mechanisms in moving forward. This is part of the current UN process on articulating the architecture. Global reporting presentations would ideally deliver the results of other national-level reviews or build on them.”

“Transparency is an important issue, and there is not such transparency in foreign investment.”

“The disability challenges were not mentioned or recognized in the MDGs. Could a target be added to goal 8?”

“What should come out of the Reviews could be to transform your home market to build domestic demand for competitive market.”

“In the absence of data, what is the approach to modelling?”

“Regarding the University of Quebec’s Sustainability Grid Tool, who makes the decisions on weighting and how do you ensure the weighting is in line/coherent with long-standing international human rights agreements addressing persistent inequalities? How to ensure weighting not high just for low hanging fruit, and continuing invisibilization of unpopular or sensitive development and human rights concerns?”

“How do you transfer modelling knowledge to national institutions such as universities? Or do you work only with experts of ministries?”

“How this modelling approach is integrating local stakeholders and local knowledge for the bottom-line benefit of grassroots people?”

“The Bayesian modelling presentation was comprehensive and extremely useful. Practically, how might this look in terms of using modelling tools for integrated planning?”

“What is being done to harmonize the reporting requirements to all the various UN conventions? Developing countries are already burdened with keeping up with existing requirements.”

## Session 6: Fostering an Enabling Environment for SD Implementation

Session Chair Olvin Anibal Villalobos Velásquez, Presidential Director of Strategic, Planning, Budget and Public Investment, Secretaría de Coordinación General de Gobierno (SCGG) opened the session which was designed to share successful experiences with enabling environments for SD planning and implementation, their challenges, and the solutions and partnerships that overcame those challenges. The specific questions addressed in this session included the following.

1. What have been some of the successes and challenges related to engaging multiple stakeholders in SD planning, policy formulation and implementation at the national level?
2. What capacities have been most important in facilitating constructive stakeholder engagement and participation? What have been the major capacity constraints?
3. In a context of urgent SD transformation, what role can education play to bring about awareness and skills needed by the emerging paradigm?

### The Political Economy of SD

Francois Fortier, Interregional Adviser on Policy and Planning with UNDESA’s DSD presented on the relevance of political economy analysis for sustainable development. He commented that we know for the most part what needs to be done: rapid energy transition, sustainable production and consumption, to name but a few important areas. But there is a reluctance to change lifestyles. What prevents political will from materializing? This is where political economy comes in.

Political economy is the analysis of power over the projection and distribution of wealth. It maps out our actors, their interests, strategies, discourses, alliances and conflicts. Vested interests can be mapped out to help navigate the way forward.

### Enabling SD implementation through Policy Coherence

Americo Beviglia Zampetti, Head of the Economic Section, Delegation of the European Union to the United Nations described how to enable implementation through policy coherence. For example, in the EU, systems thinking is incorporated in policy by using tools such as Sustainability Impact Assessment, Ex-poste evaluation and review, Environmental assessment procedures and strategic environmental assessment. Reforms are also underway for policy coherence under the ‘better regulation package’ to ensure confidence to deliver high quality legislation.

## Stakeholder Engagement and Participation

John Holmberg, Vice-President of Chalmers University in Sweden discussed the finer points of stakeholder engagement and participation. He noted that the cost of not listening is tremendous. Human nature is to 'talk' and 'discuss' when faced with complex problems. So how can we co-create, starting from where people are, not where technology is?

Back-casting, for example, is a method for thinking about the future, by asking what are the criteria and characteristics of a future society...then stepping back to the present to understand the way forward. Ghandi said it best, 'Be the change you want to be'.

In solving complex problems it is often better to start by making the question bigger. This is in contrast to reducing the problem too soon, as we often do in engagement processes. Staying in the question before seeking solutions, this is the way of tackling complex issues. In this context, trans-disciplinary needs to be taken seriously. It is art to make this happen.

