

INSTITUTIONAL AND COORDINATION MECHANISMS



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Guidance Note on Facilitating
Integration and Coherence for
SDG Implementation



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This is a living document that will be refined with feedback and lessons-learned from ongoing efforts to support SDG implementation.

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1.0 INTRODUCTION



1.0 Introduction

In a historic move in September 2015, 193 UN Member States adopted the 2030 Agenda for Sustainable Development, including the 17 Sustainable Development Goals (SDGs). Building on the UN Millennium Declaration, the 2030 Agenda commits every country to take action that would not only address the root causes of poverty, but also increase economic growth and prosperity and meet people's health, education and social needs while protecting the environment. The success of the 2030 Agenda domestically will require a clear institutional apparatus to lead the coordination and facilitate the implementation and monitoring of the SDGs. Ensuring a vibrant institutional framework will be critical for a country to ascertain whether the SDGs can successfully be mainstreamed into national and subnational policies and integrated across sectors.

Lack of institutional clarity, roles and responsibilities among governmental agencies engaged in the 2030 Agenda may challenge its implementation. While national political commitment and leadership are key, given the governance structures of most countries, responsibility for actual implementation lies with local institutions. This is not new and has been the challenge that many countries have faced as they work to achieve global agendas such as the Millennium Development Goals (MDGs) and the climate change commitments when there is a decoupling of national vision and strategies with local actions and priorities. For instance, in some countries, while reducing maternal mortality was a broad unambiguously stated national priority, budget allocation at local levels did not follow the same prioritization. The large scope of the SDGs, with new areas and various cross-cutting issues, will require institutional collaboration, innovation and incentive systems that facilitate action and accountability across sectors as well as across government levels. Some countries already have institutional and coordination structures and are adapting them to effectively support SDG implementation. Others are establishing new institutional and coordination frameworks to better support SDG implementation.

1.1 Objective

The UNDP Institutional and Coordination Mechanisms guidance note aims to provide information on how countries have adapted their existing institutional and coordination frameworks or established new ones in order to implement the SDGs. It highlights efforts to mobilize institutions around the SDGs, improve their functioning and promote horizontal and vertical coherence. The guidance note includes information on how responsibility is allocated amongst various levels of government (national, subnational and local) for coherent implementation and review of the 2030 Agenda. It provides an overview of key factors a country should take into account when establishing a new institutional framework or adapting an existing one.

1.2 Target audience

The primary target audience for this guidance note is policy makers at the national level. This includes stakeholders from the government (head of state's office, finance, planning, subnational bodies, sectoral ministries, national statistics office). Other experts and practitioners – in particular from multilateral and bilateral agencies, NGOs and civil society – may also find this guidance note useful when developing plans to implement and monitor the SDGs while supporting government partners.



2.0 INSTITUTIONAL AND COORDINATION MODALITIES FOR SDG IMPLEMENTATION



2.0 Institutional and Coordination Modalities for SDG Implementation

It is widely recognized that no one institution can tackle the global development challenges of today. Governments, CSOs, the private sector and international institutions all have a role to play – and their ability to work in coherence will define whether the world will be able to address some of the most pressing development challenges. Agenda 2030 underscored the importance of a strengthened institutional framework for sustainable development at the national and regional levels that integrates the three dimensions of sustainable development (economic, social and environmental) in a balanced manner, responds to current and future challenges and bridges gaps in the implementation of the sustainable development agenda.

The preferred institutional arrangements for sustainable development in each country will ultimately depend on the national context and will need to be designed accordingly.

Prior to setting up any institutional arrangement for implementation of the SDGs, it is critical to assess the governmental, institutional and political contexts in the country. This entails identifying and understanding the current processes, institutions, actors, policies, mandates and other factors that affect implementation of the SDGs. Understanding the planning and budgeting processes that shape a country's development priorities is a key aspect of the assessment. Relevant processes might include strategies (national development strategies, poverty reduction strategy papers, sector strategies), action plans and budget processes (annual and medium-term expenditure frameworks, expenditure reviews). Identifying the range of institutions as well as government and non-government actors is also critical. It is important to take stock of major national and sector development policies that are relevant for implementation of the SDGs and to identify challenges to better articulate their actions on the ground. Being aware of and understanding the political factors that may affect the implementation of the SDGs are also important. Such factors may include issues of corruption and rent-seeking.

2.1. Adapting existing institutional frameworks for SDG implementation

Experience from a range of countries highlights the critical role that strong institutional and coordination frameworks have played in supporting the achievement of the MDGs. Many countries are adapting their existing institutional frameworks established during the MDG era and expanding them for the implementation of the SDGs. This includes the monitoring and evaluation (M&E) function as well as (mainly) the horizontal coherence across ministries and vertical coherence across government levels (national, subnational and local). This section discusses institutional and coordination mechanisms that have been put in place during the MDG era, with a particular focus on National Councils for Sustainable Development (NCSDs), how these arrangements are working, and constraints and challenges faced in coordination. The section also focuses on parliaments, as they can be important mechanisms for implementation of the 2030 Agenda. Country experiences from Germany, Indonesia, and Nigeria are highlighted in Annex I.

National Councils for Sustainable Development

At the UN Conference on Environment and Development in Rio de Janeiro in 1992, governments adopted sustainable development as an overarching goal and agreed on the need for all countries to formulate national sustainable development strategies (NSDSs), which should harmonize the various sectoral economic, social and environmental policies and plans operating in each country. They also stipulated that NSDSs should be developed through the widest possible participation and be based on a thorough assessment of the current situation and initiatives in each country. They promoted the use of National

Councils on Sustainable Development to engage stakeholders with the creation, implementation and monitoring of such strategies and to build consensus and ownership of the plans.

While many countries have set up NCSDs, there is no universal blueprint or model for the creation of an NCSD or similar body and practice has varied substantially from one country to the next.

Function

A core function of most NCSDs is to operate as an advisory body to government, examining sustainable development issues and providing advice on the evolution and success of sustainable development strategy and policy. This has clearly been one of the most productive areas of NCSD activity, particularly when they have been able to help move policy and action forward decisively in a priority area.

Many NCSDs have also been tasked with regular reporting and review of progress on a national strategy. Such reports have monitored progress against agreed baselines and generated knowledge to inform policy review, programme adjustments and resource allocation decisions.

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

Location and Composition

The location of an NCSD within the administrative structure of government is used as an indication of the political clout of the body to influence decisions and actions on sustainable development issues. By extension, the location could be an indication of government's political will to effectively address sustainable development matters. It could also be an indication of the level of appreciation and understanding of the broad and cross-cutting nature of sustainable development issue, and of the need to establish an appropriate coordinating mechanism to address them in a holistic and integrated manner.

Experience from countries indicates that locating the NCSD within a ministry does not give it the necessary political clout to effectively coordinate sustainable development matters. Countries with NCSDs located under the office of the president/prime minister have noted that the high-level positioning has ensured effective coordination.

Membership of government institutions in most NCSDs cuts across all sectors. While there is greater representation from environment and natural resources, planning and finance-related government ministries and agencies, representation from social-sector-related ministries and agencies is wanting. Major groups are represented in most NCSDs. However, their representation is generally not broad and certain major groups – particularly workers and trade unions, parliamentarians, indigenous people, farmers, women's organizations and youth groups – need to be better represented. As experience shows, governments cannot achieve sustainable development solely through their own actions. Civil society and other stakeholders need to be strongly involved in the process of setting, implementing and monitoring SDGs and targets. NCSDs that have taken a participatory approach have been more likely to foster a strong sense of national ownership of the sustainable development strategy, something that is key to successful implementation.

The establishment of donor-government working groups and consultations is quite pertinent, as it would ensure effective coordination with and among development partners, allow for articulation of country priorities and avoid duplication of efforts and unnecessary overburdening of countries.

NCSDs should be decentralized to levels that provide the appropriate setting for addressing sustainable development issues. Decentralization can occur in the following forms: by establishment of subnational bodies, by representation of local level focal points in the NCSD, and by virtue of local government decentralized structures. The level of decentralization will depend on the size of the country, its population and its federal system.

Coordination between the NCSDs and their decentralized structures is mostly assured through various multi-stakeholder committees, which allow for direct communication. The organization of training and various consultative forums has strengthened collaboration.

Challenges

NCSDs have pointed to a number of challenges, including structural issues and financial difficulties in realizing sustainable development strategies.

Structural issues include difficulty in getting ministries and members of parliament to develop a feeling of ownership over the sustainable development strategy and its implementation; inadequacy of institutions to perceive social and economic realities and their impacts on sustainable development; and difficulties in coordinating policies and initiatives in efforts towards achieving the national sustainable development targets. The lack of full institutional recognition has also made it difficult to ensure that relevant ministries are complying with recommendations made by the NCSDs and the National Sustainable Development Strategies.

NCSDs in some countries have faced difficulty in getting their recommendations accepted or considered seriously enough by government. In this regard, efforts have been made to give NCSDs a stronger influence by requiring that their recommendations receive a response from government within a stated period, by requiring that they be consulted on certain issues, or by having their reports reviewed by parliamentary committees or similar structures within the legislature.¹

Some NCSDs have prioritized particular dimensions of sustainable development or issues over others. This could point to a failure to understand the interconnected nature of different sustainable development issues and the need to address them in a coordinated manner.

NCSDs from a number of countries have also observed key challenges related to monitoring sustainable development processes. These mostly lie with the quality of monitoring data. Some countries emphasized the difficulties in relying on ad hoc measurement of sustainable development in the absence of more permanent mechanisms. Some struggle to collect reliable and adequate data on the effectiveness of policies and initiatives, with the lack of systematic data collection and the fragmented nature of the sustainable development sector given as a key reason for this.

In terms of financing, many NCSDs have noted challenges related to overall levels of financing required to successfully implement National Sustainable Development Strategies and the ways in which such funds are allocated.

Parliaments

The role of parliaments is critical for SDG implementation through their legislative, budgetary and oversight functions. All countries require parliamentary approval for legislation related to the SDGs. Parliaments in many countries have already taken the initiative to support the 2030 Agenda. For example,

1 National Councils for Sustainable Development: Lessons from the past and present. SDplanNet. 2014.

Pakistan's parliament has adopted the SDGs as part of its National Agenda, establishing a Secretariat to serve as a resource centre.² In Mexico, the parliament has an important role to play in implementing SDGs, particularly in terms of formulating budgets.³

Parliaments can make a significant contribution to ensuring that no one is left behind. They can directly enable inclusive outcomes that further the common good. This entails examining how inclusive they are in terms of their representation of all segments of society, particularly of marginalized groups, and whether they take into account the interests, needs and views of these groups when adopting legislation. As the most representative decision-making bodies, parliaments must try to ensure that all groups within society are represented, with representation of each group more or less proportional to its share of the general population.⁴

In promoting gender equality, for instance, parliaments can enact binding legislation within their sovereign limits to ensure that gender-based discriminatory norms and practices are eliminated.⁵ With approximately half of a country's population comprised of women and girls, participation of women in parliaments is vital. Greater participation of women in parliament is more likely to have an impact through the adoption of policies benefiting women and promoting gender equality.⁶ Gender-based quotas in parliament is a way to achieve higher women's participation and is a key measure to address some of the institutional and systemic barriers that still obstruct women's equal access to political participation. However, quotas are usually not sufficient to ensure gender equality and need to be coupled with other measures to create an enabling environment for women to participate. For instance, women who have gained access to parliamentary participation must also be empowered to actively participate in and influence decision-making.

To support the rights of persons with disabilities, parliaments can ensure the removal of legal, institutional and physical environment barriers and the expansion of their access to opportunities for participation, including in public services. In the past, parliaments have played a critical role in promoting the rights for persons with disabilities through implementing frameworks such as disabilities acts; removal of legal, institutional and physical environment barriers; increasing access to opportunities for participation, increased social protection and greater recognition of people with disabilities in social programmes.⁷ Progress towards more disability-inclusive public policy may be achieved through increased political participation of people with disabilities. While progress has been achieved in making elections accessible, people with disabilities still face challenges in being elected to public positions. In Uganda, Section 78 of the Constitution of 1995 provides for representation of people with disabilities in Parliament.⁸ People with disabilities are elected through an electoral college system at all levels from village up to Parliament, which has resulted in disability-friendly legislation.⁹ Uganda has among the highest numbers of elected representatives with disabilities in the world. Apart from their legislative function, parliaments through their budgetary and oversight functions can ensure that the impact of the proposed budget on different social groups, including persons with disabilities, is discussed and monitored.¹⁰

2 Overview of institutional arrangements for implementing the 2030 Agenda at national level. Policy Brief. UN DESA. 2016.

3 Ibid.

4 Global Sustainable Development Report, 2016. United Nations

5 Ibid.

6 Stockemer, D. (2014), Women's descriptive representation in developed and developing countries, International Political Science Review.

7 UN Department of Economic and Social Affairs. (2015). Global Status Report on Disability and Development Prototype 2015.

8 World Report on Disability 2011. World Health Organization and the World Bank.

9 Ibid.

10 From Exclusion to Equality: Realizing the rights of persons with disabilities. Handbook for Parliamentarians on the Convention on the Rights of Persons with Disabilities. United Nations. 2007.

The engagement of youth (15-24 years of age) in achievement of the SDGs is critical. The 2030 Agenda recognizes youth as agents of change. Yet, globally, many youth remain excluded from participation in decision-making. Measures to increase youth participation may include participation in government-sponsored advisory roles and in youth parliaments. About 30 countries have established non-adult parliament structures nationally and locally.¹¹ For example, Bal Sansad Children's Parliament in Rajasthan, India, brings together children from different villages to discuss and address common concerns such as schooling and issues related to village life.¹² The South African 'Children in Action' project enables children's participation in parliamentary hearings and public debates.¹³

2.2. Establishing new institutional mechanisms and coordination structures for SDG implementation

The scope and ambition of the 2030 Agenda for Sustainable Development are unprecedented and will require collaboration, innovative and incentive systems that facilitate cross-sectoral action and shared accountability across different ministries, agencies, levels of government and non-governmental stakeholders. Drawing from country experiences, this section discusses how some countries have created new institutional frameworks to enable coordination for implementing the SDGs. Annex II highlights country experiences from Botswana, Brazil, Colombia, Costa Rica, Ghana, Pakistan, the Philippines and Sierra Leone. The Annex also includes examples of monitoring processes to support implementation of SDG 16.

