

United Nations Development Programme

FROM THE MDGs TO SUSTAINABLE DEVELOPMENT FOR ALL

LESSONS FROM 15 YEARS OF PRACTICE

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Secretary-General Ban Ki-moon speaks at the Global Citizen Festival in New York's Central Park on the second day of the UN Sustainable Development Summit 2015, at which world leaders adopted the SDGs. UN PHOTO/ESKINDER DEBEBE

ACKNOWLEDGEMENTS

This Report is a product of the Sustainable Development Cluster in the Bureau for Policy and Programme Support of the United Nations Development Programme (UNDP). Its preparation would not have been possible without the decision of 55 countries, around the world, to produce National MDG Reports between 2013 and 2015. We thank the governments, stakeholders and UN Country Teams that worked in concert in many countries to honestly and openly reflect on what worked and what did not work during the MDG era.

This Report was prepared by a core team of UNDP's Development Planning and Inclusive Sustainable Growth Group comprising Babatunde Omilola (Team Leader), Sarah Renner, Almudena Fernandez and Devika Iyer. The production of the Report was carried out under the overall direction of Nik Sekhran, Director and Chief of Profession for Sustainable Development and Magdy Martinez-Soliman, UN Assistant Secretary General, UNDP Assistant Administrator and Director of the Bureau for Policy and Programme Support.

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FOREWORD

Humanity continues to face an overwhelming array of challenges from rising inequalities and entrenched poverty to stubborn conflicts, contagious diseases, climate change and rapid environmental degradation. Inadequate responses have left us all more vulnerable. The consequences are felt most acutely by those with fewer assets and capabilities: those most dependent on ecosystems and least able to exercise their rights to human security, development, voice and dignity.

Against this backdrop, two achievements stand out as a reason for hope. In September 2015, UN Member States unanimously adopted an ambitious new development agenda, Transforming our World: The 2030 Agenda for Sustainable Development (Agenda 2030) establishing 17 Sustainable Development Goals (SDGs) to be achieved by all countries and stakeholders by 2030. Two months later in Paris, 195 countries, meeting as parties to the UN Framework Convention on Climate Change (UNFCCC), reached agreement on the world's first universal climate deal. Both agreements reflect the will of leaders and people everywhere to improve lives and the prospects of the planet we share.

Action now needs to match the scale of our commitments. As this Report is written, the outlook is encouraging. The Paris Climate Agreement was ratified and about to go into force and countries, North and South, had taken early steps to implement the SDGs. This Report argues that there is no need to start from scratch.

The quest of the last 15 years to achieve eight Millennium Development Goals (MDGs) demonstrates the power of Global Goals to realize progressive change. The MDGs played a role in lifting more than one billion people from extreme poverty; significantly reducing the number of people suffering hunger, preventable death and illness; and enabling unprecedented numbers of girls and boys to attend school. The countdown to clear and measurable targets heightened solidarity, focused minds and engaged leaders and people in problem-solving.

The MDGs succeeded, in part, by tapping a widely held conviction that progress everywhere – particularly among the impoverished – enriches us all; not only because it drives peace and prosperity, but also because it is the right thing to do. Today's challenge is to revive this shared conviction and use it to drive the leaps in progress we need to build a better future.

This Report strives to illuminates how in practice, the SDGs can best be applied to this end. It draws from the lessons in over 50 recent National MDG Reports, written by governments and stakeholders directly involved in the MDGs, and in many cases -transitioning to the SDGs. Its recommendations are informed by UNDP's experience, supporting more than 140 countries to realize the MDGs. UNDP saw, first hand, what made the MDGs effective and was increasingly able to help its partners employ Global Goals to:

- Build national consensus for locally important, progressive change;
- Enable poor and disadvantaged communities to be heard and responded to;

^{1.} As of April 2016, 55 countries had produced National MDG Reports in 2013 or later.



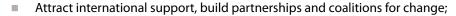












- Call attention to inequalities and other underlying constraints to progress;
- Learn from practice and adapt initiatives until they worked;
- Finance and develop catalytic initiatives that advanced multiple goals.

The first steps were vital. Where early and effective MDG efforts made Global Goals locally meaningful, leaders were more likely to make bold changes; business, community groups and people were more likely to contribute; and international partners were more likely to provide robust, sustained support. The results improved lives, leading in some cases, to remarkable leaps in human development.

The gap between the ambitions of the world's new global development agenda and collective action to date, leaves many doubtful about the SDGs' prospects. This is not the first time, however, that the world strives to achieve broad Global Goals against the odds. The lessons of the MDGs suggest an opportunity to get the SDGs right from the outset and thus, realize faster, bolder progress. This is why this Report is important: it suggests how, concretely, the SDGs might drive transformative change.

Thanks to UN-led consultations and outreach, the SDGs benefit from more and earlier popular engagement than did the MDGs. Over 10 million people, experts and leaders shared their priorities for the SDG agenda. The hope is that this global constituency for change, coupled with improvements in practice, some of which are recommended in this Report, can enable more effective implementation.

We encourage practitioners, advocates and leaders, in all walks of life, to use this Report to identify and apply lessons from MDG practice, suited to their context. The stakes could not be higher. The world cannot afford to miss this opportunity to eliminate poverty and needless suffering, improve lives and secure the prospects of the planet on which we all depend.

Magdy Martinez-Soliman

United Nations Assistant Secretary-General

Assistant Administrator and Director Bureau for Policy and Programme Support **United Nations Development Programme**



Nearly 400 leaders from around the world gathered in New York for the UN Global Youth Leadership Summit to express their commitment to turning the Millennium Declaration into reality by together achieving the Millennium Development Goals. UN PHOTO/EVAN SCHNEIDER

EXECUTIVE SUMMARY

Since their adoption in 2000, the Millennium Development Goals (MDGs) have played a role in lifting more than one billion people from extreme poverty, reducing the number of people suffering chronic hunger, preventable death and illness, and enabling more girls and boys to attend school than ever before. People today, in all regions are on average healthier, better educated and more prosperous than ever before.

Vast numbers participated in the campaigns, strategies and initiatives that made MDG progress possible. Their participation and the over 10 million people that engaged in UN-led consultations on the MDGs' successor agenda—suggest that people consider Global Goals important. It also suggests that the MDGs largely succeeded in capturing the popular imagination and reflecting shared priorities.













People demanded a successor agenda that would reignite hope for a better future, learn from and live up to the MDGs. With these expectations in mind, UN Member States adopted, in September 2015, an ambitious new agenda, Transforming our World: The 2030 Agenda for Sustainable Development (Agenda 2030), establishing 17 Sustainable Development Goals (SDGs) to be achieved by all countries and stakeholders by 2030. Never before had world leaders pledged common action across such a broad and universal policy agenda.

The SDGs differ in their insistence, not just on technical fixes and financing, but also on doing things differently. The new agenda acknowledges that solutions emerge when results are challenged, when the right policies are adopted and when institutions are transformed. The SDGs recognize that all countries have problems to solve and contributions to make, subject to their abilities.

At the start of 2016, the SDGs went into effect. Many countries are now fully engaged in their implementation. This Report argues against starting from scratch. The quest of the last 15 years to achieve the MDGs taught us how Global Goals can motivate and sustain progress, affecting change at scale. It suggests that much depends on the context, policies and practices employed in implementation. The MDGs were more effective when brought into popular discourse, through national movements, campaigns, political platforms or other channels, and where employed less as a rigid framework than as an opportunity for change agents to:



Thousands arrive in Brasilia for the 2015 Marcha das Mulheres Negras – a march for rights, justice, freedom, democracy and wellbeing. UNDP BRAZIL/TIAGO ZENERO

- Draw attention to local needs:
- Build consensus on priorities;
- Win international support and local engagement;
- Align fragmented efforts;
- Make progress (or lack thereof) more visible; and/or
- Hold leaders to account for their commitments.

Change agents in communities and countries around the world, supported by UNDP and other organizations, learned to leverage the MDGs to realize these outcomes. Improvements in data, partnerships, systems and institutions gradually made MDG practice more effective, responsive and coherent. This

accelerated and broadened outcomes, particularly boosting maternal and child survival rates, enrolment and gender parity in primary schools and lowering HIV prevalence [1].





























Without this experience, it is unlikely that countries would today be implementing an agenda that looks anything like the SDGs we now have. The political acceptability, ambition and focus of the SDG agenda, emerged largely from countries' experiences – good and bad – under the MDGs, as well as their growing concern about the impact of climate change, inequality and environmental degradation. Many countries had anticipated or were working towards SDG-type objectives before 2015, enabling them to rapidly spell out routes to achieve them.

The world cannot afford to start over with the SDGs – but must build on the improvements made under the MDGs. Progress will only be significant enough to achieve the SDGs if leaders avoid the temptation to start from scratch. Many countries recognize this and are adapting existing strategies and repurposing the institu-

tions that enabled MDG progress. Their challenge is to understand, prioritize and sustain what works and adjust initiatives that have stalled, while strengthening underlying capacities, mobilizing all possible resources and putting in motion the farsighted polices the SDGs require.

Progress will only be significant enough to achieve the SDGs if leaders avoid the temptation to start from scratch.

This Report seeks to help them by providing key lessons from the MDG era, distilled by govern-

ments and stakeholders themselves, through National MDG Progress Reports. Between 2013 and 2015, 55 countries produced National MDG Progress Reports assessing the totality of their countries' MDG experience. Many detail lessons they now apply to implement the SDGs. Most echo lessons UNDP learned from its experience supporting over 140 countries to achieve the MDGs.