## Education as an Enabler of SD

Daniel Sherrard, Provost at the Earth University in Costa Rica highlighted that education is an enabler of sustainable development. He commented that education is our most powerful tool in transformation, but cautioned that not all approaches to education are suited to support transformation. The Earth University prepares leaders with ethical values to contribute to SD and to construct a prosperous and just society. It is important to move toward transformative learning models. As an example, the Earth University is starting a joint program on Health and Sustainable Development.

## Brokering Knowledge and Partnerships for SD – the role of UNOSD

Jong Soo Yoon, Head of the UN Office for Sustainable Development in Incheon, Republic of Korea outlined their approach for brokering knowledge and partnerships for sustainable development. They do so by connecting experts with end users and by following a conscious process of knowledge development, knowledge exchange and knowledge use. Nurturing communities of practice are an important part of this process. Their office offers Executive Training for Policy-makers and hosts an annual SD Transition Forum, as well as providing tailor made advisory services.

### Voices from the Floor

"We don't have a poverty problem, we have a wealth distribution problem."

"We need to define these things that we are talking about. For example, sustainable energy can mean so many things. Is displacing food production in the Philippines to produce bioenergy to fuel cars in the north called sustainable energy?"

"SD must be people centred, but the process is currently technocratic centred. For example, indigenous knowledge needs to be incorporated and more engagement at the local level."

The importance of political economy was amplified, to understand individual interaction and interests.

"Addressing conflicts and vested interests are important elements of political economy."

Suggestion made for more and broader engagement by UNOSD with member states.

"There is a need to understand the level of trust re the geopolitical level between players in this Post-2015 Development Agenda. It is different than it was 20 years ago, and we need to understand this."

"Modelling is important, particularly Bayesian modelling which has the ability to be inclusive."

"Agree to the possibility of a political economy toolkit and actually, ones that are useful for various audiences: executive, civil service, community, activists. Short, sharp and practical. Translated into vernacular."

“The tertiary education level, as well as other education levels, must be developed and implemented in ways that related to this urgent agenda that is about survival and sustainability.”

“Why the absence of persons with disabilities in discussions of implementation?”

“There is a UNESCO chair on Education for SD.”

“How do you address: (a) policy coherence across planning and other ministries? And (b) systemic issues that lead to inequality, environmental degradation, etc.?”

## Annex 2: Agenda

Time	Day 1: Wednesday, 27 May 2015
08:30-09:00	<b>Registration</b>
09:00-09:30	<b>Opening</b> <i>Chair: Ndey-Isatou Njie, Chief, Water, Energy and Strategies Branch, Division for Sustainable Development, UNDESA</i> <ul style="list-style-type: none"> <li>• Statement by Mr Nikhil Seth, Director, Division for Sustainable Development, UNDESA</li> </ul>
09:30-10:15	<b>Introduction of Objectives and Agenda</b> <ul style="list-style-type: none"> <li>• Workshop Facilitator: Alan AtKisson, President, AtKisson Group</li> <li>• Participants introductions</li> </ul>
10:15-10:30	<b>Break</b>
	<b>Part 1: Mainstreaming the SDGs into National Planning</b>
10:30-13:00	<b>Session 1: Preparing for Post-2015 and SDG Implementation</b> <i>Chair: HAHN Choonghee, Deputy Permanent Representative, Republic of Korea</i> Objective: Provide an overview of the SDGs and share experiences on how countries are currently preparing to mainstream the Post-2015 Development Agenda, including the SDGs, into their national development planning processes. <ul style="list-style-type: none"> <li>• Proposed SDGs as Integration Framework: David O'Connor, Chief, Policy Analysis and Networks Branch, DSD, UNDESA</li> <li>• The German Sustainable Development Strategy and SDGs: Günther Bachmann, Director, German Council for Sustainable Development</li> <li>• Preparation and Implementation of the <i>Belize Growth and Sustainable Development Strategy</i>: Adele Catzim-Sanchez, CEO, Ministry of Forestry Fisheries and SD</li> <li>• Integrating the SDGs into the Uganda National Development Plan II: Patrick Birungi, Director, Development Planning, National Planning Authority</li> <li>• SD Integrated Planning – VISIS Tools and Doughnuts: Alan AtKisson, President AtKisson Group; and Kate Raworth (remotely), Senior Visiting Research Associate, Environmental Change Institute, Oxford University</li> <li>• Discussion</li> </ul>
13:00-14:00	<b>Lunch</b>
14:00-15:45	<b>Session 2: Working Groups on MDG Lessons for the SDG Transition</b> Objective: Share lessons learnt from the MDG experience and reflect on the implications for the SDG transition. The groups are expected to come up with recommendations on capacity development support and partnerships for this transition.  <b>Presentations:</b> by governments of Bhutan, Comoros, Egypt, Ghana, Jamaica, Jordan, Morocco, Romania, Saint Lucia, Senegal, Sudan, Tajikistan, as well as by other stakeholders.
15:45-16:00	<b>Break</b>
16:00-17:30	<b>Session 2 (continued)</b> <ul style="list-style-type: none"> <li>• Continued working group presentations and discussions</li> </ul>