In most countries, ministries largely have distinct budgets, communication channels and monitoring systems. A key challenge posed for the implementation of the 2030 Agenda is that the SDGs are interlinked (for instance, addressing poverty also requires addressing inequalities, empowering women and sustainably managing the environment). This requires strong inter-agency coordination. The traditional 'silo' approach to development taken by many countries in the past has been counterproductive and undermines the integrated planning approach necessary for achieving sustainable development. Institutional coordination will require cross-sectoral synergy by coordinating across ministries to ensure that a country's existing development strategies, plans or roadmaps align with the SDGs and to work towards coherence among different planning frameworks.

There is a variety of ways for a country to design a coordination mechanism to oversee SDG-based planning and implementation. Some countries have opted to create new interministerial commissions to oversee SDG implementation and break down silos across sectors. For instance, Colombia has created an interministerial commission and aligned SDG efforts with the President's Office to ensure the highest level of commitment. Ghana established high-level interministerial committees that bring together sectoral working groups across ministries.

To steer implementation of the SDGs from being 'siloed', some countries have requested relevant ministries to identify their responsibilities vis-à-vis specific SDGs.¹⁴ For example, China is creating an interministerial mechanism comprising 43 ministries and agencies, to be led/chaired by the Ministry of Finance, and is assigning 169 targets to competent authorities.¹⁵ Mexico has assigned each SDG indicator to a specific ministry for follow-up after consultation with the various ministries/agencies represented in its Specialized Technical Committee on Sustainable Development Goals (CTEODS).¹⁶

11 Global Sustainable Development Report. United Nations. 2016.

12 Bartlett, S. (2005), Integrating Children's Rights into Municipal Action: A Review of Progress and Lessons Learned, Children, Youth and Environments.

13 Wall, J. and Anandini Dar. (2011), Children's Political Representation: The Right to Make a Difference, International Journal of Children's Rights

14 Overview of institutional arrangements for implementing the 2030 Agenda at national level. Policy Brief. UN DESA. 2016.

15 Ibid.

16 Ibid.

Composition and Structure of Interministerial Commissions

The implementation of the 2030 Agenda requires broad participation of multiple stakeholders. Along with government, the engagement of civil society, business, philanthropy, academia and others will be key to enhancing the effectiveness of current and future development efforts. Although interministerial commissions with only government members would have significant authority and legitimacy to support their work, a commission composed only of government representatives may find it difficult to develop a longer-term vision and to present policies and practices that the sustainable development agenda requires. There is also a higher risk of policies being influenced by political interests. Interministerial commissions with more inclusive membership can draw upon a wide range of perspectives and expertise, leading to more well-informed analysis and recommendations. Non-governmental representatives would need to have the capacity to engage effectively with ministers and senior officials in a range of departments, whether related to economics and finance, industry and social affairs, planning or the more conventional environment institutions. This will likely also include, on occasion, liaising with heads of state and their offices to ensure their input into overall strategic issues.

Broad representation in an interministerial commission may make it difficult to reach consensus and could retard the development of coherent recommendations. However, consensus is not essential for effective operation of the commission.

An interministerial commission could comprise a planning division for delivery responsible for horizontal and vertical coordination in preparing and implementing a national strategy, a small secretariat responsible for supporting and coordinating with multi-stakeholder mechanisms, and an implementation division responsible for coordinating the delivery efforts of service and sectoral agencies.¹⁷

Establishing inter-sectoral thematic working groups could be an effective way to develop policies and programmes that address the integrated nature of the SDGs.¹⁸ For example, in rolling out different policies and programmes to address poverty reduction, the various stakeholders who can contribute to addressing poverty—such as ministries of education, employment, utilities, sanitation services and housing— could collaborate to craft an agreed pathway to achieve this goal.

Functions of an Interministerial Commission for Sustainable Development

While the role of an interministerial commission varies based on country context, a broad set of functions has been identified:

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

¹⁷ Expert Report for the Arab Sustainable Development Report: The Institutional Framework of Sustainable Development in the Arab Region: Integrated Planning for the Post-2015. United Nations Economic and Social Commission for Western Asia. 2015.

¹⁸ Tulsie B., Pass L. and Swanson D. (2014) Mainstreaming Sustainable Development into National and Subnational Development Planning in Latin America and Caribbean. IISD, Winnipeg, p. 36.

Conferring the role of developing SDG implementation strategies to interministerial commissions can facilitate greater levels of objectivity and help to offset the individual priorities of the government departments that are involved. interministerial commissions can bring the extra level of insight and expertise to strategy development and review processes. Being able to draw on a wide pool of stakeholder knowledge and expertise makes these commissions well equipped to provide recommendations for strategies that more coherently address the three dimensions of sustainable development and maximizes mutual benefits while minimizing trade-offs between sectors. Strategies should not be a restatement of the status quo, but rather a commitment to change in order to promote sustainable development.

Interministerial commissions can also be involved in the creation of sustainable development policies and programmes, often specifically designed to implement national sustainable development strategies. This could occur in an advisory capacity, providing feedback on government legislation or in the actual drafting of policy. In practical terms, this can involve working with a particular sector, such as business, agriculture, education or health, to explore the implications of economic, social and environmental issues for these groups and to develop sector-specific models for advancing sustainable development.

Vertical Coherence

Local governments play a crucial role in advancing sustainable development. While it is important for national governments to set country-level goals and targets and the mandates to support them, subnational and local governments are often responsible for implementation on the ground. For this reason, any coordination council or committee that is established and tasked with developing a national vision and strategy for the SDGs should include all levels of government – national and subnational/local. Such a council or commission must provide the necessary vehicle for vertical and horizontal coordination, establishing vertical relationships between multi-stakeholder bodies and governments at national, subnational and local levels.

To promote vertical coherence and integration across government levels (from central, to provincial, to local), governments can create explicit institutional links between sustainable development strategies and supporting processes at the federal and subnational levels. Vertical coordination and integration needs to entail top-down and bottom-up processes: top-down leadership and steering alongside bottom-up action, engagement and ownership. Vertical coordination works only with functioning mechanisms for collaboration, deliberation, strategy and action plan development and monitoring—that is to say, working groups composed of members/administrators from the two levels. An adapted legal framework is needed in order to move such working groups beyond a voluntary arrangement.

Maintaining two-way communication with local levels of government is key. To foster communication across government levels during the MDG era, the National Council for Sustainable Development in the Philippines, for example, set up a website as a hub for subnational sustainable development bodies.¹⁹

Vertical coherence also concerns the establishment of partnerships with actors outside government, including active civil society groups with expertise at local levels. For example, Honduras has established a local commission for sustainable development that includes participation of civil society and the public sector.²⁰

Devolving responsibilities for implementation of the SDGs at the local level to local government requires matching funds and ceding revenue-raising powers.

19 Governance for Sustainable Development. Ideas for the Post 2015 Agenda. Chapter 17: National Councils for Sustainable Development: Lessons from the past and present. Derek Osborn, Jack Cornforth and Farooq Ullah. 2015.

20 Overview of institutional arrangements for implementing the 2030 Agenda at national level. Policy Brief. UN DESA. 2016

Good practice

Regardless of the institutional structure, it is recommended that interministerial commissions be endorsed at the highest level (by the head of state or government), and engage ministries of planning, finance and economy, health, education and social development, agriculture, environment, and gender equality, the chambers of commerce, and national statistical offices. Furthermore, commissions should have local government participation, as well as representation from civil society and academia. Non-governmental representatives should act as interlocutors on behalf of their broader constituency and, in this regard, it is important to ensure that the process is transparent.

Establishing an interministerial commission would require a strong and technically capable secretariat or planning department. Experience from countries suggests that the commission could comprise a delivery planning division responsible for horizontal and vertical coordination in preparing and implementing a national strategy, a small secretariat responsible for supporting and coordinating with any multi-stakeholder council or mechanisms, as well as an implementation division responsible for coordinating the delivery efforts of service and sectoral agencies.²¹ Any effective commission would need to comprise staff with strong capabilities in technical areas. Attention also needs to be paid to building human resource capacities at the local level. A number of countries have started establishing local government service commissions to appoint staff for local governments, notably in Africa (e.g., Uganda, Mauritius, Nigeria).²²

Efficient functioning of interministerial commissions requires retaining sufficient independence to be able to challenge policies or programmes that may run counter to sustainable development. Commissions that become too close to government, run the risk of losing public credibility as an agent of change. In order to be relevant and useful, a council needs to build robust relationships at many levels of government and to be able to work together on the development of policies to advance sustainability.

2.3. Promoting an integrated cross-sectoral approach

The integrated nature of the 2030 Agenda requires strong collaboration across sectors. Issues such as gender, health and climate change that have implications for all sectors require strong cross-sectoral coordination. This section focuses on the cross-sectoral approach used by a range of countries to address climate change as well as gender. Drawing from over 45 countries surveyed, this section will discuss national institutions dedicated to helping in the implementation of climate-change-related interventions, how they fit within the overall government structure and their mandates, other arrangements that exist to support implementation of climate change action if no dedicated institution exists, and how the arrangements are working. Annex III highlights country examples on setting up institutional mechanisms to address climate change.

The integrated nature of the SDGs requires institutional arrangements, within and across national and local governments, involving multiple ministries, departments and government institutions. This level of cross-sectoral cooperation requires innovative planning instruments that use frameworks and incentives to coordinate cross-ministerial activity.

21 Expert Report for the Arab Sustainable Development Report: The Institutional Framework of Sustainable Development in the Arab Region: Integrated Planning for the Post-2015. United Nations Economic and Social Commission for Western Asia. 2015.

22 Overview of institutional arrangements for implementing the 2030 Agenda at national level. Policy Brief. UN DESA. 2016.

Institutional mechanisms for coordinating climate change action

The Paris Climate Agreement, which entered into force in November 2016, sets out a global action plan to put the world on track to avoid dangerous climate change by limiting global warming to well below 2°C. While the 2030 Agenda for Sustainable Development and the Paris Climate Agreement have been adopted under distinct global processes, countries need to address climate change in a holistic manner, recognizing the linkages between the SDGs and climate change. Climate actions communicated in intended nationally determined contributions (INDCs) that detail countries' plans to reduce emissions and enhance their resilience to climate impacts align with at least 154 of the 169 SDG targets, highlighting its cross-sectoral implications.²³ In practical terms, this means expanding focus on climate change from purely the realm of environment and environment ministries – which are typically the least well-funded and politically influential of the sectors – to other key sectors, such as health, planning and finance, so that climate change activities become an integral component of all aspects of policymaking.

With the successful adoption of the Paris Climate Agreement, countries are now beginning to plan for implementation of their Nationally Determined Contributions (NDCs) that they submitted in the lead-up to the climate change negotiations. In 2016, UNDP conducted a survey to assess capacity development support needs among developing countries as they prepare for implementation of the Paris Agreement and, in particular, their Nationally Determined Contributions (NDCs).²⁴ The survey addressed countries' progress on NDC implementation planning, as well as capacity development or technical assistance needs related to NDC implementation. Responses were received from representatives of 58 developing countries. Sixty-one percent of the survey respondents noted that their countries need support in building institutional structures and coordination mechanisms for NDC implementation.

Key challenges identified by respondents include creating robust institutional structures to manage the NDC implementation process. In many cases, countries will build on the institutional arrangements that are already in place for climate action; however, more work will be needed. This may include strengthening the capacity of lead institutions to develop and implement NDC-related policies and programmes, coordinate with sectorial line ministries and engage stakeholders in the NDC implementation process.

Findings from a survey of 45 countries conducted by UNDP in 2011 to determine whether there were institutional arrangements in place to support the implementation of climate-change-related interventions, how they fit within the overall government structure, and the effectiveness of these arrangements, can help inform better coordination of climate change action and NDC implementation.

The 2011 survey revealed that very few countries have established **national institutions fully dedicated to addressing climate change**. For example, Mexico established the Climate Change Interministerial Commission, composed of several working groups, to coordinate the formulation and implementation of federal national strategies on mitigation and adaptation to climate change. India established the Prime Minister's Council on Climate Change, which has key representation from government, the private sector and civil society. In the case of China, the government established the National Leading Group on Climate Change, which includes representation from ministries and government sectors involved in addressing climate change. Brazil established the Interministerial Commission on Global Climate Change to coordinate government actions in the area of climate change.

23 Examining the Alignment between the Intended Nationally Determined Contributions and Sustainable Development Goals. World Resources Institute. 2016.

24 Developing Country Support Needs for the Implementation of Nationally Determined Contributions (NDCs). Results from a Survey conducted by the United Nations Development Programme. UNDP. 2016.

A significant number of countries noted that, in the absence of a national institution fully dedicated to addressing climate change, the **ministries of environment** have the designated role of coordinating and helping in the implementation of climate-change-related activities. Some countries have also established a climate change unit under their ministries of environment to coordinate and, in some cases, implement climate-change-related activities. For example, in El Salvador, the Climate Change Unit established under the Ministry of Environment is in charge of climate change negotiations, development of a national climate change plan, implementation of adaptation and mitigation projects, and mobilizing resources. In Sri Lanka, the Climate Change Secretariat established under the Ministry of Environment is responsible for overall coordination of climate-change-related activities and serves as a dedicated focal point for climate change work.

Effectiveness of the institutional arrangements

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

Specialized and focused institutional framework: Some countries lack specialized national institutional arrangements for climate change, which impedes the coordination and implementation of climate change activities. For instance, a few countries highlighted the need for a dedicated coordinating unit for climate change to move the implementation of climate change activities at the national level, since policy, technical and institutional coordination is needed across the different sectors that contribute to and are impacted by climate change. Some countries called for establishing a Technical National Climate Change Committee to support mainstreaming climate change within stakeholder agencies and to enhance the participation of these agencies in climate-change-related activities. While national institutional arrangements for climate change have been established in some countries to assist in coordination and implementation of climate-change-related activities, in many cases, the arrangements are not effective, as climate change is perceived to be solely an 'environmental' issue, not a cross-sectoral one. Establishing a permanent external institutional structure outside of the ministries could help address this issue and provide impetus for effectively tackling challenges in coordinating climate-change-related activities. In the Dominican Republic, India and China, for example, the national institutional structures responsible for addressing climate change have been established directly under the authority of a powerful central agency such as the prime minister's office, which has helped bring climate change issues to the highest political level and driven other sectors to cooperate in various interventions.