Although its recommendations may be usefully applied to implement the SDGs in high-income countries, this Report's focus is on low-income and developing countries, reflecting UNDP's mandate. The Report uses UNDP's unique vantage point to distill lessons and recommendations for SDG implementation. It is divided into four sections:

- 1. The first section reflects on MDG achievements and shortcomings, highlighting evidence that they made a difference and pointing to the unfinished business they leave behind.
- 2. The second section details lessons learned from advocating, localizing, delivering and monitoring the MDGs,² suggesting the particularities that made each effective.
- 3. Drawing on this, the third section points to four ways Global Goals drive development results, noting potential implications for SDG implementation.
- 4. The final section offers ten specific recommendations for SDG implementation, following the evidence and analysis of proceeding sections.

^{2.} Four operational elements of MDG implementation: advocating, localizing, delivering, monitoring

















TEN RECOMMENDATIONS FOR SDG IMPLEMENTATION

1. Act early to leave no one behind

The SDGs commit all countries to "leaving no one behind", enabling all people to participate in and benefit from globalization and development. The time to deliver is already short. Stepped up, early action is needed to get SDGs on track to eradicate extreme poverty, hunger, preventable diseases and deliver essential services by 2030.

With enough political will and investment, many countries can yet benefit from proven MDG initiatives. Introducing pre-schools and school-feeding programmes, and ending fees on education and health services, for example, can drive progress across goals, as can investing in front-line health workers, neo-natal care, social protection and public advocacy campaigns (e.g. on gender equality, nutrition) coupled with enabling mechanisms, such as cash transfers [28].

Countries should continue to implement the solutions identified in their MDG Acceleration Action Plans and other locally tailored strategies, backed by increases in national budget allocations, boosts in aid and other catalytic financing directed to poor and vulnerable countries. Revenue and spending targets for social and productive sectors must be met, particularly in high-growth countries. Attention and resources should be particularly directed to SDG targets that: 1) are very off track; 2) have no institutional support or history of being addressed; and/or 3) have a poor track record, despite efforts.

The global economy has slowed due to a shortage in the demand for goods and services. At same time, the world needs massive investments in low-carbon energy and infrastructure, including water and sanitation projects in fast-growing urban areas, and scaled-up health and education systems in low-income countries. The world can synergistically overcome slow growth and meet investment shortfalls.

2. Set targets that reflect people's priorities for the future

As set out in Agenda 2030, all countries should establish their own SDG targets reflecting their particular context and priorities, while stretching ambitions to achieve their globally agreed commitments. National SDGs should reflect the global consensus on minimum standards of human dignity, rights and development; ensure progress is comparable; and demonstrate contributions to global solutions.

To get traction, national SDG targets should be agreed through an inclusive national process considered legitimate in all communities. Broad public campaigns should proceed tailoring exercises to boost participation, build the political stakes of achieving goals and tie SDGs to locally meaningful challenges. A process of local interpretation should take place with all expected to act on targets, including civil society and business, so all understand their responsibilities.

The commitment to improve lives in all communities and reach those furthest behind first, should be reflected in national SDG targets and indicators. Relative progress of households should be monitored by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other nationally relevant characteristics (Goal 17). National SDG-setting processes are an opportunity to reach broad consensus on locally relevant disadvantages to be monitored and prioritized.





3. Empower local change agents

The SDGs can help leaders build a robust national consensus on priorities that extend beyond local fads or political shifts. This opportunity requires national and local change agents to be the driver's seat. Under the MDGs, change agents in government, civil society and the private sector proved that Global Goals can drive progress when used to re-engender hope in a better future, enable people to find common ground, tie local challenges to global solutions, drive political action and inspire collaboration.

The SDGs are thus, a commitment and an opportunity for leaders to engage, unify and motivate far-sighted political action. Advocates and facilitators of SDG implementation should seek to identify and equip local change agents with the know-how they need to leverage the SDGs. The lessons in this Report can help.

















Civil society representative participates in a panel discussion on speeding up MDG progress. UN PHOTO/JENNY ROCKETT

Nationally tailored SDG targets can be embedded in election platforms, political campaigns and national movements to help drive social change and progressive policies – empowering people to consider the SDGs national and global, not partisan, objectives. SDG information should be tailored to levels of local government where citizens are engaged in selecting and sanctioning leaders, enabling the emergence of legitimate local leaders and facilitating political consensus.

4. Invite broad engagement

The MDG experience tells us that communicating with citizens is not a "soft" or extraneous activity, but essential to deliver Global Goals. Institutionalized channels of exchange and public engagement can maximize the impact of policies and advance a shared understanding of what is needed to achieve SDGs. Engagement is effective when people understand they are being listened to and can make meaningful contributions; where people trust that they have a say in decisions and are able to hold leaders to account.

SDG implementation should thus, be steered by central governments and parliaments committed to involving all stakeholders, taking particular effort to engage poor and marginalized communities. UN-led consultations and early campaigning have mobilized and energized people in all countries. Many have expressed their wish to stay engaged, to help realize the SDGs in their communities. They should be tapped to volunteer and build support, generating ever greater levels of public engagement. The SDG Action Campaign My World Platforms³ can be an important vehicle to this end.

SDG campaigns led by government, parliaments and/or loosely organized coalitions should develop clearly defined outreach objectives. Particular audiences, such as local businesses, community groups, academic institutions and parts of government should be asked to articulate their contributions; track results and advance mutual accountability. Strategic communication, informed by science, should be employed to shift beliefs that may underpin policy failures and inspire changes in behavior. Evidence-based "infotainment" and public-interest programming can be effective at persuading people to overcome prejudices and act in ways that advance the public good.

5. Realize subnational strategies

Subnational-level strategies are a powerful tool to enable and motivate local and central government action to achieve Global Goals. Subnational strategies are effective to the degree that they inspire broad engagement in solutions and generate a deeper understanding of local challenges.

The SDGs should be seen as an invitation to improve intra-governmental coordination and accountability and strengthen local capacities. Agreement on a clear division of labour, based on the comparative advantage, role and capacities of local and national governments should guide SDG resource mobilization and monitoring. National government should work with subnational authorities to develop and implement

^{3.} Download "My World Action Toolkits" at: https://sdgactioncampaign.org/myworldkit/.























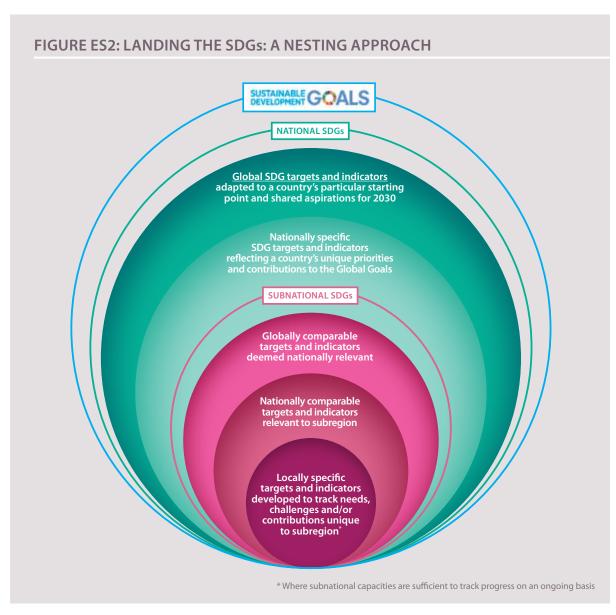






subnational SDG strategies that tap local know-how, facilitate the direct involvement of citizens, identify and prioritize those being left behind, strengthen accountability and transparency.⁴ The participatory planning, budgeting and monitoring mechanisms described in this Report are an important means. Cities, in particular, should be incentivized and enabled to try out new policies that can pave the way to climate resilient, low-carbon and inclusive national development.

Subnational SDG strategies should inform and reflect national strategies and budgets. A "nesting" approach, successful under the MDGs may be useful. As illustrated in Figure ES2, this entails incorporating (i.e. "nesting") select global and national SDG targets within national and subnational strategies, reflecting the complementary roles of local and national actors. Where feasible, subnational targets and indicators should be included to ensure uniquely local problems are addressed.



4. Also see Roadmap for localizing the SDGs: Implementation and monitoring at subnational level, http://unhabitat.org/roadmap-for-localizing-the-sdgs-implementation-and-monitoring-at-subnational-level















6. Pursue "big picture" opportunities

The SDGs are "integrated and indivisible"; the success of one leads to the success of others. A country's ability to combat hunger, for example, is directly linked to its infrastructure, land-tenure, healthcare and

The SDGs are an invitation for countries to plan ahead, agree on a vision for 2030, and work backwards to avoid risks and identify the reforms needed to set transformative change in motion.

capacity to manage natural resources and mitigate disasters. The SDGs are an invitation for countries to plan ahead, agree on a vision for 2030, and work backwards to avoid risks and identify the reforms needed to set transformative change in motion.