Time	Day 2: Thursday, 28 May 2015
09:00-11:00	<p><b>Session 3: Mainstreaming SDGs into National Planning</b>  <i>Chair: Noelene Nabulivou, Political Advisor, Diverse Voices and Action (DIVA) for Equality, Fiji</i></p> <p>Objective: Share experiences on what countries are currently doing to mainstream the Post-2015 Development Agenda, including the SDGs, into their national development planning process, and to adopt tools for integrated planning and policy making.</p> <ul style="list-style-type: none"> <li>• Mainstreaming SD into the Togo National Vision and Development Plan: Gervais Tchao Meatchi, Directeur, Planification et Politiques Publiques</li> <li>• National SD Strategy Issues and Solutions in Costa Rica: Adriana Briceno Lopez, Ministry of Planning and Economic Policy (MIDEPLAN)</li> <li>• National SD Strategy Issues and Solutions in Honduras: Olvin Anibal Villalobos Velásquez, Presidential Director of Strategic, Planning, Budget and Public Investment, Secretaría de Coordinación General de Gobierno (SCGG)</li> <li>• Effective Governance for Enabling SD Implementation: YOO Beom Sik, Director, Research Strategy and Planning, Environment Research Institute, Republic of Korea</li> <li>• Mainstreaming Gender into National SDG Planning: Luisa Emilia Reyes Zúñiga, Program Director, Gender Policies and Budgets, Equidad de Género</li> <li>• Discussion</li> </ul>
11:00-11:15	<p><b>Break</b></p>
	<b>Part 2: Assessing Progress</b>
11:15-13:00	<p><b>Session 4: Monitoring and Reporting on Sustainable Development</b>  <i>Chair: Khadiata Lo Ndiaye, United Nations Resident Coordinator, Togo</i></p> <p>Objective: Provide an update on the indicator framework for the SDGs and share experiences on what countries are already doing to develop the monitoring and reporting frameworks at the national level.</p> <ul style="list-style-type: none"> <li>• Indicator Framework for the Proposed SDGs: Francesca Perucci, Chief Statistical Planning and Development Section, UN Statistics Division</li> <li>• Monitoring for the Coordination of the Post-2015 Development Agenda: Gabriel Rivera Conde y Castañeda, Chief, Strategic Projects, Office of the Presidency, Mexico</li> <li>• Strengthening Policy Coherence for SD Planning and Implementation in Ethiopia: Temesgen Walegn, DG, Bureau of M&amp;E, National Planning Commission</li> <li>• Optimising the Science-Policy Interface for Monitoring SD Results: László Pintér, Professor, Central European University and Senior Fellow and Associate, IISD</li> <li>• Integrated Planning Tools for SDGs: Claude Villeneuve, Director, EcoConseil, University of Québec in Chicoutimi</li> <li>• Discussion</li> </ul>
13:00-14:00	<p><b>Lunch</b></p>
	<b>Part 3: Accountability For Results</b>
14:00-16:00	<p><b>Session 5: Reviewing and Supporting SDG Implementation</b>  <i>Chair: Maja Messmer Mokhtar, First Secretary, Permanent Mission of Switzerland to the UN (TBC)</i></p> <p>Objective: Provide an overview on the HLPF and share experiences and tools for reviewing and supporting SD implementation, looking forward to the national reviews of implementation of the Post-2015 Development Agenda under the HLPF.</p> <ul style="list-style-type: none"> <li>• HLPF and SDG Reviews: Marion Barthelemy, Chief, Intergovernmental Support and Inter-Agency Branch, DSD, UNDESA</li> <li>• The German 2<sup>nd</sup> Peer Review – Process and Outcomes: Günther Bachmann, Director, German Council for Sustainable Development</li> <li>• The Viet Nam National Voluntary Presentation: Process, Results and Recommendations for SDG Reviewing: Nguyen Le Thuy, Deputy DG, SD Office, Min. of Planning &amp; Investment</li> <li>• Supporting SD National Reviews in the Francophonie: Tounao Kiri, Spécialiste de programme, Institut de la Francophonie pour le développement durable (IFDD)</li> <li>• Lessons Learnt from the ECOSOC National Voluntary Presentations (NVPs): Neil Pierre, Chief, Policy Coordination Branch, ECOSOC Support and Coordination (OESC), UNDESA</li> <li>• Discussion</li> </ul>