Institutional mandates: In some countries, institutional arrangements and the legislative framework to address climate change issues were established in accordance with the United Nations Framework Convention on Climate Change (UNFCCC) and its prior agreement – the Kyoto Protocol. However, in some cases, the mandate was too narrowly focused and did not encompass many of the key areas critical to addressing climate change issues. For example, some countries established the appropriate legislative framework and institutional arrangements required by the UNFCCC and its Kyoto Protocol. However, in practice, these arrangements were only relevant for the initiation of carbon markets. The arrangements did not take into account strong capacity in climate-change-related adaptation/mitigation, technology transfer, scientific research and public awareness. In some cases, overlapping institutional mandates undermined efforts to address climate change issues.

Coordination mechanisms: Countries identified many challenges to the coordination of responses to the planning, designing and monitoring of climate change initiatives amongst key national institutions. The national institution responsible for implementing climate-change-related interventions in some countries has neither the power nor the legal mandate to provide inter-institutional coordination to foster the mainstreaming of climate change into other sectors. Inadequate frameworks to coordinate climate-

change-related activities and the lack of effective communication have also been noted as key challenges. Establishing a dedicated coordinating unit for climate change could help improve coordination among the various ministries and agencies involved in climate-change-related interventions. Assigning climate change coordinators within all ministries and agencies involved in addressing climate change issues is also an effective way to address challenges related to coordination. For example, to address the gap in interagency coordination for climate change in Thailand, the Government designated climate change coordination officers in all 19 ministries as well as 11 related agencies.

National climate change policy and strategy: Some countries noted the need for an overarching national climate change policy and/or strategy to improve the coordination and implementation of climate-change-related activities. For example, due to the absence of a national climate change policy in some countries, the institutional arrangements for coordination and implementation of climate-change-related activities are not clear, which impedes effective action. In some countries, there is a need for an overarching climate change policy or strategy because policies, mandates and sector strategies are disjointed. A national climate change strategy is important, as it helps to strengthen the mandate of the national institution responsible for addressing climate change issues and to ensure that climate change is addressed as a cross-sectoral issue.

Capacity and resource constraints: The climate change institutional and operational arrangements in many countries lack sufficient capacity to coordinate and support adaptation and mitigation initiatives. Some countries highlighted the need to strengthen the policy, legal and institutional framework for climate change interventions. The lack of capacity-building and training programmes for public administration staff on climate change concepts and conventions was also highlighted. Furthermore, some countries emphasized the need for trained personnel with technical expertise in climate change to provide sound strategic advice to relevant authorities for decision making. They also noted that capacity and resource constraints are further compounded by a high staff attrition rate, which affects institutional memory at the national and local levels. On the issue of capturing and analysing climate information, many countries highlighted the need to improve technological infrastructure. In this regard, there is need for appropriate instruments and techniques, skilled fieldworkers and technicians for adequate data collection. Some countries also noted that information networks, established to exchange climate change information, are deficient and called for this knowledge base to be strengthened. A critical challenge that many countries highlighted is the lack of financial resources for coordinating and supporting the implementation of climate-change-related activities as well as for sustained capacity development efforts. In some cases, the competition for potential funding associated with climate change has affected the sincere collaboration between agencies.

Strengthening institutional effectiveness and coordination to achieve gender equality

The 2030 Agenda reflects a comprehensive set of commitments to gender equality and the empowerment of women. It recognizes the achievement of gender equality and women's empowerment as "a crucial contribution to progress across all the Goals and targets."²⁵

Gender equality mechanisms can play a catalytic role in mainstreaming gender by holding other government entities to account for achieving gender equality commitments.²⁶ However, these mechanisms need to have the authority, the position within the administration or adequate levels of resources to be able to fulfill their essential functions. Countries must strengthen these mechanisms and make gender equality a priority in setting up institutions and whole-of-government approaches for implementing

25 Report of the Secretary-General on the Review of the implementation of the agreed conclusions from the fifty-eighth session of the Commission on the Status of Women (E/CN.6/2017/4)

26 Ibid.

and monitoring the SDGs. In an effort to improve institutional effectiveness to achieve gender equality, some countries have strengthened the mandates of national mechanisms for the promotion of gender equality (Australia and Philippines) and established gender equality mechanisms at the local level (Bosnia Herzegovina, Georgia and Nepal).²⁷ Gender mainstreaming has also been prioritized in SDG implementation through establishing gender equality as a cross-cutting priority in national sustainable development plans (Mexico, Paraguay and Qatar) and making gender mainstreaming a central strategy for development policies (Kenya).²⁸

Inclusive and participatory institutional structures can help shape and influence policies and priorities that are key to ensuring that gender equality features as a priority. In this regard, governments should invest in women's organizations at all levels and support women's effective participation in national planning and budgetary processes.²⁹ Some countries are taking steps to ensure women's participation in working groups to design national implementation plans, including with civil society organizations (Finland and Jamaica).³⁰

Along with robust institutional structures, SDG commitments on gender equality will require the mobilization of significant resources. The paucity of resources for specific spending on gender equality policies, the low levels of resources allocated to sectors such as health, education, social protection, and water and sanitation, continue to pose significant barriers for achieving gender equality.³¹

To monitor the allocation of resources for gender equality, many countries use gender-responsive budgeting to track the allocation of public resources. In some countries (Albania and Austria), the commitment to gender-responsive budgeting is prescribed in law.³² Countries have institutionalized gender-responsive budgeting using a range of approaches, including setting up inter-agency structures (Azerbaijan, Bosnia and Herzegovina, Burkina Faso, Nepal and Togo) and participatory processes (Senegal) and training (Colombia).

27 Report of the Secretary-General on the Review of the implementation of the agreed conclusions from the fifty-eighth session of the Commission on the Status of Women (E/CN.6/2017/4)

28 2017 HLPF Thematic review of SDG 5: Achieve gender equality and empower all women and girls.

29 Investing in gender equality to achieve sustainable development. OECD. 2015.

30 Report of the Secretary-General on the Review of the implementation of the agreed conclusions from the fifty-eighth session of the Commission on the Status of Women (E/CN.6/2017/4)

31 Ibid.

32 Ibid.



**3.0
INSTITUTIONAL AND
COORDINATION MECHANISMS
FOR MONITORING SDG
PROGRESS AT THE COUNTRY
LEVEL**



3.0 Institutional and Coordination Mechanisms for Monitoring SDG Progress at the Country Level

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

Drawing from country experience, this section focuses on challenges in SDG monitoring and reporting and on lessons from the MDG era to inform the monitoring of the SDGs. Annex IV highlights examples of monitoring mechanisms from Estonia, Turkey and Uganda to support SDG implementation.

3.1 National-level monitoring and reporting

A national monitoring system is the ensemble of statistical organizations and units within a country that jointly collect, process, ensure quality and consistency and disseminate official statistics on behalf of national government.³³ It typically consists of the national statistics office (NSO) and any other institutions and administrations that produce official statistics. An effective and efficient national monitoring system that provides regular and reliable data is an important indicator of good policies and a crucial component of good governance. The structure of a national monitoring system is generally built on national administrative or legal traditions. Adequate statistical legislation, which guarantees the independence of the statistical system, and its effective implementation are key conditions for an efficient monitoring system and the production of timely and reliable official statistics.

It is critical for governments to develop a robust national monitoring system and indicators as a priority—before SDG implementation. Contextualization of the SDGs at the country level is important if its targets are to be ‘grounded’ in national realities and reflect national development priorities.³⁴

For its part, an NSO is typically responsible for producing some of the data, providing quality control in formulating indicators and for coordinating overall data collection and analysis, in response to the goals and objectives of development policies and plans and sector strategies. Sector ministries (e.g., agriculture, environment, meteorology, education, water and health) may each have a comprehensive monitoring and information system and can collect data that can serve to inform SDG indicators.

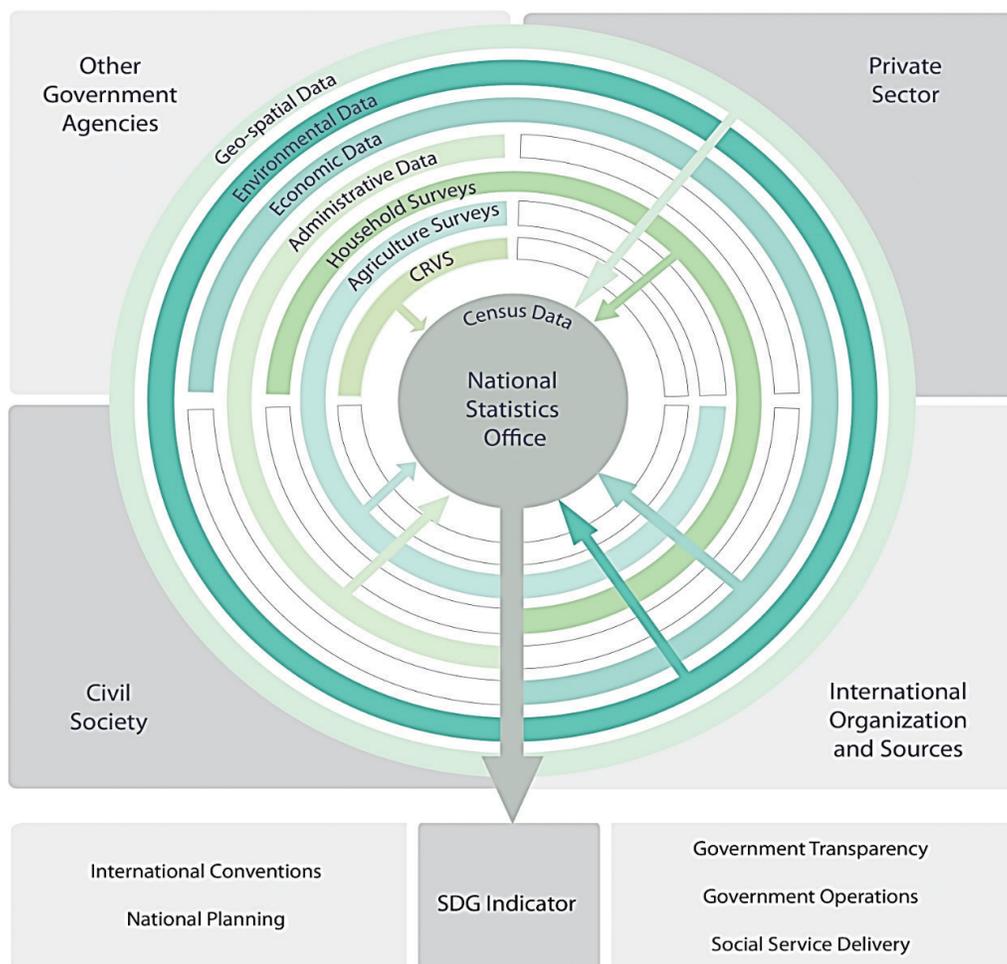
Challenges in Monitoring and Reporting

The NSOs in the SDG era are called to produce, compile, ensure quality, process and report on many different sources of data as well as to innovate in the collection of necessary data for indicators where no source exists in the country, as seen in Figure 1.

33 OECD. <https://stats.oecd.org/glossary/detail.asp?ID=1726>

34 Monitoring to Implement, Peaceful, Just and Inclusive Societies. Pilot Initiative on National-Level Monitoring of SDG16. United Nations Development Programme. 2017.

Figure 1. A Needs Assessment for SDG Monitoring and Statistical Capacity Development³⁵



Lack of communication and coordination within National Statistical Systems (NSS) in many countries, and between the NSS and international agencies, complicates reliable data availability. International agencies that are recipients of data that have not been certified by the NSO, are not receiving a nationally sanctioned official indicator, even if an international agency is responsible for globally compiling a given indicator.

Many countries also lack coordination among national data producers, which can result in reporting of inconsistent or contradictory information to international statistical agencies. As the underlying definitions and operational contexts vary, different sources can produce different data. Using different sources also means that the data are updated irregularly and the reference periods may differ (fiscal or calendar year).

Recommendations to improve coordination for monitoring and reporting

While NSOs are playing an increasingly significant role in monitoring and reporting, greater effort needs to be made to involve them in the processes at an earlier stage, including to help select the most reliable and timely indicators for reporting progress.³⁶

³⁵ Data for Development: A Needs Assessment for SDG Monitoring and Statistical Capacity development. SDSN. 2016.

³⁶ Good Practices in Monitoring and Reporting on the Millennium Development Goals: National Lessons from Latin America. UN ECLAC. 2012.

Coordination within the NSS and between NSSs and international organizations is critical for SDG monitoring, as it addresses the data gaps and data differences. To improve coordination at the national level, it is recommended that coordinating bodies on SDG indicators be established or reinforced. Brazil, Colombia and Mexico, for example, have established a clear entity in charge of interagency mechanisms on SDG indicators with the NSO as secretariat.³⁷ This unit is also responsible for SDG reporting. Statistics related to gender, children, the environment and other areas are all coordinated by this entity.

Given the broad scope of the SDG agenda, it would be important not to limit national monitoring and reporting to NSOs and to foster broad, multi-stakeholder participation in national monitoring and reporting.³⁸ Participation should include representatives of ministries and government agencies, the private sector and civil society organizations that produce and use official statistics. Stakeholders from civil society organizations and the private sector should be engaged not only in monitoring, but also in identifying solutions to the challenges revealed in the reporting.³⁹ It is critical to ensure that the monitoring process is open and transparent and that data is publicly accessible.

Governments must be committed to the improvement of their NSSs. During the MDG era, some governments enacted statistical acts to ensure the effectiveness of their NSOs through organizational and institutional support. Other countries established stronger legal frameworks in line with the National Strategies for the Development of Statistics. These legal frameworks enabled NSOs to operate independently and effectively under a competent and professional policy board and helped them coordinate and harmonize the country's statistical activities and ensure the production of useful, usable and timely data for all stakeholders, including UN agencies.