National strategies and budgets must spell out the initiatives and investments that will enable SDG achievement by 2030. To close education gaps, for example, a timeline of steps might include building schools, training and attracting teachers; improving school management; and meeting the

particular needs of girls and children with disabilities. Scenario-building can help governments elaborate and sequence strategies, avoid risks, and find opportunities to close gaps in technology, financing and capacity [58]. It should also empower political leaders to adjust policy levers in ways that advance multiple goals at once, achieving faster, more coherent progress by harnessing synergies.⁵

7. Prioritize policy accelerators

Prioritization does not imply bypassing relevant SDG targets but rather identifying specific areas that can serve as an entry point for the transformational change sustainable development demands. A country subject to acute drought, for example, may decide to initially prioritize sustainable water resource management, recognizing that a comprehensive water resource management strategy can help sustain local ecosystems (SDG 14/15) while improving water use for industry (SDG 12) and reducing the risk of water shortages affecting poverty, agriculture and employment (SDG 1/2/8) [48]. Such SDG "Policy Accelerators" designed to drive progress across multiple objectives, should be identified early on and prioritized in sector plans and national strategies.

8. Strengthen adaptive capacities

The search for the "right" policies is a continuous process of trial and error that involves everyone. Strong, well-coordinated government is essential to realize integrated Global Goals. Ministries typically have largely separate budgets, communication channels and monitoring systems. To facilitate action across Ministries and government, heads of State or government should mandate SDG implementation that includes local governments, civil society and Parliaments. All efforts should be made to re-purpose relevant units and processes, rather than establish new or parallel systems.

^{5.} See Modeling Tools for Sustainable Development Policies at https://un-desa-modelling.github.io and iSDGs at http://www.isdgs.org





















Success at scale is possible when and where local actors can adopt new approaches, analyse and adjust initiatives until they work. Scaled-up technical and financial support is needed to build the adaptive and implementation capacities of governments in low-income countries, including to respond to people's needs and demands; generate revenue; and gather, analyse and use disaggregated data to improve policies and learn from practice.

9. Build a big tent

Solutions to real-life problems generally lie outside the boundaries of individual ministries, tightly focused initiatives or disciplines. It is therefore essential for leaders to find ways of working outside the silos and divisions that make solutions hard to find and implement. Global Goals can be a powerful way to rally and convince diverse actors to work together to solve problems they care about. SDG practice can dispel myths that economic, environmental and social goals are inherently in conflict (i.e. advancing one sets back others) by demonstrating that the opposite is, in fact, true: economic, environmental and social challenges are intertwined, and as such, most effectively tackled together.



Fishermen at work on Lake Buyo, Côte d'Ivoire. UN PHOTO/KY CHUNG



UNDP supported the Government of Bangladesh to transform the public service delivery through a range of e-services, from simple SMS on mobile phones to full walk-in e-service centres that have been scaled up on a national level, catapulting Bangladesh into the digital age. UNDP BANGLADESH

Those leading security, environment and development initiatives can multiply their impact by sequencing mutually supportive interventions. Effective mobile courts, for example, can enhance poor communities' access to a just rule of law. This, in turn, can diffuse local tensions over natural resources and enable forward-looking initiatives that boost women's incomes. Thus empowered, women may gain leadership roles, a trend which often leads to greater consolidation of peace and development gains. In addition to tackling particular illnesses, global health partnerships should work to strengthen the front-line capacities of national health systems that advance multiple SDGs.































To join up fragmented activities, regular exchange and clear divisions of labour are vital, particularly between local and central government; international and local practitioners. Technologies and innovative partnerships should be used to facilitate exchange, distill know-how and find complementary strengths on which shared strategies and divisions of labour can be built.

10. Use SDG reporting to engage all of society

Meaningful public engagement and accountability requires a common understanding of what to expect and demand from responsible parties. Regular National Reports on SDG progress, requested by the UN Secretary-General, should enable such engagement with timely, accessible and comprehensive information on SDG progress, activities and decisions as well as assessments of the actions of all responsible parties. National SDG Reports should encourage and celebrate SDG successes, call attention to upcoming opportunities to advance targets (via national legislation, reform processes; budgeting etc.) and make it clear when and where commitments are not being met. SDG Reports should be accessible to the general public as well as decision makers, enabling both to build on lessons learned from practice.

Ongoing citizen feedback should be fed into regular participatory, public reviews of SDG progress to ensure concerns are heard and responded to. Public Hearings, Social Audits, Citizen Report Cards and Participatory Budgets should be pursued as ways to build trust between government and citizens; improve the responsiveness of public institutions and services. Credible, impartial and publically assessable analysis of the delivery of public goods should be undertaken at regular intervals. Rules, regulations and mecha-

nisms should require governments to justify their actions to deliver the SDGs, act transparently and respond to citizen requests, in line with the Open Government Partnership.

The UN Secretary-General requests countries to undertake a data revolution in support of sustainable development. New forms of "big" data should be employed, to realize new, cost effective avenues for participatory monitoring. Businesses should measure their performance

Ongoing citizen feedback should be fed into regular participatory, public reviews of SDG progress to ensure concerns are heard and responded to.

and track their contributions against indicators such as those in The SDG Compass [58]. Civil society and academic organizations should similarly map their contributions, identify priority areas for action and assign leads based on respective strengths and expertise.



Many UN agencies help indigenous Latin American children who live in rural areas and are isolated from other national communities integrate by organizing country-wide programmes encompassing education, health care and child care. UN PHOTO/MILTON GRANT

1. MDG ACHIEVEMENTS AND SHORTCOMINGS

With the adoption of the 2030 Agenda for Sustainable Development, world leaders established 17 Sustainable Development Goals (SDGs), defining the world's development objectives for the next 15 years. At the start of 2016, the SDGs came into effect, officially replacing the Millennium Development Goals (MDGs) as the global development agenda.

The MDGs were the world's first global agenda designed to propel human development forward on multiple fronts. They sprang from the notion that time-bound, measurable, Global Goals could help the world overcome some of its most serious challenges.



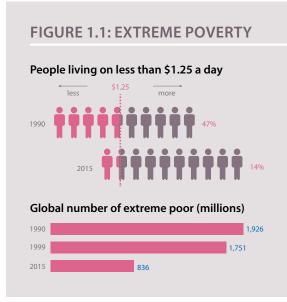
In 2000, the UN Millennium Declaration committed rich and poor countries to do all they could to eradicate poverty, promote human dignity, equality, peace, democracy and environmental sustainability. The MDGs were formulated to convert these commitments into eight Goals and corresponding targets the world could feasibly achieve by 2015. The first seven focused on eradicating extreme poverty and hunger, achieving universal primary education, promoting gender equality and empowering women, reducing child mortality, improving maternal health, combating HIV/AIDS, malaria and other diseases and ensuring environmental sustainability. The eighth goal called for a global partnership for development, with targets for aid, trade, and debt relief. (See Annex 2 for MDG Goals, Targets and Indicators.)

The MDGs were a test of the power of Global Goals: Could they turn a broad global agreement into meaningful local action? Would such action be sufficient to eventually bring about the shared prosperity, peace and justice envisioned in the Millennium Declaration? The results of the MDG experiment revealed that Global Goals can indeed play a role in effecting large-scale change.

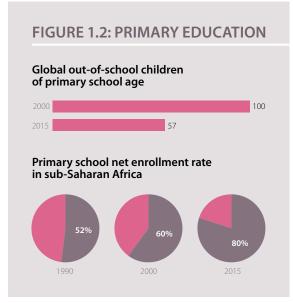
1.1 MDG ACHIEVEMENTS: EVIDENCE THAT THEY MATTERED

While it is difficult to determine the course development would have taken without the MDGs, the location, timing and speed of progress suggest that the Global Goals played a role in driving outcomes. Global statistics reveal two decades of significant progress in all MDG areas:

- The world met and exceeded its first MDG target, reducing the number of people living in extreme poverty by more than half, from 1.9 billion people in 1990 to 836 million in 2012. Most of the progress occurred after 2000.
- The implications were significant: in 1990, nearly half of all people in the developing world lived in extreme poverty; by 2015, 14 percent did.