16:00-16:15	<b>Break</b>
16:15-17:30	<b>Session 5: Continued</b> <ul style="list-style-type: none"> <li>• Economy-wide Modelling Tools: Marco Sánchez, Economic Affairs Office, DPAD, UNDESA</li> <li>• Modelling Tools for Integrated Planning: Camaren Peter, Extraordinary Senior Lecturer, School of Public Leadership, Sustainability Institute, South Africa</li> <li>• Systems Thinking for Integrated Planning: Jeffrey Crawford, SD Officer, DSD, UNDESA</li> <li>• Discussion</li> </ul>

Time	Day 3: Friday, 29 May 2015
	<b>Part 4: Enabling Implementation</b>
09:00-11:00	<b>Session 6: Fostering an Enabling Environment for SD Implementation</b> <i>Chair:</i> Olvin Anibal Villalobos Velásquez, Presidential Director of Strategic, Planning, Budget and Public Investment, Secretaría de Coordinación General de Gobierno (SCGG) Objective: Share successful experiences with enabling environments for SD planning and implementation, their challenges, and the solutions and partnerships that overcame those challenges. <ul style="list-style-type: none"> <li>• The Political Economy of SD: Francois Fortier, Interregional Adviser on Policy and Planning, DSD, UNDESA</li> <li>• Enabling SD implementation through Policy Coherence: Americo Beviglia Zampetti, Head, Economic Section, Delegation of the European Union to the United Nations</li> <li>• Stakeholder Engagement and Participation: John Holmberg, Vice-President, Chalmers University, Sweden</li> <li>• Education as an Enabler of SD: Daniel Sherrard, Provost, Earth University, Costa Rica</li> <li>• Brokering Knowledge and Partnerships for SD – the role of UNOSD: Yoon Jong Soo, Head of Office, UNOSD, Incheon, Korea.</li> <li>• Discussion</li> </ul>
11:00-11:15	<b>Break</b>
	<b>Part 5: The Way Forward</b>
11:15-12:30	<b>Session 7: Way Forward and Closing</b> <i>Chair:</i> Jonibek Hikmatov, Deputy Head, Int'l Org. Dept., Min. of Foreign Affairs, Tajikistan Objective: Report back from the working group sessions, followed by a plenary discussion, and a summary of follow-up actions on the recommendations of the workshop. <ul style="list-style-type: none"> <li>• Summary and Way Forward: Ms Ndey-Isatou Njie, Chief, Water Energy and Capacity Development Branch, DSD, UNDESA</li> <li>• Closing Remarks</li> </ul>