An initiative piloted by UNDP that aimed to support six countries (El Salvador, Georgia, Indonesia, South Africa, Tunisia and Uruguay) to translate the global SDG16 indicators into a country-owned monitoring system has generated key recommendations that are applicable beyond SDG16. The initiative aimed to identify the institutional arrangements that work best for a broad range of national stakeholders, to enable them to collaborate effectively around SDG16 monitoring.⁴⁰ Country examples are included in Annex IV. The initiative also helped to identify the methodologies that can be used to provide a full picture of the specific challenges faced by a given country in implementing SDG16 and of progress. Countries have found the national SDG16 monitoring methodology introduced by this pilot initiative to be a useful way to prepare for implementation and, in some cases, even to start monitoring and reporting on their SDG16 commitments. The pilot initiative has already prompted El Salvador and Uruguay to report on SDG16 in their 2017 Voluntary National Review at the 2017 High-Level Political Forum.⁴¹ Key recommendations garnered from this pilot initiative are outlined below:

- *Periodic monitoring is vital.* A one-off baseline-setting exercise is not sufficient in triggering policy action for the implementation of the SDGs. Establishing systems that ensure regular reporting on progress is essential if countries are to design effective national SDG strategies and track their implementation over time.
- *Inclusive and participatory consultations, although challenging, should be undertaken.* The policy formulation process is as important as policy content. It is critical that state and non-state stakeholders be 'co-creators' of policies and their associated programmes.

37 Instituto Nacional de Estadística y Geografía (INEGI). 2017.

38 Measuring Progress on the SDGs: Multi-level Reporting. SDSN. GSDR 2015 Brief

39 Monitoring to Implement, Peaceful, Just and Inclusive Societies. Pilot Initiative on National-Level Monitoring of SDG16, United Nations Development Programme. 2017.

40 Ibid.

41 Ibid.

- *Securing high-level political ownership to ensure collaboration between data-producing government institutions is important.* High-level representation of executive agencies such as the president's office is effective in addressing institutional resistance to data-sharing.
- *Data and indicators are a conversation starter.* Platforms, portals and scorecards are useful tools to begin and/or deepen national discussions around the SDGs and what it means in a given national context.
- *Policy development and implementation are the end goal.* When designing indicator frameworks and associated data collection strategies and when preparing national scorecards, stakeholders should not lose sight of the end goal: SDG data should trigger action by policymakers and tangible improvements in people's lives.

3.2 Subnational-level monitoring

It is important that progress towards the SDGs be monitored not only at the national, but also at the subnational level, disaggregated by gender, age, ethnicity and geographical location as local government units (LGUs) play a key role as a primary provider of basic social services at the local level. Most LGUs have their own comprehensive monitoring systems.

In **the Philippines**, for example, the Department of Interior and Local Government (DILG) developed the MDG Monitoring System that monitors the different development projects being implemented and progress on MDG localization.⁴² The system primarily tracks LGU responsiveness to the MDGs, including integration of MDG-responsiveness programmes and projects in the local plans and budget; issuance of local policies supportive of MDGs; institutionalization of the local MDG benchmarking and monitoring tool; and documentation and replication of good practices.

These local level systems can be updated to incorporate any new or revised indicators disaggregated by gender, age, ethnicity and geographical location that are identified in the process of tailoring the SDGs to national contexts.

Many countries also have community-based monitoring systems (CBMS) to support the decentralization process, improve local governance, enable better targeting of programmes and beneficiaries and empower local communities to participate in the process. CBMS have been used to monitor achievement of MDG targets at the municipal as well as district level. They have three key features: 1) they are LGU-based while promoting community participation; 2) they tap existing LGU personnel and community volunteers as monitors; and 3) they have a core set of indicators. The system is flexible and can accommodate SDG indicators that are not covered as well as community-specific indicators to reflect additional concerns of the community.

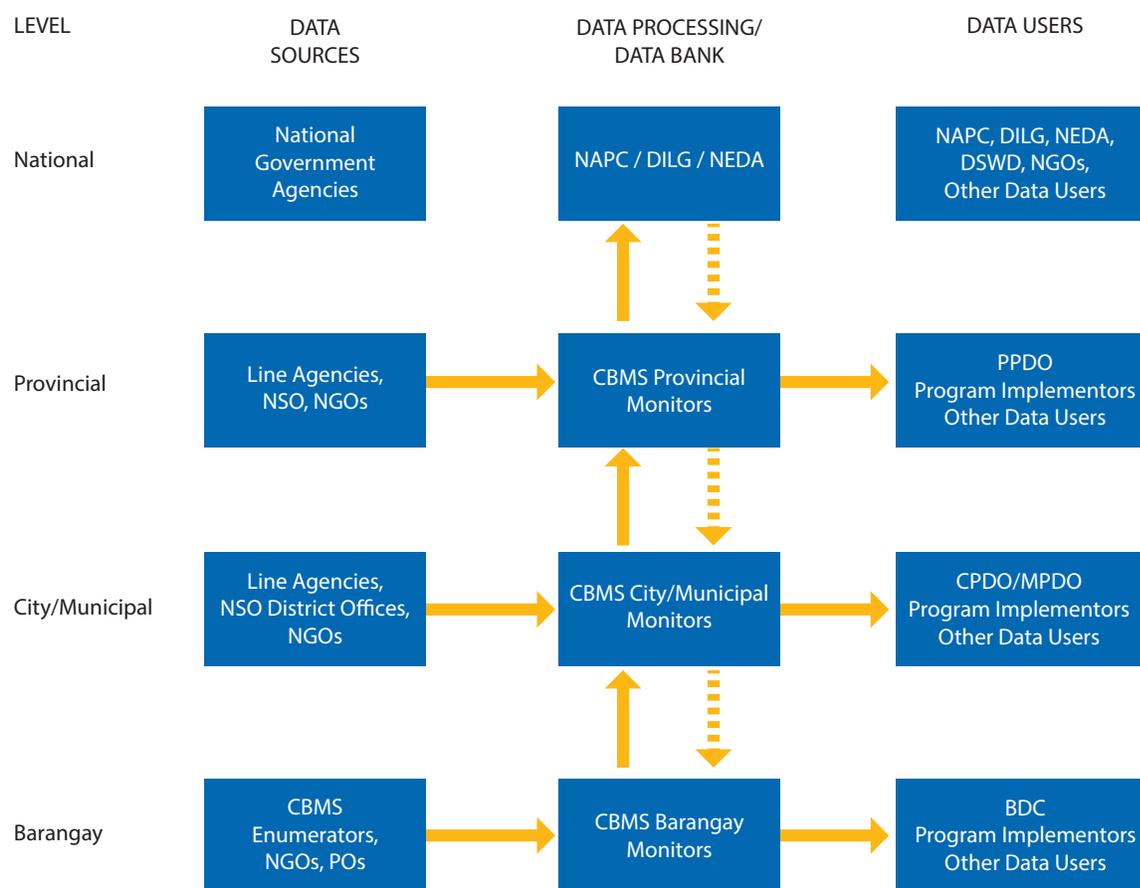
In the Philippines, a CBMS has been implemented in 59 provinces, 51 cities, 679 municipalities and 17,521 *barangays* as of February 2010.⁴³ It has enabled policymakers and implementers to track the impact of macroeconomic reforms and policy shocks. Since many of the CBMS indicators correspond to the MDG indicators, the CBMS is being used to monitor the MDGs at the local level. Camarines Norte, a province in the Philippines, has included community-specific indicators related to natural calamities in its indicator system.

⁴² Philippines: 2010 Progress Report on the Millennium Development Goals. Government of Philippines and UNDP.

⁴³ Ibid.

Figure 2 shows the CBMS flow of information among the different levels of government. Coordination is key to effective monitoring.

Figure 2: CBMS Flow of Information



Source: Reyes, Celia M., et al.⁴⁴

Brazil has established the Metropolitan SDG Observatory (METRODS), a network of institutions and organizations from civil society, the public and private sectors and academia, with the overall objective to identify, disseminate and monitor indicators related to SDG 11 in the major metropolitan regions of the country.⁴⁵ METRODS helps peripheral cities of the metropolitan areas to improve their planning capacity through the use of SDG-oriented localized data. METRODS is not only concerned with the development of a data system to support the monitoring of SDG goals in Brazil. It is also focused on converting data into action through the creation of a data network that will support participatory decision-making processes in order to deliver better results in the achievement of SDG goals, in line with the integrated urban development metropolitan plans. The network will also help civil society with the monitoring process of SDG 11, empowering and qualifying its representatives in the official forums of discussion on the implementation of the 2030 Agenda.

44 Community-Based Monitoring System: A tool to fight poverty. 2006. http://www.pep-net.org/sites/pep-net.org/files/typo3doc/pdf/CBMS-GRB/METHODOLOGY_WORKSHOPS/Tool_fight.pdf

45 Metropolitan Planning and Governance in Brazil: How the use of SDG data can help to deliver better results in public administration. 2017.

4.0 ENGAGING KEY STAKEHOLDERS



4.0 Engaging Key Stakeholders

Successful implementation of the SDGs requires the engagement of many stakeholders, encompassing government and non-government actors. Implementation efforts must be guided by a careful analysis and an understanding of the roles of different stakeholders in the country's development process.

SDG implementation will require the cooperation of many government actors, including the head of state's office, parliament, finance and planning bodies, sector ministries and subnational bodies, the judicial system and the national statistics office. Early on, it is important to determine which government agency will lead the coordination process.

Non-governmental actors, including civil society organizations and the private sector, can play a key role in advancing the SDG agenda. Involving these actors should take place throughout.

Challenges and opportunities in working with government actors and non-government actors are listed below:

Actor	Challenges	Opportunities
Head of State's Office	<ul style="list-style-type: none"> • Has numerous priorities to deal with • May face conflicting interests 	<ul style="list-style-type: none"> • Turn this actor into an SDG champion • Have it take a leading role in coordinating the implementation of the SDGs
Parliament	<ul style="list-style-type: none"> • Often not involved in all stages of national development planning • May have limited awareness of the 2030 Agenda for Sustainable Development • May face conflicting interests 	<ul style="list-style-type: none"> • Leverage its legislative role • Foster its advocacy role, especially for budgeting
Judicial system	<ul style="list-style-type: none"> • May have limited awareness of the 2030 Agenda for Sustainable Development • Enforcement of laws may be lacking • May face conflicting interests 	<ul style="list-style-type: none"> • Develop synergies with laws related to good governance (e.g., corruption, tax evasion, illegal trade) as well as those necessary for the achievement of the SDGs
Finance and planning bodies	<ul style="list-style-type: none"> • Linkages with sector ministries and subnational bodies may be weak • Addressing all three dimensions of sustainable development may not be seen as a priority for economic development and poverty reduction 	<ul style="list-style-type: none"> • Turn these bodies into SDG champions • Have them play a key role in coordinating implementation of the SDGs • Develop synergies with revenue collection measures (e.g., fight corruption, tax evasion)
Sector ministries and subnational bodies	<ul style="list-style-type: none"> • May have weak capacities • Lack of funding of subnational bodies can impede implementation of the SDGs • Some sector ministries are not well connected to development planning 	<ul style="list-style-type: none"> • Support them in fulfilling their roles in development planning • Encourage them to integrate sustainable development objectives into plans/budgets

Actor	Challenges	Opportunities
National statistics office	<ul style="list-style-type: none"> • Data collection and management often weak • Data not generally captured by regular surveys • Capacity to produce policy-relevant information may be weak 	<ul style="list-style-type: none"> • Increase investments in data and national statistical systems • Build statistical capacity to monitor the SDGs, including capacity to collect, manage and analyse data on a regular basis
Civil society organizations	<ul style="list-style-type: none"> • Capacities may be weak, especially with respect to engagement in national development planning • Often not involved in all stages of development planning 	<ul style="list-style-type: none"> • Engage them as SDG Champions • Involve them in all stages of development planning • Encourage them in their watchdog role (i.e., in promoting transparency and accountability) • Foster their role in information collection, information-sharing and awareness-raising (from policymakers to local communities)
Business and industry	<ul style="list-style-type: none"> • May perceive sustainable development (specifically environment management and legislation) as a barrier to their activities • Often not involved in development planning 	<ul style="list-style-type: none"> • Mitigate the effect of their activities that have a negative impact on sustainable development • Engage them in the development planning process to provide effective and innovative solutions to achieve sustainable development and reduce poverty • Make use of this major source for financing the SDGs
Academic and research institutions	<ul style="list-style-type: none"> • May be disconnected from the development planning process • Capacity to produce policy-relevant information may be weak 	<ul style="list-style-type: none"> • Leverage their innovative ideas, including new scientific approaches, to deploy sustainable solutions and appropriate technologies for achieving the SDGs • Work with them to enhance the science-policy link to find sustainable solutions to development problems
Media	<ul style="list-style-type: none"> • May lack knowledge of and attention to sustainable development issues • May lack freedom of expression 	<ul style="list-style-type: none"> • Make use of their role in shaping the opinions of decision-makers and the general public • Work with them to encourage public involvement in national development planning • Provide them with policy-related information • Work to enhance their advocacy role in achieving the SDGs



5.0
QUESTIONS TO ASSESS THE
CURRENT INSTITUTIONAL
FRAMEWORK FOR SDG
IMPLEMENTATION



5.0 Questions to Assess the Current Institutional Framework for SDG Implementation

Establishing institutional structures for SDG implementation and review will vary depending on country context. However, there are some common traits, discussed in the earlier chapters, that need to be considered. The following questions address these traits and will help guide users in setting up a robust institutional mechanism for SDG implementation and review.

- Is there a key institution/body officially designated to oversee the implementation of the SDGs?
- Is the institution/body strongly supported by the highest levels of government (office of the president or prime minister)? Is this commitment effectively communicated throughout the government machinery?
- Does the key institution/body responsible have a clear mandate to oversee and coordinate SDG implementation?
- Does the key institution/body responsible have a sustainable development roadmap or strategy in place with clearly defined roles and targets?
- Does the institution/body have a coordination mechanism in place to foster horizontal coordination across sectors, and vertical coordination across government levels?

Horizontal coordination

- Is there adequate capacity to undertake participatory and integrated planning?
- Is there strong institutional commitment within each of the sectors?

Vertical coordination

- Is there participation of the local level in national processes, policies, strategies, reporting and planning?
- Is there a clear framework for assigning and delegating responsibilities and commensurate resources from the national level to the local level and from the local level to the provincial level and for establishing participatory monitoring systems for resource use?
- Does the local government have adequate skills and capacity to support active community involvement in planning, decision-making and service delivery?
- Does the local government have adequate capacity for data collection and analysis to enhance monitoring, reporting and decision-making? In this regard, is there a system to inform national government analysis and decision-making?
- Is there a mechanism within the institutional framework to include the following stakeholders?
 - Civil society representatives
 - Private sector
- Does the institutional mechanism ensure that women and men have equal access to decision-making processes?
- Are particular groups (women, youth, people with disabilities, indigenous peoples, minorities, etc.) legally or practically excluded from decision-making processes?
- Are there mechanisms to allow better arbitration between conflicting views?