Source: UN MDG Report 2015



Source: UN MDG Report 2015





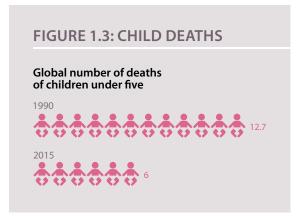




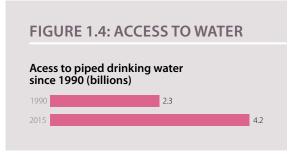








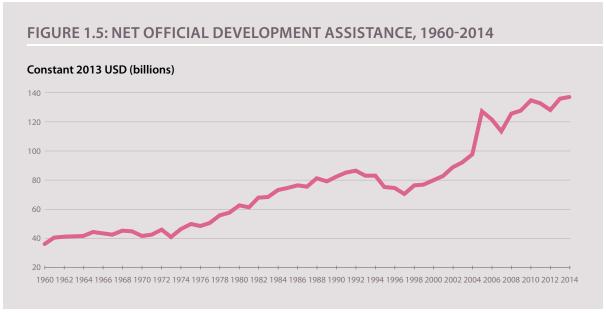
Source: UN MDG Report 2015



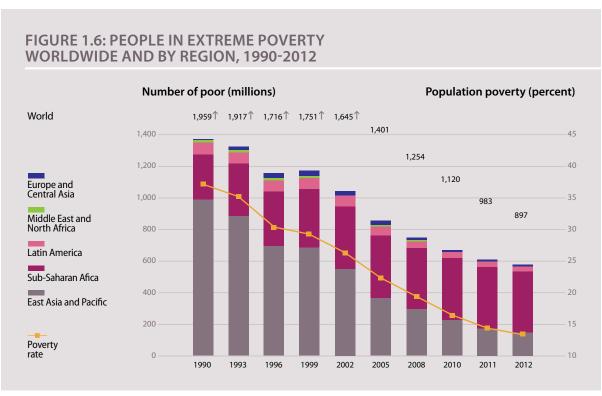
Source: UN MDG Report 2015

- Although the world narrowly missed the MDG target, the proportion of chronically undernourished people in developing countries fell from around 23 percent in 1990 to under 13 percent today.
- The world met its education target, reducing the number of out-of-school children of primary school age from 100 million in 2000 to 57 million in 2015. Sub-Saharan Africa made the largest jump, achieving a 20 percent rise in net enrolment.
- Women worldwide now make up 41 percent of paid workers outside the agricultural sector, an increase from 35 percent in 1990.
- In developing countries, the number of underfive child-deaths declined from around 13 million in 1990 to 6 million in 2015. From 1990 to 2015 the speed of progress more than tripled.
- In sub-Saharan Africa, the annual rate of reduction of under-five mortality was over five times faster during 2005–2013 than it was during 1990–1995[2].
- Although the world was far from meeting the MDG target to reduce maternal deaths, the share of births assisted by skilled health personnel jumped from 71 percent in 1990 to 59 percent in 2014.
- New HIV infections dropped by 40 percent between 2000 and 2013. In 2014, over 13 million people living with HIV received antiretroviral therapy, compared with just 800,000 in 2003.
- Between 2000 and 2013, tuberculosis interventions saved an estimated 37 million lives.
- In 2015, 91 percent of the global population had an improved source of drinking water, compared to 76 percent in 1990. Over half the population can now access piped drinking water on premises.
- After stagnating, official development assistance rose by an unprecedented 66 percent between 2000 and 2014 (Figure 1.5); an increasing proportion was allocated to MDG-related sectors.
- The resources developing countries diverted to pay off external debts fell from an average 12 percent of export revenue in 2000, to 3 percent in 2013. [3]





Source: OECD statistics 2014



Source: World Bank MDG Dashboard













Few anticipated the remarkable progress that took place in some of the world's poorest countries:

- Between 1990 and 2014, 19 countries moved up and out of UNDP's lowest human development category, including the Congo and Ghana [4].
- Rwandans today expect to live 32 years longer than they did in 1990 and spend twice as long at school [4].
- In Ethiopia, the percent of people living in extreme poverty fell from 63 percent in 1995 to 37 percent in 2010. In Cambodia, the share in extreme poverty fell almost as quickly: from 32 percent in 2004 to 10 percent in 2011 and in Vietnam the share dropped from 40 percent in 2002 to 2 percent in 2012. [28]

As the UN entity responsible for helping countries implement global agendas, UNDP played a central role in supporting MDG implementation in well over a hundred countries.

While record-breaking development in China drove a large part of global MDG gains, this should not overshadow the significant gains made by other regions and countries. Even without China, the developing world succeeded in halving the proportion living in extreme poverty by 2015[5]. A study by the Brookings Institution found sub-Saharan African countries responsible for the vast majority of the acceleration in child survival over the MDG period [5].

Despite gains, MDG achievement was uneven across regions and countries. The sub-Saharan African region as a whole for example, fell short of the poverty target [6].

1.2 UNDP AS AN ENABLER OF MDG PROGRESS

As the UN entity responsible for helping countries implement global agendas, UNDP played a central role in supporting MDG implementation in well over a hundred countries. UNDP's support was shaped by local priorities and contexts. Its focus evolved over time, reflecting the significant learning-from-practice that took place over the period. Generally speaking, UNDP's support for the implementation of the MDGs involved the following:

- MDG ADVOCACY AND CAMPAIGNING. UNDP managed the Millennium Campaign's global efforts to promote the MDGs among governments and civil society, including efforts to mobilize opinion and generate support in the Global North. In its programme countries, UNDP led national and subnational MDG advocacy campaigns meant to broaden understanding and engage stakeholders in target setting, tracking and reviewing progress.
- **LOCALIZING THE MDGs.** UNDP worked at national and subnational levels to support governments to integrate the MDGs within their existing development plans and budgeting frameworks and formulate locally relevant MDG targets, indicators and strategies.
- **SUPPORTING PRO-POOR POLICIES.** UNDP helped strengthen capabilities and opportunities to reduce poverty and marginalization, focusing on vulnerable and excluded population groups, in ways that could be sustained from economic, social and environmental standpoints (see Box 1.1).

































- ACCELERATING MDG PROGRESS THROUGH THE MDG ACCELERATION FRAMEWORK (MAF). Working with other UN agencies, UNDP designed, piloted and implemented the MAF in more than 60 countries as a way to bring leaders, stakeholders, practitioners and other actors together to identify bottlenecks preventing progress on off-track goals, find and deliver solutions to overcome them. The MAF helped address a range of MDGs targeting hunger, poverty, maternal health, HIV/AIDS, the economic empowerment of women and others.
- FINANCING THE MDGs. UNDP helped countries assess their available "fiscal space" and identified ways of mobilising domestic resources for MDG achievement. UNDP also played a key role in dialogues with donors to mobilize funding for the MDGs.
- MDG MONITORING AND REPORTING. UNDP was appointed by the Secretary-General to be the UN's scorekeeper at country-level. As such, UNDP worked with its UN partners to support governments to produce regular MDG Reports, strengthen local capacities to gather and analyse data and hold participatory MDG reviews. During the MDG era, over 550 nationally owned MDG reports were produced.

BOX 1.1: ENTREPRENEURSHIP AMONG POOR RURAL WOMEN IN NEPAL ENHANCED WITH UNDP SUPPORT

Chitrakali Budhamagar began her career in 2003 collecting yarn made out of "allo" (Himalayan nettle) and selling it in Nepal's capital, Kathmandu. With the money made selling yarn, she bought readymade garments to sell in her village, Pyuthan, in the western part of Nepal. Born to a poor peasant family, Chitrakali had few options. But in 2005, opportunity knocked. She was able to enrol in a 3-month skills training programme supported, in part by UNDP. In it she learned how to turn allo into bags, tea coasters, mobile phone covers, and other products. Following training, Chitrakali was able to secure a loan of Rs. 8,000 (U\$105) from Nepal's Agricultural Development Bank to start her own weaving business –as well as a subsequent loan of Rs. 50,000 (US\$ 655) to expand.

Chitrakali now has 12 employees all rural women, and a monthly

income from Rs. 45,000 to 90,000 (\$589 to \$1,178). "We micro-entrepreneurs need to expand our business," Chitrakali said. "The women involved in this business should be trained to survive in a competitive market."

Chitrakali has plans to further expand by sourcing allo products from 2,500 local women. She has become a respected business leader and plays an active role in industry associations and exhibitions. She hopes to build a network at home and abroad that enables her to cash in on the allo export market, which is small but has growth potential. In the process, she has motivated and trained hundreds other women in allo-processing and yarn-making, opening the door to their gainful employment. "The training and guidance provided by the programme, my perseverance and family support are the reasons behind my success," she says.



The programme has helped over 60,000 entrepreneurs in Nepal (68 percent women) enhance their careers. Their earnings have pulled more than 70 percent of participating households over the poverty line. 80 percent of the enterprises they started continue today. The **Government allocated substantial** funding through 2017 to enable local governments to apply this model across the country, under its Micro-enterprise Development for Poverty Alleviation Scheme.

Source: UNDP [7].















A Timorese woman makes marmalade as part of a UNDP programme that supports local NGOs in sponsoring community-based activities. UN PHOTO/MARTINE PERRET

1.3 UNFINISHED BUSINESS OF THE MDGs

It is important to reflect on the unfinished business of the MDGs. In many places, progress was not sustainable or equitable enough to achieve targets; in others progress stalled or reversed due to disasters, conflict, environmental degradation, climatic and/or economic volatility.

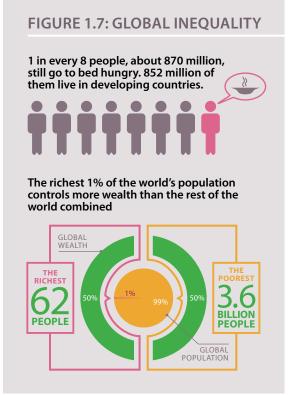
Of the 700 million people who continue to live in extreme poverty, many suffer from malnutrition, preventable illnesses and exclusion due to their income, gender, residence, linguistic group, religion, disability or some other trait. Most lack formal or decent work; toilets; and reliable sources of clean water, electricity, education and healthcare. This is inconsistent with the vision of human dignity, equity and prosperity - adopted by world leaders in 2000 and renewed with Agenda 2030. Both agreements make it clear that the 2015 target date was a goalpost for universal goals not a terminus.

Poverty and hunger

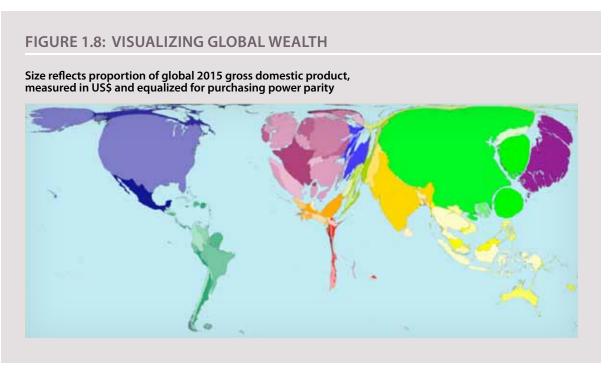
Hunger continues to stunt the growth of around 160 million children every year. All regions face an acute shortage of work, particularly decent work. Around 800 million people have jobs that leave them living on less than US\$ 2 dollars per day [8]. Just 27 percent of people worldwide are covered by social protection adequate to prevent life-breaking setbacks [9]. Many suffer from inadequate or inaccessible education and healthcare. Every day around 16,000 children die before their 5th birthday, mainly from preventable causes. Women in developing regions are 14 times more likely to die in childbirth than in rich countries.