6.0
**KEY FACTORS IN DEFINING AN
INSTITUTIONAL APPARATUS
FOR SDG IMPLEMENTATION
AND REVIEW**



6.0 Key Factors in Defining an Institutional Apparatus for SDG Implementation and Review

In addition to the guiding questions from the previous chapter, there are certain structural factors that need to be considered when setting up an institutional mechanism for SDG implementation.⁴⁶ These are highlighted below.

Sound and Resilient Institutional Foundations

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

In addition to sound and resilient institutional foundations, SDG implementation and review will require enhanced institutional mechanisms and inclusive and integrated planning approaches and tools.

Mechanisms for Institutional Coordination and Implementation

- A multi-tiered governance structure comprising:
 - Leadership and high-level commitment
 - A long-term vision and multi-tiered planning mechanisms
 - A long-term national vision with goals, targets and indicators (e.g., 15 years to 2030)
 - Medium-term national development strategy (e.g., 5 years) with medium-term priorities and quantitative targets. The targets should be specific, measurable, achievable, relevant, and time-based.
 - Short- to medium-term sectoral plans (e.g., 3-5 years) reviewed every three years
 - Financing by annual budget allocations
 - Integrated long- and medium-term land-use plans for subnational/local implementation of national development strategy and sectoral strategies
- Interministerial Planning Commission/Committee and Other Institutional Mechanisms
 - Institutional coordination mechanism for strategy formulation and implementation – e.g., interministerial steering or oversight committee, planning or sustainable development commission, or other mechanism for horizontal and vertical coordination
 - Well-resourced and technically capable planning secretariat or department, including divisions responsible for supporting horizontal, vertical and multi-stakeholder coordination, and skilled staff

46 The Institutional Framework of Sustainable Development in the Arab Region: Integrated Planning for the Post-2015. UN ESCWA. 2015.



Mechanisms for National Ownership and Multi-Stakeholder Engagement

- Formal national multi-stakeholder council or advisory body, e.g., a National Council for Sustainable Development, National Advisory Group, etc., including a dedicated Secretariat or support unit within the planning department

Mechanisms for Monitoring and Review

- An agreed development strategy with targets that are specific, measurable, achievable, relevant and time-based
- A capable and well-resourced National Statistical Office
- National Sustainable Development Indicator Framework and Information System – including sustainable development indicators, baselines and robust datasets (including a short-set of headline indicators)
- National Sustainable Development Reports: regular, outcome-based reporting on progress
- Review mechanisms: (i) national peer reviews; (ii) internal peer reviews; (iii) external auditing; (iv) parliamentary reviews; (v) budgetary reviews; (vi) public, local monitoring; and (vi) international monitoring
- Authoritative, independent body for reporting and review



ANNEXES



Annex I – Country experiences in adapting existing institutional mechanisms for SDG implementation

Germany

Germany's National Sustainability Strategy, which includes national sustainability goals and indicators, provides practical guidance on how the principle of sustainability is translated into the work of the German Government. Since the inception of the National Sustainability Strategy in 2002, a highly differentiated **sustainability management system has been developed** that includes procedures, bodies and instruments to guarantee that the guiding principle of sustainable development is applied throughout the work of the government.⁴⁷

The Federal Chancellery is the lead agency for the National Sustainable Development Strategy. However, all government departments have the primary responsibility for their own contributions to implementing the National Sustainable Development Strategy and the 2030 Agenda in their respective policy fields.

The **State Secretaries' Committee for Sustainable Development** steers implementation of the Sustainable Development Strategy and oversees the updating of its content. It comprises representatives from all ministries and is chaired by the Head of the Federal Chancellery. The Committee provides strategic input for the work of the German Government and acts as a forum for the different government departments to share information on their sustainability activities at a high level. The Committee invites external experts from the private sector, the scientific and research community, civil society and the federal states and local authorities to attend its meetings. It selects a 'beacon project' every year in recognition of exemplary innovative activities of the various ministries.

The **Parliamentary Advisory Council on Sustainable Development** supports the German Government's National Sustainable Development Strategy and raises policy-related sustainability concerns in Parliament. The Council also formally reviews whether the sustainability impact assessment of draft legislation of the government has been plausibly conducted and it regularly holds public hearings and publishes policy papers to trigger debate on various aspects of sustainable development.

The **German Council for Sustainable Development**, an independent advisory panel, has been supporting the German Government since 2001. It consists of 15 figures from public life who, by virtue of their professional and personal background, represent the economic, environmental and social aspects of sustainable development in its national and international dimensions. The Council has two important tasks: it advises the German Government on all issues related to sustainable development and it fosters dialogue on sustainability within society.

Government action on sustainable development requires prior consultation among all relevant federal ministries and the Federal Chancellery. This procedure, although time-consuming, ensures that the German Government **resolves problems of conflicting objectives internally** and that the entire government then backs the actions of every ministry. The implementation of the 2030 Agenda is carried out within the framework of the budgetary and fiscal requirements of the Federal Government.

47 Report of the German Federal Government to the High-Level Political Forum on Sustainable Development. 2016.

In **Germany's federal system**, the federal states and local authorities are responsible for making and enforcing laws in important areas relating to sustainable development. Two thirds of all federal states already have their own sustainability strategies or are currently producing a strategy of this sort. Regular meetings of federal and state governments enable participants to share their experience of sustainability activities.

The sustainability management system established by the National Sustainable Development Strategy is a **major factor in the success** of German policy regarding sustainable development. The National Sustainable Development Strategy is being reviewed and updated to align itself with the 2030 Agenda for Sustainable Development, under the aegis of the Federal Chancellery.

Indonesia

Indonesia enacted the Presidential Decree on the SDGs that stipulates the establishment of a National Coordination Team for implementation of the SDGs.⁴⁸ The National Coordination Team comprises a Steering Committee, an Implementation Team, Working Groups as well as non-state actors.

The President and Vice President of the Republic of Indonesia serve as Chairman and Vice Chairman of the Steering Committee. Four Coordinating Ministers of the Cabinet – the Coordinating Minister for Economic Affairs, the Coordinating Minister for Human Development and Culture, the Coordinating Minister for Maritime Affairs and the Coordinating Minister for Political, Legal, and Security Affairs – are also assigned as Vice Chairs.

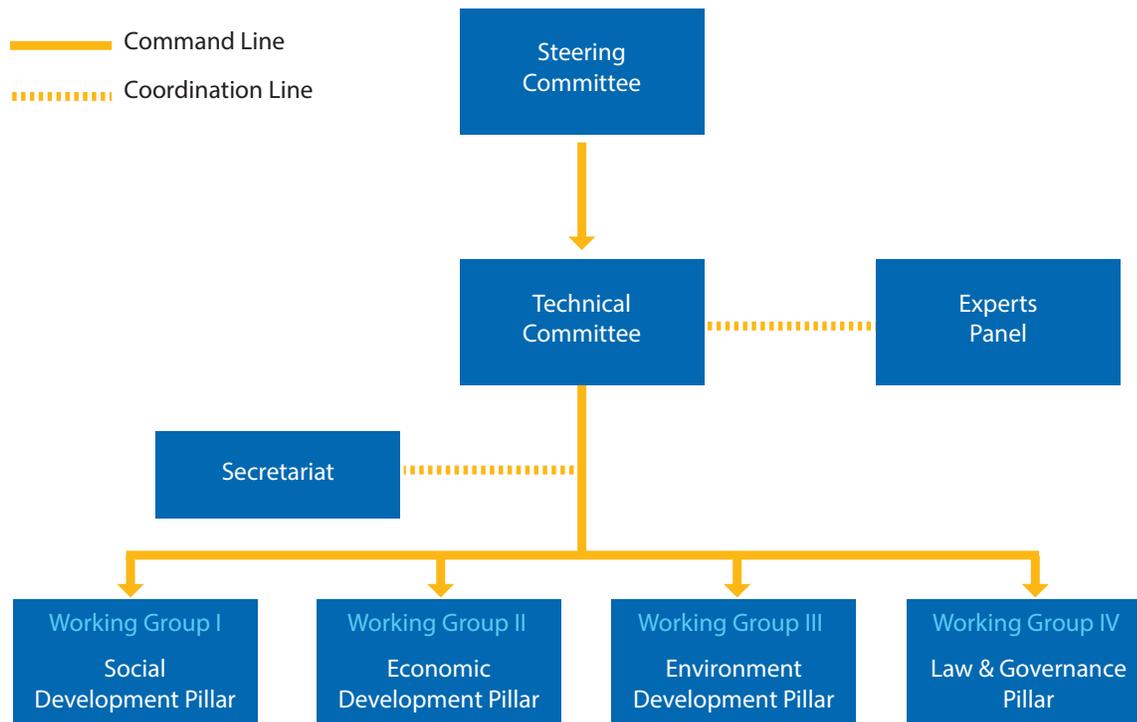
Members of the Steering Committee include seven key ministers relevant to the implementation of the SDGs: the Minister of National Development Planning/Head of Bappenas, who is mandated as the Implementation Coordinator; the Minister of Home Affairs; the Minister of Foreign Affairs; the Minister of Finance; the Minister of State-Owned Enterprises; the Cabinet Secretary; and the Presidential Chief of Staff. The Steering Committee is responsible for providing guidance in achieving the SDGs. The Implementation Team is chaired by the Deputy of Marine and Natural Resources Affairs of the Ministry of National Development Planning/Bappenas, with representatives from ministries/government institutions, private sector, academia and civil society. The Implementation Team is responsible for formulating and recommending policies and coordinating the implementation of the SDGs in line with the directives of the Steering Committee. The Implementation Team is also supported by the Expert Team, which provides substantive recommendations and comprises experts in the relevant field. In carrying out its duties the Implementation Team is assisted by Working Groups consisting of four main pillars (social development, economic development, environmental development, and justice and governance).

To facilitate the coordination and implementation of the SDGs, the National Coordination Team is supported by a secretariat. As the Implementation Coordinator, the Ministry of National Development Planning/Bappenas consults with all stakeholders to obtain agreement on the representation of non-state actors in the National Coordination Team. Representation of a community organization platform is based on the mission and area of concern, while representation of the academic platform is based on the expertise and competence of the academic institutions. Representation of the platform for philanthropists and business actors is based on the field of work and the focus of the activities to be supported.

As the Coordinator of the Implementation Team, the Minister of National Development Planning/Head of Bappenas formulates and establishes the SDGs Road Map and National Action Plan. At the provincial level, governors have the responsibility to develop a Regional Action Plan together with all regents and mayors within the region. The development of the National Action Plan and the Regional Action Plan is a participatory process that involves public consultations offline and online.

48 Voluntary National Review. Eradicating Poverty and Promoting Prosperity in a Changing World. Republic of Indonesia. 2017.

Figure 3: The SDGs National Coordination Team in Indonesia



Nigeria

The Nigerian Government has built on the MDG institutional arrangements to transition into the SDG era. The Presidential Committee on MDGs has been adapted to continue to play a key role as the focal point for the coordination of national efforts towards the SDGs. The Committee, now known as the **Presidential Committee on SDGs**, is pivotal in ensuring that key mandates and relationships relevant to SDGs are properly coordinated.⁴⁹ The **Office of the Senior Special Assistant to the President on the SDGs** (OSSAP-SDGs) coordinates SDG activities at the national and subnational levels. Its core mandate is to mobilize support and gain political buy-in for the realization of the SDGs.

The OSSAP-SDGs has recorded several successes since its establishment, including conducting an institutional review and skills capacity assessment and training, retraining key staff and securing funding for technical posts. A mapping of the private sector through partnership with Nigeria's Economic Summit Group (NESG) has been conducted to establish the Private Sector Working Group, which aims at increasing private sector financing for the SDGs. Strong partnerships with the National Assembly Appropriation Committee has been developed and are critical to ensuring that all relevant legislation for the full realization of the SDGs receive adequate attention in appropriation law.

The OSSAP-SDG has strengthened relationships with the Ministry of Budget and National Planning to ensure that programmes are domesticated in the Strategy Implementation Plan and the Economic Recovery and Growth Plan (ERGP) and that financing is provided through the federal government budget mechanism.

49 Implementation of the SDGs: A National Voluntary Review. Federal Republic of Nigeria, 2017.

The OSSAP-SDGs has also improved the level of intergovernmental relationships across the three tiers of government and has established a partnership framework through an inter-agency compact that includes a Development Partner's Coordination Framework, a Citizen's Public Service Feedback Mechanism, a Community Consultative Partnership, and a private sector partnership. The objective is to rally all stakeholders to implement the SDGs.

To track project and programme performance, the OSSAP-SDGs has realigned the National Statistical System with the SDGs by collaborating with partners to carry out a baseline data survey for the SDG indicators.

SDG-MDA (Ministries, Departments and Agencies) Focal Persons: The role of the SDG sector focal persons is critical in mainstreaming the SDGs into departmental programmes. The essence is to ensure that programmes are domesticated through the ERGP and that there is funding to implement the programme through the budget mechanism. SDG sector focal persons will also track the release of funds and the implementation of SDG programmes and projects.

SDG State Focal Persons: Governments across 36 states have appointed or designated SDG Focal Persons for their respective states. The core mandate of these state focal persons includes coordinating SDG implementation in line with the directives issued by the OSSAP-SDG.

SDG-LGA (Local Government Area) Focal Persons: Certain states in the federation has worked to maintain some degree of local government autonomy; consequently, the local government chairmen are appointed as local government focal persons. Their mandate is to coordinate the implementation of the SDGs deemed critical at the local government level. The SDG local government focal persons work in line with the directives issued by the state SDG focal persons while the heads of key SDG relevant sectors within local government work closely with state MDAs to coordinate and implement the programmes.

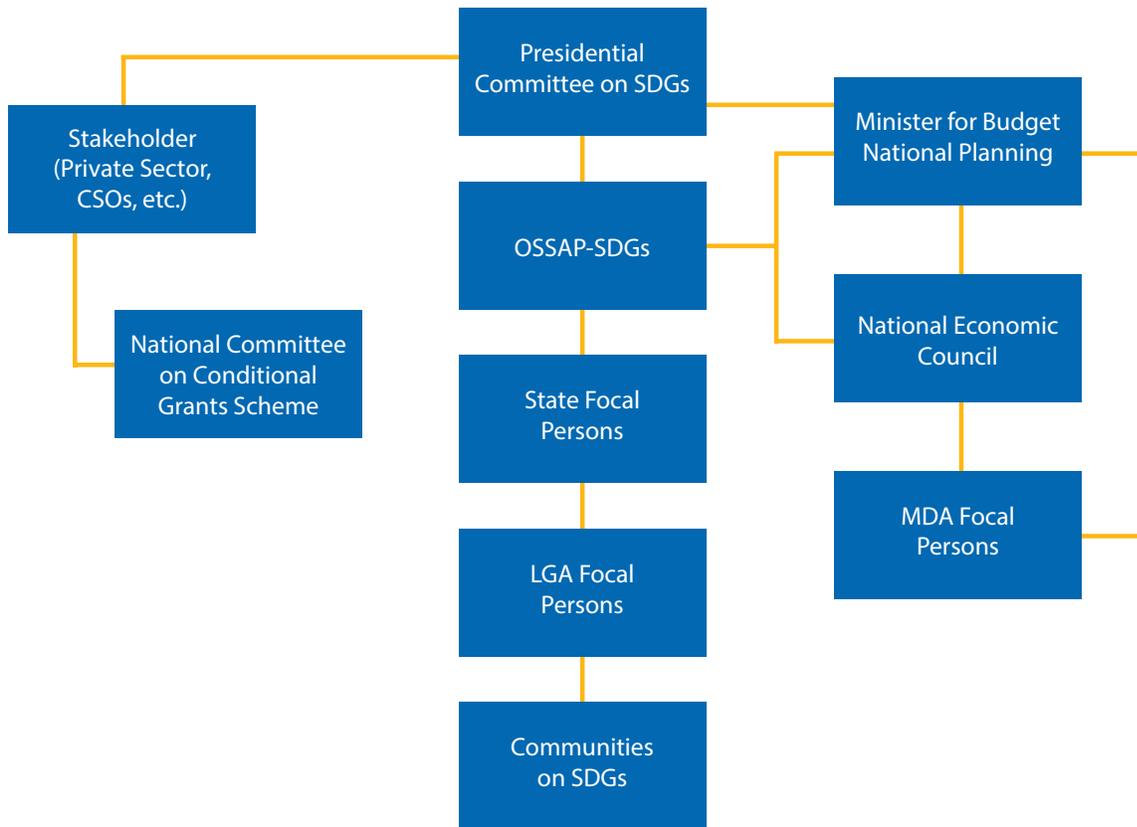
OSSAP-SDGS and the National Assembly: The National Assembly, comprising the Senate and the House of Representatives, has appointed their SDG Committees. The Senate Committee on SDGs includes 12 members with a Chairman, a Vice Chairman and a Committee Clerk/Head of Secretariat. The Committee's roles and responsibilities include:

- Provision of coordinating oversight on the activities of the Sustainable Development Office in Nigeria, including the OSSAP-SDGs
- Liaison with international donors and private sector partners with the objective of facilitating achievement of the SDGs
- Supervision of the implementation of SDGs projects and programmes in Nigeria.
- Annual SDGs budget estimate

The House of Representatives' Committee on SDGs is made up of 38 members with a Chairman, a Deputy Chairman and a Committee Clerk/Head of Secretariat. Members are drawn from each of Nigeria's six geopolitical zones. The Committee's roles and responsibilities include:

- Coordination of budget proposals in respect to SDGs in the House of Assembly
- Harmonization of the SDG budget with other Committees of the House and of the Senate
- Oversight of the implementation of SDGs and of the agencies responsible for such implementation
- Creation of opportunities to interact with stakeholders for the attainment of the SDGs
- Annual SDG budget estimates

Figure 4: Institutional structure for SDG implementation in Nigeria



ANNEX II – Country experiences in establishing new institutional mechanisms for SDG implementation

Botswana

Botswana established a National Steering Committee (NSC) co-chaired by the government and the United Nations to drive the SDG policy agenda.⁵⁰ Its members include personnel from government, private sector, development partners, youth groups, the National Assembly, Ntlo ya Dikgosi (formerly House of Chiefs), CSOs, trade unions and other non-state actors. The NSC established a Technical Task Force (TTF) whose membership is multi-sectoral. These committees are serviced by an SDGs Secretariat in the Ministry of Finance and Economic Development (MFED) supported by the UN. The SDG rollout process will be further supported by four Thematic Working Groups. These are: 1) Economy and Employment; 2) Social Upliftment; 3) Sustainable Environment; and 4) Governance, Safety and Security. Each Thematic Working Group comprises a cluster of related sectors whose membership is derived from state and non-state actors.

Brazil

Brazil established the National Commission for the Sustainable Development Goals as the main institutional mechanism for the implementation of the 2030 Agenda, through Decree No. 8,892.⁵¹ The National Commission for the SDGs is a parity collegiate body, of an advisory nature, responsible for conducting the process of integration, engagement and dialogue with federate entities and civil society, aiming to internalize, disseminate and confer transparency to the 2030 Agenda. The Commission has the following responsibilities: a) prepare an action plan for the implementation of the 2030 Agenda; b) propose strategies, instruments, actions and programmes for the implementation of the SDGs; c) follow up and monitor the development of the SDGs and prepare regular reports; d) prepare inputs for discussions on sustainable development in national and international forums; e) identify, systematize and disseminate good practices and initiatives that contribute to the achievement of the SDGs; and f) promote integration with public entities and agencies of the federate units, for SDG dissemination and implementation at the state, district and municipal levels.

The Commission is composed of 16 representatives from federal, state, district and municipal governments and civil society. In order to develop the first mandate of the National Commission for the SDGs, groups of entities were selected with significant representation capacity in their respective segments:

- Production sector: 27 State Federations of Industries and 536 companies represented by the National Confederation of Industry (CNI) and by the Ethos Institute for Business and Social Responsibility (ETHOS)
- Third sector: 2,294 entities represented by the ABRINQ Foundation for the Rights of Children and Adolescents (ABRINQ Foundation), the Brazilian Society for the Advancement of Science (SBPC), the General Workers Union (UGT), World Vision and the National Council for Extractivist Populations (CNS)
- Academic community: 67 federal higher education institutions represented by the National Association of Directors of Federal Higher Education Institutions (ANDIFES)

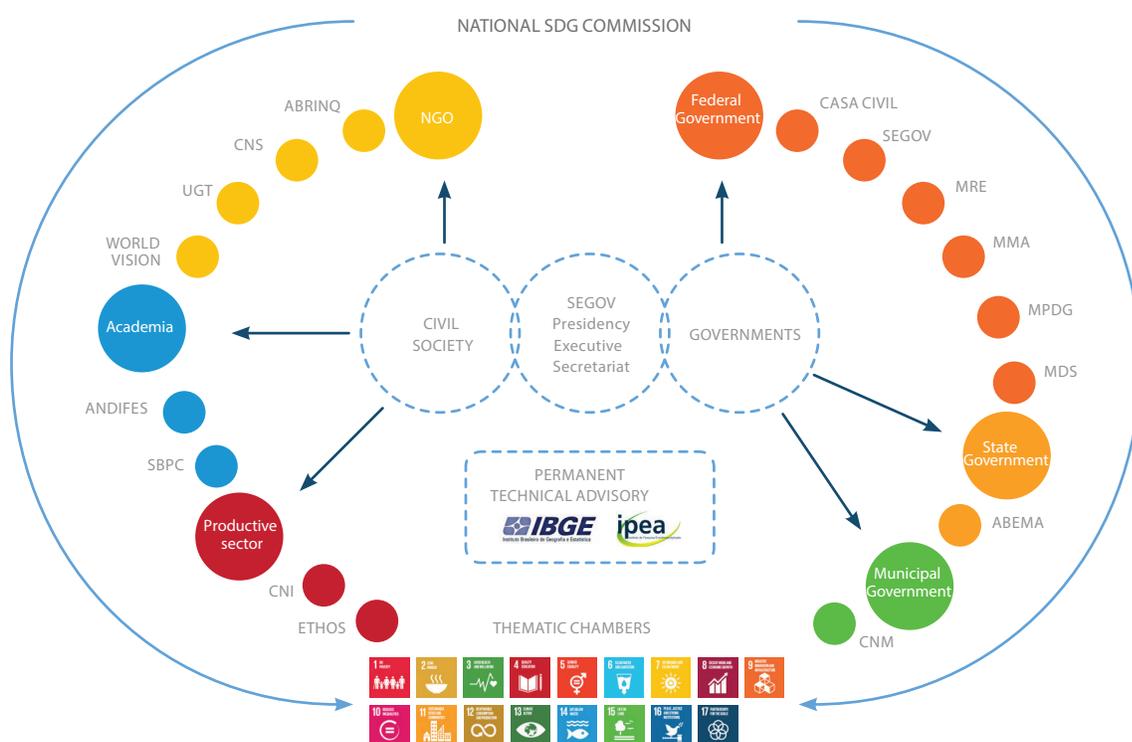
50 Botswana: Voluntary National Review on Sustainable Development Goals. Government of Botswana.2017.

51 Voluntary National Review on the Sustainable Development Goals. Brazil 2017.

- Municipal governments: 4,972 municipalities, represented by the National Confederation of Municipalities (CNM)
- State and district governments: 27 state environment secretariats and 21 state environmental entities part of the Brazilian Association of State Environmental Entities (ABEMA)

The federal government is represented by the Secretariat of Government of the Presidency of the Republic (SEGOV); the Office of the Chief of Staff of the Presidency of the Republic (Casa Civil); the Ministry of Foreign Affairs (MRE); the Ministry of Social Development (MDS); the Ministry of Planning, Development and Management (MPDG); and the Ministry of Environment (MMA). In addition, the Brazilian Institute of Geography and Statistics (IBGE) and the Institute of Applied Economic Research (IPEA) participate as permanent technical advisory bodies. Other governmental and civil society actors may participate as collaborators in the National Commission, particularly through the Thematic Chambers.

Figure 5: Composition of the National Commission for the Sustainable Development Goals



Colombia

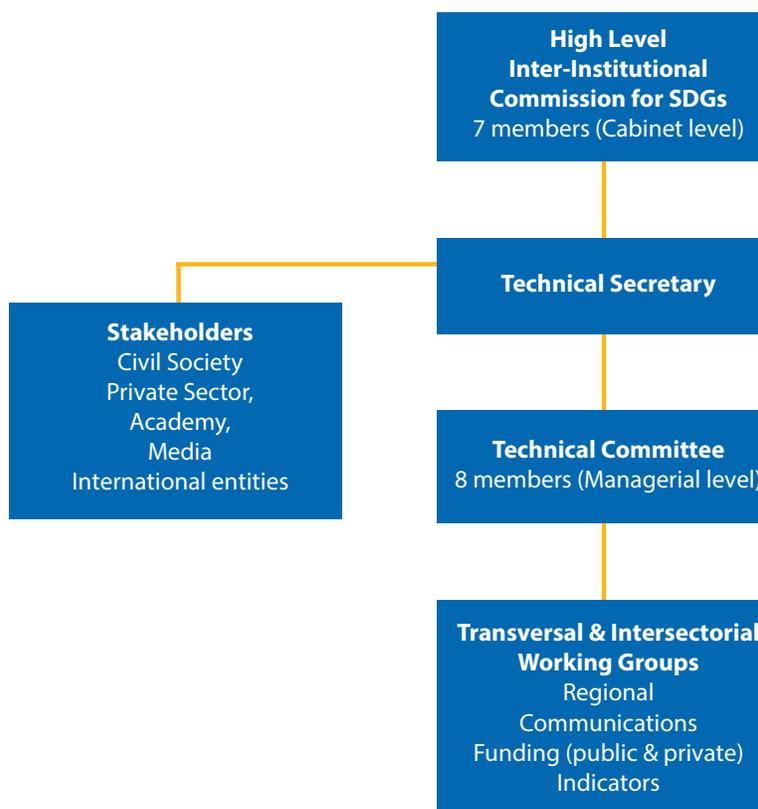
In 2015, Colombia approved Presidential Decree No. 280, which enabled the creation of the **Inter-Agency Commission** for the Preparation and Effective Implementation of the Post-2015 Development Agenda and the SDGs.⁵²

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

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

Colombia's National Development Plan *Todos por un nuevo país (2014-2018)* is the main platform for the Commission's work on the SDGs; through it, SDG implementation will be articulated, as was established in Decree No. 280. The Plan should thus inform the political coherence needed for effective SDG implementation at the national level.

Figure 6: Institutional structure for the implementation of the 2030 Agenda in Colombia



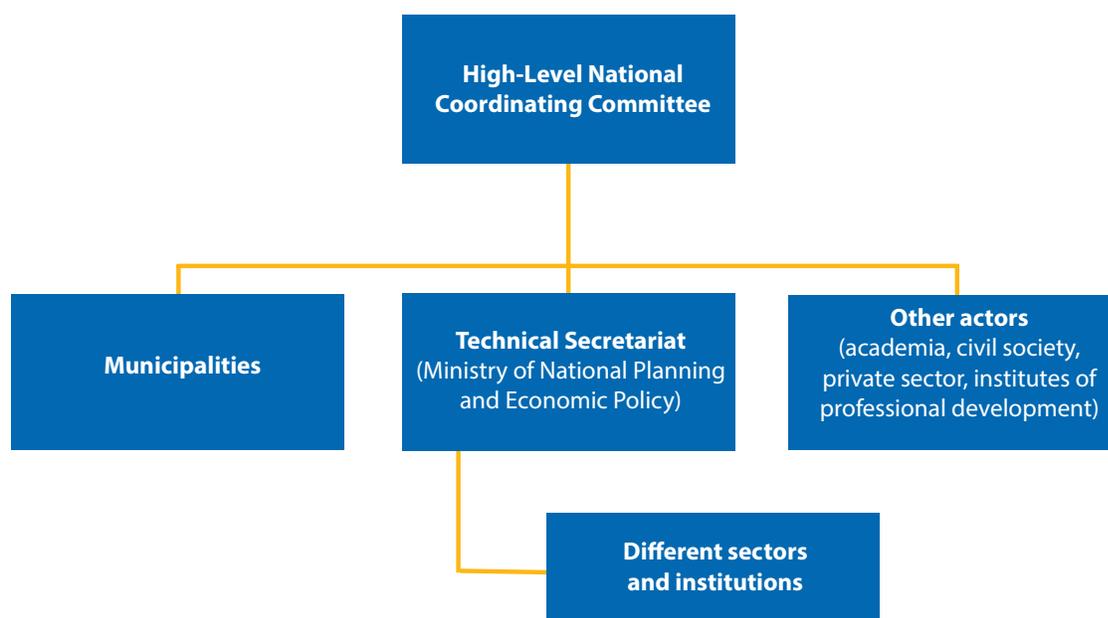
Costa Rica

Costa Rica established its National Covenant for Fulfilment of the Sustainable Development Goals in 2016, the first such compact in the world.⁵³ With an inter-institutional character, the Covenant has the three branches of the state working in coordination and on an equal footing. Under the Covenant, the government and its ministries commit themselves to working with other arms of the state as well as with significant actors in Costa Rican society, including non-governmental and non-state actors, when decisions about the 2030 Agenda are taken. The Covenant transcends individual administrations, so that future governments, irrespective of political orientation, will still be bound to implement the 2030

53 Annual report on regional progress and challenges in relation to the 2030 Agenda for Sustainable Development in Latin America and the Caribbean. UN ECLAC. 2017.