The exceptional performance of a few countries often masked significant disparities within and

between countries. The world as a whole halved the proportion of people living in extreme poverty after just 8 developing countries achieved the target. In such cases, divergences are hidden by averages. Behind high average rates of progress, inequalities in most countries were rising, making it harder to achieve the MDGs. A 2014 UNDP study found that more than 75 percent of the population in developing countries lived in societies where income was more unequally distributed than in 1990s [10]. Under the MDGs, millions achieved a level of economic security that enabled them to educate their children and retain assets. In the main however, the relatively better-off benefited the most, while the poorest and most marginalized were left behind [11]. Average progress masked major disparities within countries, between urban and rural areas, between men and women, and among ethnic, language and caste groups. Economic growth, although vital, was in most cases not sustained nor equitable enough to lift the poorest and marginalized out of poverty (see Figure 1.9).



Source: UN MDG Report 2015; Oxfam 2016, "Wealth: Having It All and Wanting More"



Source: WorldMapper; data from UNDP Human Development Report 2015





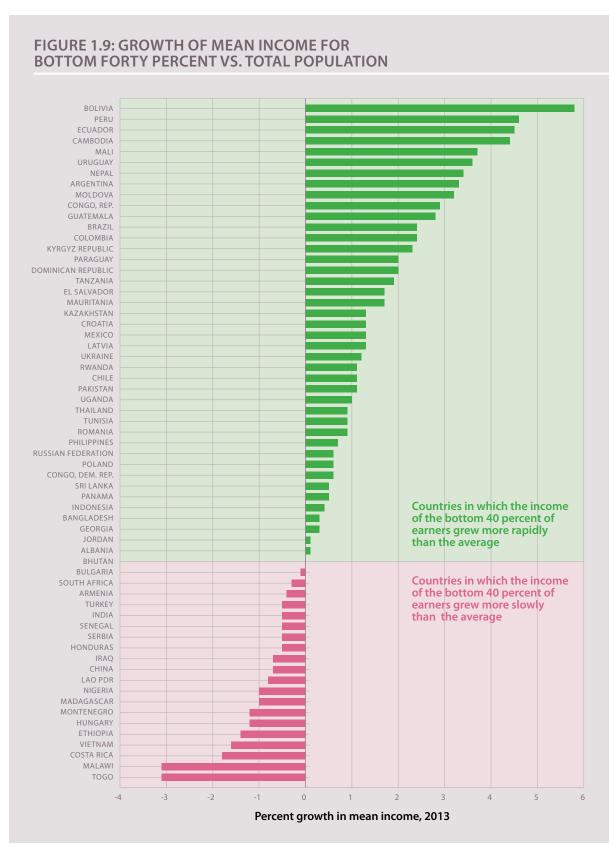






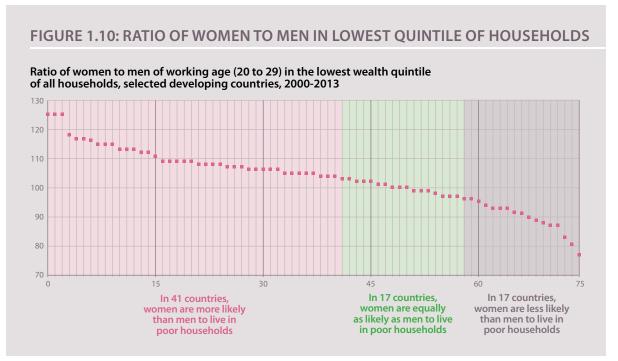






Source: UNDP calculations using World Bank World Development Indicators, 2016





Source: UN Millennium Development Goals Report 2015

In 2014, children in the poorest households in developing regions were four times more likely to be out of school than children in the richest households. They were also also twice as likely to die before reaching age five. In rural developing regions, only 56 percent of births are attended by skilled health personnel, compared to 87 percent in urban areas. Women still face discrimination in labour markets, accessing productive assets, private and public decision-making. Three quarters of working-age men worldwide participate in the labour force; only half of working-age women do. Women are also more likely to be poor in many developing countries (see Figure 1.10).

Environmental degradation

Growing urban areas, population growth, and the corresponding pressure for more goods, services and agricultural products has led to rapid environmental degradation, pushing land and water resources past natural boundaries and setting back those who most depend on them – for their health, well-being and livelihoods. Two thirds of total land mass in Africa has been degraded to some degree, negatively affectively nearly 65 percent of the population [12].

The loss of terrestrial ecosystems is a particular challenge for families in poverty. Some 40 percent of the world's degraded lands are found in areas with the highest incidence of poverty [12]. It is estimated that 135 million people may be displaced by 2045 as a result of desertification [13]. Water scarcity hinders the sustainability of natural resources, economic and social development on every continent. By 2030, the demand for food is expected to increase by at least 50 percent [13]. Such needs will not be met sustainably unless land productivity is restored and water sources are used more efficiently.





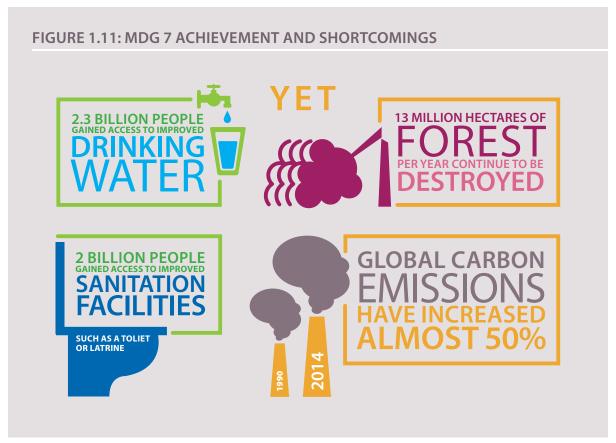












Source: UN Millennium Development Goals Report 2015.

Changing weather patterns, rising sea levels and extreme weather triggered by climate change threaten to undermine decades of hard-fought development gains and poverty reduction. The result is projected to intensify inequalities, destabilize societies and drive volatility in global markets. The impacts disproportionately setback the world's poorest, who are overwhelmingly agricultural and natural resource dependent and least able to cope.

Global partnerships

Despite overall favourable trends in aid and significant debt relief, MDG 8 promises were by and large not met. Many developing countries undertook significant efforts to improve the quality of their policies and institutions and looked to other countries to deliver on their end of the bargain. Change was slower than expected. Meeting commitments on the quality and quantity of aid remains a key challenge. Most recently funds for the world's least-developed countries have dropped. Too little was done to boost national systems and use them to channel development assistance. Some conditions attached to international lending increased exposure to external shocks, market volatility and contagion, in some cases, restricting lowincome countries' ability to meet needs and MDGs. Essential medicines remain too expensive or unavailable to the people who need them. Least developed countries, land-locked, small-island developing states and other low-income countries remain particularly vulnerable to setbacks [14].



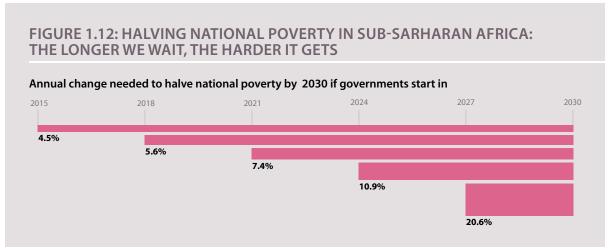
Without sufficient will to undertake transformative change, the future will likely be dimmer for us all. Although some MDGs were achieved before 2015, others remain decidedly off-track. If current trends continue for instance, it will be 2060 before the world halves the proportion of women dying in childbirth (from 1990 levels). With a business-as-usual approach, the world in 2030 would see [14]:

- Low-income, fragile countries left even further behind;
- Around 550 million people still living on less than US\$1.25 a day; and
- About 4 million children continuing to die of curable illnesses before their 5th birthday.

To avoid this, action must go well beyond "business as usual". All countries will need to scale up what worked under the MDGs, while putting in motion a course-correction that shifts development trajectories to an inclusive, sustainable and equitable track. *Early* and effective action is vital. Calculations suggest that Agenda 2030's promise to "leave no one behind" and "reach the furthest behind first" will be vastly more costly and difficult the longer action is delayed (See Figure 1.12)

Agenda 2030's promise to "leave no one behind" and "reach the furthest behind first" will be vastly more costly and difficult, the longer action is delayed.

The MDG experience demonstrates that projections are *not* trajectories. Determined leaders and concerted efforts to solve problems have achieved the unexpected. Defined through an intergovernmental process that engaged people directly and was open to civil society in unprecedented ways, the SDGs enjoy greater visibility and legitimacy than did the MDGs. This raises the prospect of more inclusive, vigorous and timely efforts to deliver the transformative change people and leaders seek.