Agenda under its terms and thus to set certain national development targets that are aligned with the SDGs. The members of the High-Level National Coordinating Committee for the Sustainable Development Goals (political coordination) are the Office of the President of Costa Rica and the Ministries of National Planning and Economic Policy, Foreign Affairs, and the Environment and Energy. Below the Committee are the municipalities; the Technical Secretariat, whose members are the Ministry of National Planning and Economic Policy and the Statistical Advisory Agency; and other actors that include academia, civil society and the private sector. The Technical Committee for the Sustainable Development Goals and the working groups coordinate implementation of the Goals, advised by the National Institute of Statistics and Censuses (INEC) on the preparation of indicators.

Figure 7: The National Covenant for Fulfilment of the Sustainable Development Goals in Costa Rica



Ghana

In Ghana, national coordination on the SDGs has been organized at three levels, two of which focus on the various dimensions of the SDGs and the other on how to finance their implementation.⁵⁴ The **Interministerial National Technical Committee** (NTC) on the SDGs and the **Committee on Financing for Development** are the two working groups with the **High-Level Interministerial Coordinating Committee** (HLICC) providing policy oversight.

The Ghanaian Government established the **Interministerial National Technical Committee** in 2014 comprising representatives of 22 government agencies, ministries and institutions as well as two civil society organizations. The Committee's primary task was to discuss and evaluate the focus areas put forth by the inter-governmental Open Working Group on sustainable development to ensure that they reflected Ghana's socio-economic situation and aspirations for the future. The NTC also provided the platform for collating inputs that formed the basis for Ghana's negotiations at the Open Working Group Sessions and inter-governmental negotiations at the UN.

54 The National Development Planning Commission, Ghana. 2015.

Ghana's National Development Planning Commission set up the **High-Level Interministerial Coordinating Committee** (HLICC) to provide strategic guidance to the work of the NTC and to ensure greater coordination among the state agencies participating in the post-2015 development process. The Committee comprises ministers and directors from 11 government agencies and ministries. The Committee will galvanize support and promote coordination for the implementation of the SDGs.

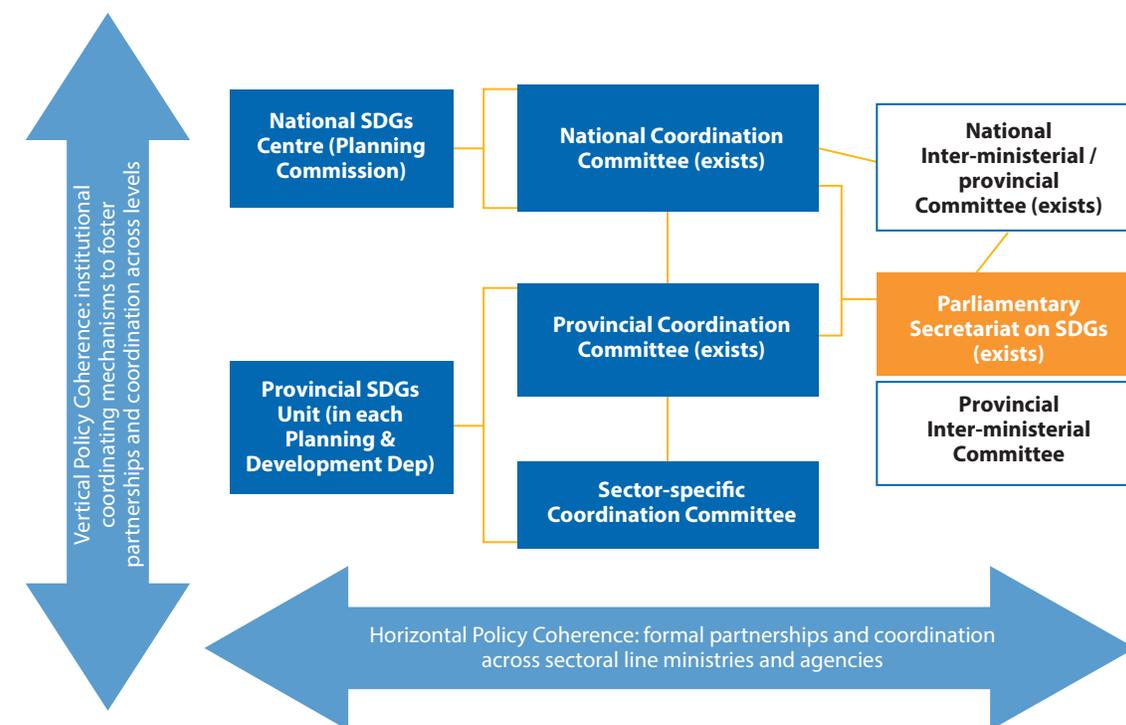
The **Committee on Financing for Development** aims to ensure that critical priority financing issues are factored into the debates on financing the post-2015 development goals. The Committee is chaired by the Ministry of Finance and led Ghana's participation at the Third International Conference on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

While these systems for coordination were set up initially for coordinating inputs to international consultations, they now have the expanded mandate to implement the SDGs.

Pakistan

During the MDG era, Pakistan did not create any new institutional structures to coordinate planning and provide policy coherence.⁵⁵ To facilitate integration and coherence for SDG implementation, the government has established SDG Support Units at the federal and provincial levels with UN assistance and has created the SDG Secretariat within Parliament (see figure below). At the provincial level specifically, the government has begun integrating SDGs, including establishing approaches for the analysis of annual development plans to identify gaps in progress and financial allocations.

Figure 8: Pakistan: Institutional Coordination and Oversight



55 The Sustainable Development Goals are Coming to Life: Stories of Country Implementation and UN Support. United Nations Development Group. 2016.

Philippines

Given the broader scope of the SDGs, the Government of the Philippines has noted the need to establish a centralized coordinating and reporting mechanism.⁵⁶ The Philippines National Economic and Development Authority (NEDA) proposed the creation of the Committee on SDGs to spearhead the national implementation of the SDGs and to promote rapid, inclusive and sustained economic growth.⁵⁷ The Committee will comprise the heads of various national government agencies, with the Secretary of Socioeconomic Planning as the chairperson. In addition, the Philippine Statistics Authority (PSA) Board has recently approved a resolution enjoining all government agencies to provide the necessary data support to monitor the SDGs.

At the subnational level, the Mindanao NEDA Subnational Offices have passed a resolution requesting the establishment of an operational and integrated mechanism for the localization of the SDGs within NEDA. The mechanism will define the development actions and commitments required at the regional/local level to help attain SDG targets. The resolution also called for NEDA's Central Office to ensure a highly participatory and consultative process by involving the regions in SDG-related activities through the existing Regional Development Councils.

Sierra Leone

Sierra Leone, a post-conflict country, was heavily impacted by twin crises in 2014-2015: the Ebola outbreak and a coincidental collapse in international iron ore prices, which had been an essential source of revenue and foreign exchange.⁵⁸ These crises caused unprecedented damage to the economic and social landscape and affected progress made on the MDGs. Against this backdrop, the country has seen the SDGs as an opportunity to address development challenges.

The Government has proposed the establishment of a Presidential Board on the SDGs (PBS) at the highest policy and political levels to provide the overall policy and strategic guidance on SDG implementation.⁵⁹ The PBS is to be chaired by the president, with members drawn from the Office of the President, the Ministry of Finance and Economic Development (MoFED), the Ministry of Foreign Affairs and International Cooperation (MFAIC), the Ministry of Information and Communication, and representation from the Office of the UN Residence Coordinator. The Ministerial Committee on the SDGs (MCS), established under the PBS, is to provide operational guidance to the SDGs process across line government ministries, department and agencies at the central and local levels and across CSOs, NGOs, the private sector, the media, the research community and academia. The MCS will draw membership from MoFED, MFAIC, Statistics Sierra Leone, the Open Government Initiative in the Office of the President, and other ministries, departments and agencies, such as the Right to Access Information Commission. The Pillar Working Groups on the Agenda for Prosperity will be modified to capture technical follow-ups and reporting on the SDGs within the Pillars, drawing actors from the public sector and non-state institutions.

The meetings of the Development Partners Committee are a platform for SDG review at the national level that have been organized since the immediate post-conflict phase of the country. They enable discussion of general development issues of the state, bringing together government institutions and donor agencies, and are co-chaired by government and development partners.

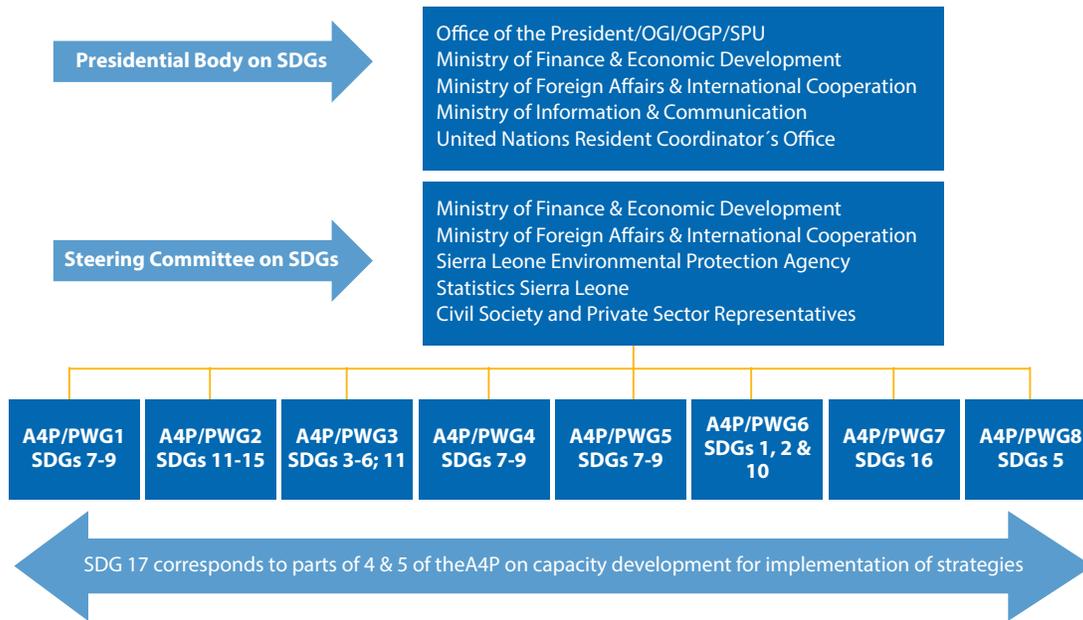
56 Voluntary National Review at the 2016 High-Level Political Forum On the Sustainable Development Goals (SDGs). Philippines. Government of Philippines. 2016.

57 The Sustainable Development Goals are Coming to Life: Stories of Country Implementation and UN Support. United Nations Development Group. 2016.

58 The Sustainable Development Goals are Coming to Life: Stories of Country Implementation and UN Support. United Nations Development Group. 2016.

59 Advanced Draft Report on the Adaptation of the Goals in Sierra Leone. Government of Sierra Leone. 2016. <https://sustainabledevelopment.un.org/content/documents/10720sierraleone.pdf>

Figure 9: Institutional Structure for the SDGs in Sierra Leone



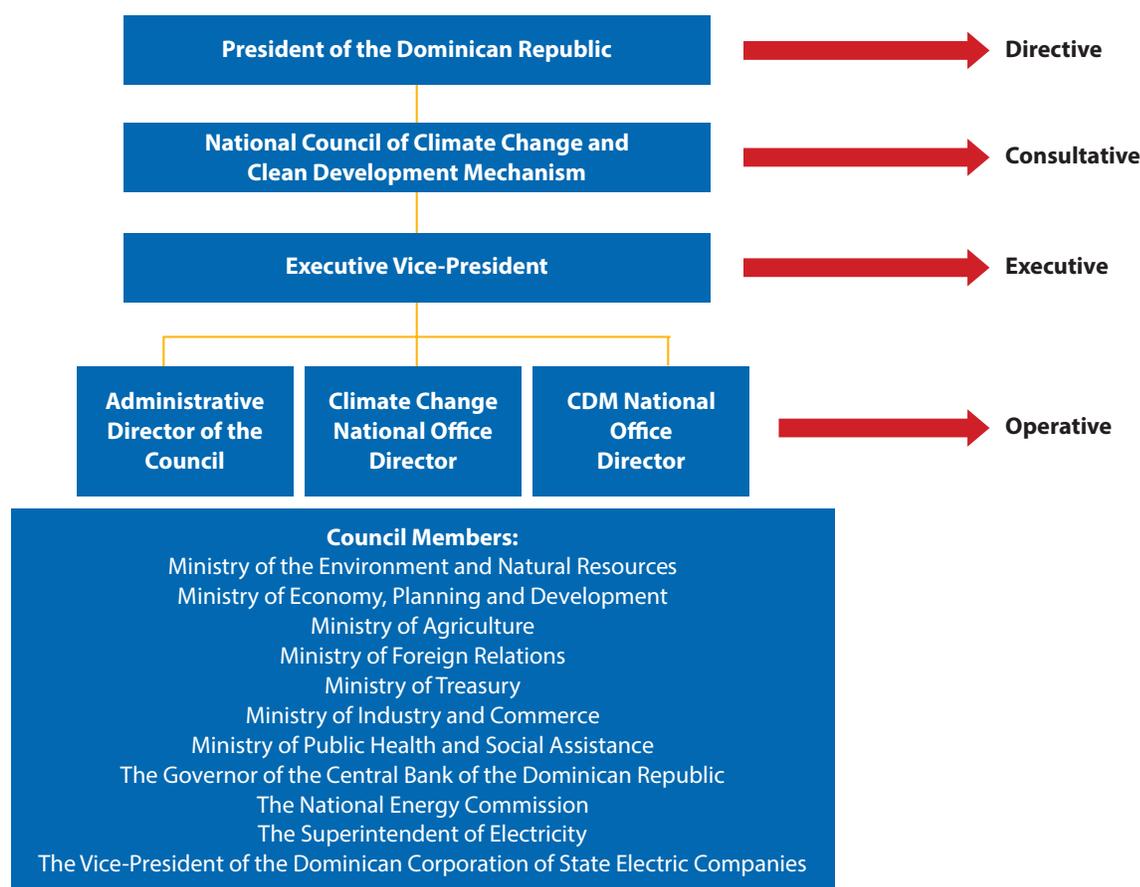
Annex III – Country examples on setting up institutional mechanisms to address climate change

Dominican Republic

In September 2008, in accordance with the Presidential Decree No. 60108, the Dominican Republic established the National Council for Climate Change and Clean Development Mechanism (CNCCMDL).⁶⁰ The Council is the national institution solely dedicated to addressing the issues of climate change and clean development mechanism (CDM) in the country. It is also the focal point for climate change negotiations within the United Nations Framework Convention on Climate Change.