Source: ODI, 2016, "Leaving no one behind: A critical path for the first 1000 days of the SDGs"



José Ramos-Horta, President of the Democratic Republic of Timor-Leste, autographs children's MDG soccer balls during the 2010 celebration of UN Day in Dili. UN PHOTO/MARTINE PERRET

2. LESSONS LEARNED FROM MDG IMPLEMENTATION

This section elaborates the lessons that made the MDGs an increasingly effective driver of results. Lessons are organized around the four operational elements of MDG implementation:

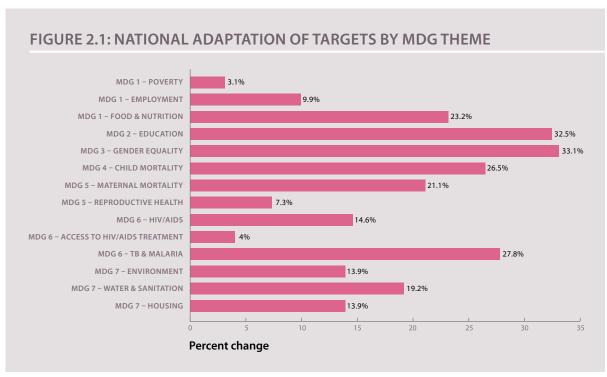
- advocating and communicating the MDGs;
- adapting and localizing the MDGs;
- delivering and accelerating the MDGs; and
- monitoring and reporting on the MDGs.

Most of the lessons and examples in this section are drawn from 55 National MDG Progress Reports produced by governments, in consultation with MDG stakeholders, between 2013 and 2015. Most respond to the 2013 addendum to the UN Guidelines for Country MDG Reporting, which asks governments to "reflect on the totality of their experience with the MDGs, including key implementation bottlenecks and constraints, new challenges and key factors contributing to accelerated progress on specific MDG targets" [15].

2.1 ADVOCATING AND COMMUNICATING THE MDGs

MDGs 1 to 7 referred to challenges most people could imagine or relate to: the inability to go to school, access health care, earn a livable wage, hunger, discrimination, the lack of clean water etc. The popularity and political consensus around the MDGs are rooted in this intuitive understanding of shared basic needs. The visibility and popularity of the MDGs, however, did not happen automatically. It was built by advocates, community groups and political leaders who took ownership of the MDGs and made them visible, understandable and meaningful in context.

The MDGs succeeded where other agendas fell short, in part by becoming a default frame of reference for those interested and engaged in development and, to a degree, the popular media. The MDGs were concise, measurable and time-bound; as such, they facilitated outreach that got people's attention. Change agents – from journalists to village elders, parliamentarians and NGOs – employed the MDGs to reveal challenges and illuminate the hardships of those that had been locked out of the benefits of growth and globalization. Broad visibility in turn, made the MDGs more effective and legitimate in the eyes of the public.



Source: UNDP calculations based on review of national MDG reporting, 2000-2015















A 2015 internal independent evaluation included advocacy as one of UNDP's four key contributions to the MDGs, noting that it had the unglamorous but vital role of making connections on the ground and enabling local change agents to integrate the global agenda within their strategies and campaigns [16].



Global campaigns, events and reports helped drive national MDG progress

The UN Secretary-General established the Millennium Campaign in 2002, assigning UNDP as its manager. The Campaign sought to bring the MDGs to the centre of global and national debates. It successfully built coalitions including young people, faith groups, unions, NGOs,

media outlets, celebrities and more - to advocate for MDG action. Its "Stand Up Against Poverty" initiative, for example engaged many millions through annual events in over a hundred countries. The campaign had important implications for development financing and civil society involvement.

The 2010 UN Summit and roll-out of UNDP's MDG Acceleration Framework was also an important trigger of MDG engagement, including at the highest level of government [17]. The UN's annual Global MDG Gap Report improved tracking of Goal 8 in developed and developing countries, calling attention to the importance of making debt, aid and trade policies conducive to human development and advancing the understanding that all countries – South and North – were mutually accountable for Global Goals.

Advocacy facilitated the engagement of poor and marginalized groups and communities

Achieving the MDGs was fundamentally tied to achieving greater political space and voice for people affected by poverty and marginalization. Where effective, advocacy facilitated the participation of people living in poverty, women, ethnic and linguistic minorities; persons with disabilities, young people; migrants; lesbian, gay, bisexual and transgender communities - among others. MDG outreach and advocacy could enable such groups to communicate their needs in line with global priorities and ensure they were heard by decision makers. This worked best when advocacy was accountable, transparent and employed at all stages of MDG implementation.

To break barriers to participation careful planning and orchestration was needed to: sensitize disadvantaged groups and communities; advocate for their representation or participation in MDG-related processes and initiatives; launch campaigns on issues they cared about; and/or ensure their needs and priorities got heard.

Successful local or national MDG Campaigns used experienced actors with existing ties to local communities, marginalized and isolated groups, such as social movements, faith groups and trade unions. In Nepal, for example, village or citizens' committees worked to advance MDG awareness among Dalit communities, informing them of their rights and assisting people to exercise them.

Advocacy campaigns helped change perceptions so that engagement and transparency were viewed as constructive ways to build trust, improve outcomes and meet the needs of people. In **Viet Nam**, for example, UN supported field trips for journalists led to MDG related human interest stories that enabled people to see" the MDGs being put into practice in remote and marginalized areas. The interest this garnered drove extensive media coverage of MDG initiatives and progress, encouraging popular engagement and sustained political initiative.































Advocacy facilitated MDG localization, tying Global Goals to issues of local importance

Experience suggests that communication campaigns that were successful in involving people at the local level, facilitated MDG achievement by building their legitimacy [18]. By 2005, 86 percent of developing countries had adapted one or more of the MDG measures to reflect their national context [19]. MDG campaigns drove this trend where they tied MDGs to local political agendas, deepened national dialogues and engagement.

For example, in 2003, Albania blazed a trail eventually followed by nearly all countries in the region. Albania saw the MDGs as a chance to meet people's expectations to have more say in local development and to join the European Union. Albania organized a national MDG campaign with UNDP support under the slogan "Doing Development Differently". It featured advocacy tours, renowned personalities, training for local groups, and media outreach – aimed specifically to engage people in shaping, delivering and tracking Albania-specific MDGs. Exceptionally, Albania's Kukes Region followed with its own campaign – using local images for each Goal (i.e. a local river for MDG 7), songs, radio and TV to link the MDGs to region-specific

BOX 2.1: SOME IMPORTANT OUTCOMES OF MDG CAMPAIGNING

- The "Make Poverty History" alliance is widely credited with invoking the MDGs to increase development assistance from 2000 to 2011.
- The successful alliance, Jubilee 2000 used the MDGs to strengthen its case for more debt relief demonstrating that persistently high debt servicing was leaving poor, highly indebted countries no route to the MDGs or economic growth. Eventually, approx. US\$100 billion of debt was cancelled in 35 countries. Most of the funds were channeled into the MDGs.
- Civil society coalitions organized around education or health MDGs had a powerful impact, particularly driving the elimination of school fees across the Arab States and Africa.
- "Shadow" MDG Reports produced by coalitions of civil society exposed achievement gaps, including in India, Ghana, Malawi and Mozambique,



sparking national debates, demands for better data and focused action.

- In **Thailand**, an NGO, Population and Community Development Association helped drive the rapid decline in HIV cases - using creative events like "Condom Nights" and "Miss Anti-AIDS beauty pageants" to educate and distribute condoms to high-risk groups; and persistent lobbying to establish compulsory radio broadcasts about HIV that regularly reached millions.
- In Brazil, Banco do Brasil put MDG icons in ATM machines used by 15 million, raising awareness.
- A non-profit consortium of businesses in the Philippines facilitated agreement between executives, foundations, government partners and donors on an MDG action plan specifying how businesses could help achieve the MDGs. An Investment Report suggests corporate investment for MDG initiatives rose as a result - to a total of PhP 2.5 billion.

An AIDS awareness puppet show – written, directed and performed by children – is presented to a class in the city of Chiang Rai, northern Thailand, UN PHOTO/HORNER















BOX 2.2: MDG ADVOCACY IN LOCAL COMMUNITIES

- In Bosnia & Herzegovina, policies to achieve locally relevant MDGs were popularized with lifesize posters asking, "Where will I be in 2015?" and a companion report. Primetime TV coverage included a UNDP-produced video of locals talking about their 2015 expectations.
- In Kenya, the MDGs were made visible through an annual MDGs awards show, supported by UNDP – featuring community groups that succeeded in transforming peoples' lives.
- In Cambodia, a widely issued brochure asked "What Can You Do to Achieve the MDGs?" rather than describe the goals, it featured Cambodians making a difference towards each one.
- In Sweden, a UNDP produced film clip on the MDGs, "8 Goals That Are Changing the World" was shown

in movie theatres throughout the country.

 MDG outreach in Nigeria, including a community level MDG **Presidential Honours Awards that** raised interest and helped recruit volunteers for the national MDG War against Poverty. Aimed at MDG 1, Corps volunteers and their community trainees received

agro-enterprise training and interest free loans. Many MDG Award winners volunteered, including in 2013, when they helped facilitate the votes of 1.5 million Nigerians, including in over 4,000 schools, in the global "My World" survey giving Nigeria the 2nd highest vote count and ensuring its priorities were heard by the negotiators.



Source: UNDP [20].

Literacy classes offer Nigerian women a path out of poverty. UN PHOTO/SEAN SPRAGUE

problems and solutions. The result was significant participation in shaping and delivering Kukes-specific MDGs and a new-found visibility that enabled the subregion to mobilize resources from government and donors [21].

MDG campaigns worked best when backed by coalitions and tailored to specific outcomes

When it came to MDG advocacy, the messages, messengers and timing mattered. In some instances, it was highly effective to generate MDG awareness or build capacity among citizen groups, the clergy or media. Conversely, direct dialogue with government work better in other countries. The Government of Viet Nam, for example worked with the UN to engage the National Parliament, realizing it was vital for MDG action. A national map helped get their attention. Each province was colour-coded according to its MDG status, needs and priorities, suggesting which required assistance. This simple visual peaked curiosity and incited a constructive competition that resulted in greater attention and MDG-focused action.





Presidents and prime ministers with far-sighted progressive plans to address the issues people cared about were usually the most effective MDG advocates. In some countries, MDGs helped political leaders win broad support for progressive legislation, gain trust, establish new priorities and organize coalitions to deliver the MDGs in all sectors of society.

Presidential efforts in **Indonesia**, for example, rallied support for MDG acceleration, leading to greater mobilization and funding for health targets. **Mexico**'s MDG engagement also solidified in 2010, following high-level political interest [17]. In 2007, the Vice-President of **Ecuador** made disability a priority; from 2007 to 2011, government spending on programmes for those with disabilities leapt from US\$2 to US\$150 million.

The Government of **Ethiopia** credits the MDGs with "boosting confidence in its policies, focusing attention on a common vision, mobilizing the public at large and growing domestic and external resources" [22]. A 2004 MDG Needs Assessment conducted with UNDP support, estimated that around US\$1.1 billion was needed annually to meet poverty and social MDGs. The figure was used by political leaders to vastly increase national budget expenditures for pro-poor initiatives and shift foreign assistance from a strictly humanitarian focus to

an approach that included pooled funding for Ethiopia's productive sectors and local governments, enabling them to boost basic services and agricultural productivity.

Brazil's political leaders drew on the MDGs to build a movement for progressive change that stressed the need for action at all levels of society. Local groups, mayors, national organizations and businesses backed campaigns to eliminate hunger and deliver the MDGs. The **Philippines**' leaders employed MDG advocacy to boost participation in national dialogues and align donor priorities with its own national MDG strategy.

In some countries, MDGs helped political leaders win broad support for progressive legislation, gain trust, establish new priorities and organize coalitions to deliver the MDGs in all sectors of society.

2.2 ADAPTING AND LOCALIZING THE MDGs

A defining achievement of the MDGs is their integration in the national development plans of countries around the world. By 2015, over 80 percent of UNDP's 140 programme countries had incorporated at least a subset of the MDGs within their national development plans [23].

UNDP supported countries to adapt MDG goals, targets and indicators to local contexts, develop national strategies designed to achieve them, estimate the costs of MDG achievement and assess the fiscal space available to deliver. An independent internal evaluation of UNDP's MDG efforts concluded that its ability to tailor its services to respond effectively to the particular requests and contexts of countries and localities was one of its core strengths [23].















UNDP worked with governments to adapt global MDGs to reflect local priorities, ambitions and starting points. By 2002, many had requested UNDP support to tailor the MDGs. Almost all of the National MDG Reports reviewed for this Report refer to "their own MDGs" or "nationalized MDGs".

Tanzania, for example, translated the MDGs into national time-bound targets implemented through its national policy frameworks. The Philippines included MDG targets in its planning framework, ensuring all indicators were relevant to its context. Botswana, Cambodia, Colombia, Morocco, Tajikistan and Togo included a target to reduce violence against women. Albania, Mongolia and Iraq adopted an additional Goal aimed at good governance; Afghanistan added a target to enhance security. Lao PDR added a 9th Goal to reduce the impact of unexploded ordinance, noting the long-term impact of mines on affected communities. Cambodia added national priorities, such as reducing child labor and increasing the number of rangers protecting forests.

Adapting the MDGs led middle-income countries to eventually overcome their concerns about the relevance of the MDGs [24]. Countries that had already achieved universal primary education decided to simply adapt the MDG target to aim at achieving universal secondary school enrollment. Armenia, Botswana and Colombia added a target on education quality, tracked by indicators such as pupils passing national exams, student teacher ratios and access to textbooks. **Uruguay** set out to eradicate extreme poverty and cut in half the proportion of people below its own national poverty line.

Subnational level MDG strategies helped meet local needs and address inequalities

As early as 2010, it was clear that even in countries where MDGs had been met early, wide disparities existed in the relative achievement of different groups and localities. Subnational MDG strategies, reports and plans were increasingly used to focus attention and resources on those being left behind, ultimately hoping to curb disparities and meet the needs of marginalized communities. In Central Java, for example, decentralized MDG plans prompted by the MDG Acceleration Framework helped outlier districts and towns reduce relatively high rates of maternal deaths and jumpstart progress where it had stalled [25].

Many noted the importance of subnational MDG implementation in their National MDG Reports. Ghana concluded, for example, that an overarching lesson from its experience was the need to localize Global

Subnational MDG strategies, reports and plans were sometimes used to focus attention and resources on those being left behind, ultimately hoping to curb disparities and meet the needs of marginalized communities.

Goals "to address issues of inequality and socioeconomic disparities more effectively and ensure stronger ownership and prospects for attaining goals". Stakeholders in Pakistan felt the MDGs would have had more impact if "grounded in local realities from the onset" through district and provincial strategies [27].

Subnational authorities had a vital role to play in delivering MDG-services equitably and effectively. By virtue of their proximity, subnational authorities





























could more readily facilitate meaningful citizen engagement and feedback, helping to build trust between state and citizens and enabling MDG strategies suited to local contexts and needs. To do this local authorities required sufficient capacity, authority and resources. It was important that they operate transparently and in line with intergovernmental accountability measures. Decentralization helped some governments engage and respond to communities, and boost transparency and accountability. Colombia successfully localized the MDGs, for example, by asking candidates running for local office to develop proposals aligned to the MDGs. Successfully elected candidates were provided with the resources and technical assistance to translate their campaign proposals into MDGbased plans and initiatives. Local governments, moreover, received capacity support to tailor MDG targets to their local context; identify and deliver the initiatives they needed to achieve them.

Bangladesh noted that elections at the subdistrict level had strengthened local governance and helped deliver MDGs [28]. Directly elected district officials in Indonesia become more responsive to local needs in the health sector. Ethiopia, Ghana, Kenya and Malawi noted decentralized decision-making, local



A village meeting exemplifies community governance in Bangladesh. DRIK/SHEHAB UDDIN

accountability and the empowerment of schools and communities as vital for their rapid rise in primary school enrolment. Studies by the World Bank and UNICEF echo their findings about the importance of local ownership to drive education outcomes [28].

MDGs plans worked better when they minimized trade-offs and maximized synergies

The importance of understanding how progress or setbacks in one MDG target affected others, was stressed by a number of countries as a key lesson in their National MDG Reports. Ghana, for example, noted that it had become clear that harnessing the synergies among MDG goals and targets could multiply the impact of efforts. Ghana expressed its resolve to better exploit the interconnections among the SDGs.

By understanding and exploiting the linkages among goals and targets, countries could prioritize drivers that would multiply MDG progress, in some cases across sectors. UNDP helped countries specifically design initiatives, for example, that would advance national social, economic and environmental objectives simultaneously, commonly referred to as "triple win" initiatives.















The Working for Water initiative in **South Africa** employed members of vulnerable communities affected by invasive plants to clear water catchments. More than a million hectares were cleared, increasing water availability and stream flows. Better water availability and stronger local ecosystems boosted land productivity, while generating around 20,000 jobs annually. Employees received reproductive health and HIV-AIDS awareness training, as well as access to childcare facilities and information on micro-entrepreneurship [29]. Vietnam increased its forest cover by over 14% between 1990 and 2010, in part by extending land tenure rights to local communities. A policy that also helped boost local development. Costa Rica and Brazil reduced vulnerability, boosted employment and reduced forest losses through ecosystem payment systems which recruited local disadvantaged communities to protect and harvest forests. Costa Rica hired park guides and fire fighters from the communities surrounding protected lands. Improvements to rural infrastructure often had multiple benefits, from boosting incomes and food security to enabling communities to manage natural resources and changing how people, particularly women, perceived their role and future.

The opposite was also true: MDG progress toward one goal or target could undermine progress in another area, creating "trade-offs" between MDGs and among national priorities. A number of cities, for example, came close to depleting the groundwater they rely on while working to meet the MDG target of increasing access to safe water. Costa Rica warned that progress to meet sanitation and safe water targets could lead to increased leaking and dumping of raw sewage, further polluting national and international waterways. The trade-off could be minimized or overcome with a greater effort to transfer and commission sewage

Forward planning and scenario building helped some countries identify potential trade-offs and harness synergies between goals. treatment technologies. When microcredit programmes boosted the prospects for families' micro-businesses, the result sometimes led to higher school drop-out rates for girls. The pressures and potential of a more lucrative business in some cases incentivized families to pull girls out of school to work in the family business [28].

Growth that contributed to poverty reduction but depleted natural resources is another important example. Forward planning and scenario building helped some

countries identify potential trade-offs and harness synergies between goals. UNDP supported many countries, for example, to undertake low-carbon and climate resilient planning, designed to achieve national development objectives, while avoiding high emission-rates, investing in disaster risk prevention and harnessing climate and environmental financing to adapt to the realities of climate change. Ethiopia developed a long-term plan to build a climate resilient, green, diversified and job-rich economy. The plan involves tapping new technologies, new green markets, as well as its young and increasingly urban, educated and healthy population – to continue boosting productivity in the agricultural sector, while laying the ground for higher value-added, competitive and climate responsible businesses and industries.