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

Figure 10: Institutional structure for addressing climate change in the Dominican Republic



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

60 E-Consultation: National Institutional Arrangements for Climate Change, Consolidated Reply. UNDP. 2011.

Mexico

The Government of Mexico established the **Interministerial Commission on Climate Change (CICC)** in 2005 with a mandate to coordinate the formulation and implementation of federal national strategies related to the mitigation of GHG emissions and adaptation to climate change.⁶¹ The Commission develops specific programmes and climate action plans to meet Mexico's international commitments as a signatory to the United Nations Framework Convention on Climate Change (UNFCCC) and the Kyoto Protocol. In this regard, the CICC is the National Designated Authority for the UNFCCC. In addition, the CICC oversees CDM projects and grants them national approval.

The CICC is composed of five working groups: 1) Mitigation, 2) Adaptation, 3) REDD, 4) International Policies and 5) Implementation of the Special Programme for Climate Change. It also has a Climate Change Consulting Board, composed of 23 specialists from the social, academic and private sectors.

The CICC comprises the following federal ministries:

- Ministry of Environment and Natural Resources (including its decentralized organs and other institutions of the environmental sector such as the National Commission for Natural Protected Areas, the National Forest Commission, the National Water Commission and the National Institute of Ecology)
- Ministry of Agriculture, Livestock, Rural Development, Fisheries and Food
- Ministry of Health
- Ministry of Communications and Transportation
- Ministry of Treasury and Public Credit
- Ministry of Energy
- Ministry of Economy
- Ministry of Foreign Affairs
- Ministry of Social Development
- Ministry of Internal Affairs

The Minister of Environment and Natural Resources (SEMARNAT, in Spanish) holds the presidency. The Technical Secretariat of the Commission is held by the Directorate for Climate Change (DGAPCC, in Spanish) of the SEMARNAT. Additionally, within the legislative branch, Climate Change Commissions have been established within the Lower and Upper Houses.

Thailand

The Government of Thailand established the **National Climate Change Committee (NCCC)** in 2006.⁶² The NCCC formulates national climate change policy and determines the national position regarding international negotiations under the UNFCCC. The Committee also monitors line ministries' implementation of climate-change-related activities, including the allocation of climate budgets to line ministries.

61 Establishment of a Climate Change Department. UNDP's Analytical Report to the Ministry of Water, Land, Environment and Climate Change, Government of Jamaica. UNDP. 2013; OECD Environmental Performance Reviews. Mexico. OECD. 2013.

62 E-Consultation: National Institutional Arrangements for Climate Change, Consolidated Reply. UNDP. 2011.

Chaired by the Prime Minister, the Committee members comprise:

- Minister of Natural Resources and Environment
- Minister of Energy
- Minister of Industry
- Minister of Agriculture and Agricultural Cooperatives
- Minister of Finance
- Minister of Science and Technology
- Minister of Transport
- Minister of Public Health

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

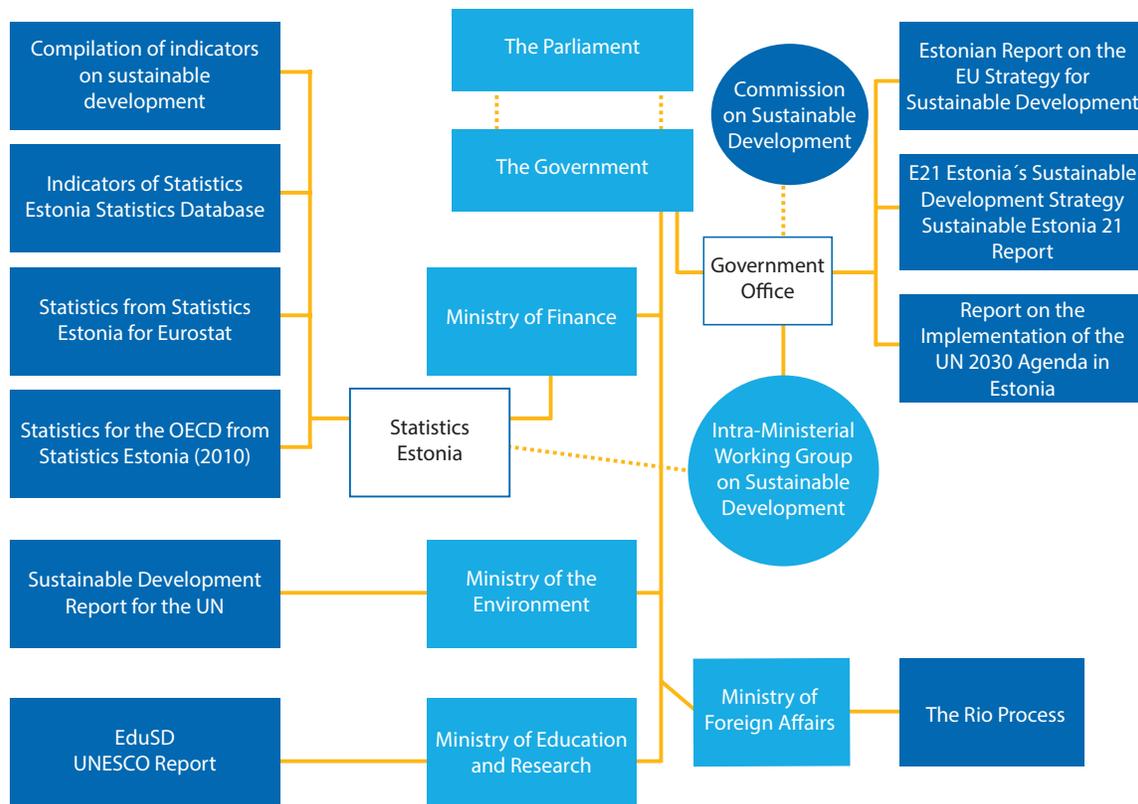
To better enable coordination for Climate Change across sectors, in 2009, the Thai Government designated climate change focal points in all 19 ministries as well as 11 related agencies.

Annex IV – Country examples on SDG monitoring and reporting mechanisms

Estonia

SDG monitoring and reporting occurs through a monitoring mechanism and through a regularly published review that details the status of the sustainable development indicators, compiled by Statistics Estonia in co-operation with the Government Office and various ministries.⁶³ The Estonian Commission for Sustainable Development, the Intra-Ministerial Sustainable Development Working Group, the Government Office and Statistics Estonia have agreed upon a list of indicators being monitored.

Figure 11: Monitoring implementation of the 2030 Agenda in Estonia



63 Review on the Implementation of the 2030 Agenda in Estonia. Republic of Estonia, Government Office. 2016.

Turkey

In **Turkey**, official statistics are produced and issued by TurkStat and the related institutions specified in the Official Statistics Programme.⁶⁴ TurkStat coordinates the Turkish Statistical System and will coordinate the monitoring process by working with other institutions through the Official Statistics Programme, which will be shaped by the Statistical Council. Thematic working groups composed of TurkStat and other data producer institutions are responsible for implementing the Official Statistics Programme.

Although TurkStat will be the main body responsible for monitoring progress on the 2030 Agenda, voluntary monitoring and reporting by the private sector will also be encouraged. For instance, sustainability reporting that could be undertaken under various reporting standards will be a contribution of the private sector. The BIST Sustainability Index is an example of the successful involvement of the private sector in sustainability monitoring in Turkey. Launched in 2014, this Index provides a benchmark for Borsa Istanbul companies with a high performance in corporate sustainability and improves awareness, knowledge and practice regarding sustainability in Turkey.

Uganda

In Uganda, monitoring and reporting mechanisms for SDG implementation will follow the existing arrangements under the country's National Development Plan (NDP II).⁶⁵ In FY2014/15, Uganda adopted an integrated NDP II Monitoring and Evaluation Strategy to coordinate and support sectors, ministries, departments and agencies, local governments and other stakeholders (CSOs and Private Actors) in monitoring and evaluation for the period 2015-2020.

The Uganda Bureau of Statistics (UBOS) provides, coordinates and harmonizes data and ensures that all relevant indicators are captured in the national statistical system. The Coordination, Monitoring, Evaluation and Reporting Technical Working Group led by the Office of the Prime Minister and the Data Technical Working Group led by UBOS engages the various ministries.

CSOs have been engaged in the 2030 Agenda through a coordinated process. The National CSO Core Reference Group (NCCRG) on SDGs is a consortium of CSOs doing work around SDGs. The CSOs under their coalition NCCRG are monitoring the implementation of the SDGs within the existing institutional structures. Development partners are also engaged in monitoring the SDGs. In a more recent initiative from development partners, a formal partnership has been established between the government and the Pulse Lab Kampala (an initiative of the United Nations) to monitor progress of the NDP II and SDGs through real-time data tools. The Pulse Lab Kampala has already collected information about issues and priorities for the 2030 Agenda from an analysis of social media and SMS text messages.

Examples of monitoring processes to support implementation of SDG16

The examples below are drawn from the UNDP pilot initiative to translate the global SDG16 indicators into a country-owned monitoring system.⁶⁶

64 Report on Turkey's Initial Steps Towards the Implementation of the 2030 Agenda for Sustainable Development. Ministry of Development. Ankara. July 2016.

65 Review Report on Uganda's Readiness for Implementation of the 2030 Agenda. Government of Uganda. 2016.

66 Monitoring to Implement, Peaceful, Just and Inclusive Societies. Pilot Initiative on National-Level Monitoring of SDG16. United Nations Development Programme. 2017.

The initial discussion around indicator selection was confined to the governmental sphere in some of the pilot countries. In **El Salvador**, for example, the Ministry of Foreign Affairs, the Technical and Planning Secretariat of the Presidency of the Republic, and UNDP met with key institutions critical to the implementation of SDG16, including the Public Security and Justice Ministry, the Secretariat for Transparency and Anticorruption and the Institute for Access to Public Information, to review global SDG16 indicators and propose additional relevant national indicators. **Georgia, South Africa** and **Tunisia** involved civil society and the private sector to develop the indicator framework from the onset.

In Tunisia, state and non-state stakeholders were invited to tailor the initial proposal of the Open Working Group for SDG16 Targets and Indicators to the Tunisian context. The outcome of this process was the Tunisian governance goal. One significant outcome of the highly participatory process was the replacement of the peace elements of the global SDG with a Tunisia-specific pillar on civil society's participation in the management of public affairs, which Tunisian stakeholders found critically important to support the country's transition to democracy.

In South Africa, civil society contributed to the elaboration of the national SDG16 indicator framework and to data collection. A mapping of all SDG16- and Open Government Partnership-related civil society stakeholders, with a specific focus on those performing data collection activities, guided the NSO engagement strategy with civil society actors. The engagement resulted in the selection of two to three national indicators to complement each global SDG16 indicator.

Inclusive multi-stakeholder consultations were held in the pilot countries to enable government and civil society to *jointly review the proposed indicator framework and take stock of SDG16 progress* as measured by the selected indicators. In **El Salvador**, the government held two separate consultations—one with civil society, including CSOs, think tanks, universities and churches, and the other with the private sector, including business associations, entrepreneurs and a national foundation for corporate social responsibility—to introduce and receive feedback on the proposed national SDG16 indicator framework. Led by CIDE and UNDP, discussions in **Mexico** analysed the global indicators and targets, and contextualized them. Representatives of government, public institutions, universities, research centres and think tanks were invited to join the discussion groups. The aim of the participatory consultations was to generate consensus among actors who had a strong knowledge of peace, justice and institutional issues and to identify their needs and challenges at the local level.

Scorecards and analytical assessment frameworks were designed by the pilot countries to track indicators and to identify and address any data gaps. **Indonesia** developed the technical SDGs Monitoring Guideline through a stakeholder workshop to help stakeholders monitor and evaluate their SDG16 performance and achievement at the national and local levels. The Monitoring Guideline will be officially adopted by the Ministry of National Development Planning and stipulated in a ministerial decree.

Abbreviations

A4P	Agenda for Prosperity - 2013-2018 (Sierra Leone)
BDC	Barangay Development Council (the Philippines)
CBMS	Community-based Monitoring System
CDM	Clean Development Mechanism
CPDO	City Planning Development Office (the Philippines)
CSO	Civil Society Organization
DILG	Department of the Interior and Local Government (the Philippines)
DSWD	Department of Social Welfare and Development (the Philippines)
INDC	Intended Nationally Determined Contributions
LGU	Local Government Units
MDG	Millennium Development Goal
M&E	Monitoring and Evaluation
METRODS	Metropolitan SDG Observatory (Brazil)
MPDO	Municipal Planning Development Office (the Philippines)
NAPC	National Anti-Poverty Commission
NCSO	National Councils for Sustainable Development
NDC	Nationally Determined Contributions
NEDA	National Economic and Development Authority (the Philippines)
NGO	Non-governmental Organization
NSDS	National Sustainable Development Strategy
NSS	National Statistical Systems
OECD	Organisation for Economic Co-operation and Development
OSSAP	Office of the Senior Special Assistant to the President (Nigeria)
PPDO	Provincial Planning and Development Office (the Philippines)
SDG	Sustainable Development Goal
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change





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