Improvements in institutional coordination and coherence facilitated MDG achievement

To harness synergies and avoid trade-offs and inefficiencies, it was vital that MDG processes and institutions facilitated mutually reinforcing policies across government departments and agencies. Most National MDG Reports reviewed for this Report noted the lack of intra-government coordination and thus, "policy coherence", as a reason for lagging progress in at least one goal. Many pointed to isolated or fragmented projects

BOX 2.3: NIGERIA'S CONDITIONAL GRANT SCHEME

Nigeria's Conditional Grant Scheme aimed to boost MDG implementation at local levels and leverage investments by States and Local Governments, in keeping with constitutional responsibilities. Under the Scheme, State and Local Governments applied for funding of projects they conceived and designed within broad sectors, such as rural electrification, skills acquisition, constructing primary schools and conditional cash transfers. The criteria for securing funding included a commitment to improve collaboration with relevant parts of the government, improve public expenditure management and strengthen

the capacities of local authorities. The competition engendered by the Scheme was cited by an independent evaluation as an important driver of MDG results. Local officials suggest the Scheme's popularity stemmed from its flexible and participatory criteria which allowed for a focus on local priorities. In 2008, matching Federal funding were provided through the scheme. A study by Zamba and Oboh in 2013 concluded the scheme had left local and state governments better positioned to implement development projects, enabling the federal Government to concentrate on planning, coordination, monitoring and evaluation.



Source: Nigeria MDG Report 2014 [33].

UN PHOTO/WFP/PHIL BEHAN

with unreliable funding, suggesting that they would have had more impact, had they been aligned and integrated with core MDG initiatives and national strategies. Inadequate government coordination was an important reason many national development strategies and plans failed to be translated into policies and actions, backed by national budgets and public expenditure frameworks. The lack of coordination stemmed, in part, from insufficient technical and political capacities in public administrations [29].

Many governments took specific steps to improve coordination around the MDGs, starting with line ministries. **Bangladesh**, for example, credits getting on track to reduce infant mortality and improve maternal health, in part to stronger coordination between the Planning Commission, the Ministry of Health and Family Welfare, and the Ministry of Women and Children Affairs [30]. High-level government units were established to lead MDG processes and align the work of ministries and agencies. In 2010 the **Mexican** President established a Specialized Technical Committee on the MDGs with a corresponding technical secretariat that transcended political changes and sectoral divides. Committee Members helped define, implement and evaluate sectorial strategies and public policies that had direct impact on the MDGs. **Nigeria** established an Office of the Senior Special Assistant to the President on the MDGs, mandated to improve coordination across sectors *and levels* of government. The Office allocated MDG-specific funds to designated ministries and agencies and promoted coordination with subnational MDG units, transparency and accountability.

Coordination with actors beyond central governments was also critical. The success of **Brazil's** *Bolsa Família* programme can be traced, in part, to the effective coordination of the national government, municipal authorities and civil society organizations. The Ministry of Social Development signed formal joint management agreements with each municipality clarifying responsibilities and establishing minimum standards for implementation. It also provided performance-based financial incentives to municipal authorities to enhance effectiveness [28].















Sustainable cocoa production in Ghana provides livelihoods to local farmers. UNDP GHANA/IKE PHOTOS

Effective subnational programming required clear divisions of labour between different levels of government and at least some decentralization of state authority. Subnational MDG planning was often accompanied or followed by both. Uganda credits its success in improving water services, in part to better collaboration between national ministries and local government [31]. Lao PDR's MDG Report stressed the need for improvements in the distribution of responsibilities between national and subnational planning to effectively implement Global Goals. Research suggests the importance of clear administrative and

management arrangements to China's development successes, alongside strong demand from local governments and decentralized and participatory mechanisms for service delivery [28].

Albania realized the benefits of subnational planning, while enacting coherent policies that boosted national MDG progress. The country used a "nested" approach to MDG planning and monitoring. Nationally and globally determined MDG targets and indicators were included (i.e. "nested") within MDG strategies developed by specific localities. National (i.e. Albania-specific) and global targets were included where deemed relevant and important by local authorities and citizens in participatory "target-setting" events. Especially local indicators and targets were developed and monitored in order to capture local manifestations of poverty that were not necessarily reflected in national monitoring frameworks. For example, the Kukes Region included an indicator under MDG 1 measuring the number of families with safe water and heating sources in-house as well as the number of families receiving social assistance. Other regions did not find these indicators relevant [32].

Integrating budgeting frameworks in planning processes drove MDG progress

UNDP worked to facilitate MDG integration in budgeting by supporting a number of governments to undertake detailed MDG needs assessments and costing exercises.

The Royal Government of **Bhutan** used the results of a needs assessment to mainstream the MDGs into its Tenth Five Year Plan, aligning its national budgetary outlays with the resource requirements to meet the MDGs. Nigeria developed sector strategies to guide the preparation and implementation of its Medium-Term Expenditure Framework. In 2006, the framework earmarked about 57 percent of total capital expenditure for MDG-related sectors [33]. The Government of **Peru** credits its progress in part, on mandatory policymaking and budgeting rules that linked resource allocations to measurable results. The system required collaboration and resulted in Strategic Budget Programmes that prioritized early childhood, malnutrition, women's health and other MDG areas [34].





























Where MDG-specific targets were reflected in national budget allocations, there was a better chance that the respective MDGs would be achieved. Despite a highly dispersed population, **Bhutan**, for example increased net enrolment in primary school education from 55 percent in 1998 to 91 percent in 2013, allocating around 15 percent of its national budget to primary education. The Government of **Ethiopia** credits the rise in safe drinking water to the budget funds it used to incentivize donors to invest in lower-cost technologies. The Government of **Ghana** credits rapid growth and increasing expenditures for its MDG achievements. In 2013, Ghana allocated 23 percent of its budget to poverty reduction activities [28].

Despite the influence of the MDGs in national development plans, they were not always translated into national budgets or expenditure frameworks. In 2008, development economist Sakiko Fukuda-Parr reviewed the policies and plans elaborated in countries' Poverty Reduction Strategy Papers against the estimated costs of achieving MDG targets in education, health, and water and sanitation. Despite the existence of MDG estimates, none of the PRSPs reviewed referred to them. Faduda-Parr suggested three reasons the MDGs were overlooked: (i) officials felt adequate resources could not be mobilized in any case; (ii) there was a fear MDG estimates would be criticized; and/or (iii) concern over the potential impacts of raising public spending or increasing aid dependence. Her conclusion suggests that MDG costs were not reflected in national budgets or funding for calculated reasons [28]. Calculated or not, this omission contributed to the financing shortfalls that prevented many countries from achieving the MDGs.

Complementing aid with other sources of development financing drove MDG progress

UNDP helped governments assess the financing options available to scale up public spending on the MDGs (i.e. fiscal space). This entailed mapping and analysing all potential sources of development finance, public and private. Typically the domestic options were two-fold: (a) generate savings through more efficient, effective spending; and/or (b) mobilize resources through tax measures, aid or sustainable levels of borrowing. Fiscal assessments undertaken in synch with planning, helped countries plan for shortages and allocate

resources that stabilized their economies, while expanding their fiscal space. Given the required scale, some found it difficult to navigate routes to Global Goals without increasing their reliance on loans. In light of the higher ambitions involved in the SDGs, lenders and borrowers alike need to work together to avoid debt crises, including through tools such as the 2005 Debt Sustainability Framework.

An important number of countries in all developing regions increased public expenditures on social sectors between 2000 and 2008.

Belize, Niger, Nigeria, Tanzania, Ghana and Guinea noted in their MDG Reports that lower debt servicing (due to debt

relief and/or negotiations) had improved their ability to realize MDGs. During the MDG-era, the ratio of external debt to GDP for developing countries as a whole, declined by several percentage points, while government revenues increased [35]. Following debt relief, countries boosted pro-poor spending by an average of 3 percentage points of GDP. In some cases however, the conditions on debt-relief limited the options of policymakers and/or resulted in greater exposure to external shocks.















An important number of countries in all developing regions increased public expenditures on social sectors between 2000 and 2008. Some significantly increased spending on social protection, education and health even after the global financial crisis. This helped enable the MDGs and growth. Sustained, rapid growth requires high levels of investment in productive capacities, including in and through agriculture, infrastructure, innovation, as well as in health, education and social sectors that build human capital. Economies with sustained high growth typically maintain an investment rate of 25 percent of GDP, or higher [28]. China's investment rates were above 35 percent of GDP for 3 decades. In the last decade, the average investment rate in sub-Saharan Africa increased from 16 to 23 percent, helping to boost average growth rates [28]. Social sector spending in many countries remains below regional or international benchmarks. At the current rate of national spending, many MDG goals are likely to be achieved only well beyond 2015 [28].

Institutionalized participatory processes advanced robust progress

Consultations were a start, but ownership of Global Goals demanded mechanisms that enabled ongoing dialoque and feedback. The Government of the **Philippines**, for example, established a bottom-up urban planning and budgeting process that required relevant agencies to make budget proposals that drew on action

Consultations were a start, but ownership of global goals demanded mechanisms that enabled ongoing dialogue and feedback.

plans developed by low-income cities and municipalities. The results facilitated the use of local knowledge, aired concerns and ultimately helped meet MDGs.

Public audits in Nepal brought public service beneficiaries and providers together, boosting participation, transparency and accountability. As a result, community members, including women and marginalized groups were trained to help lead MDG initiatives and manage collective assets. In Bangladesh, NGOs

established local associations of women politicians, boosting the visibility of women running for office and building confidence and skills through mutual support. As a result, more women became active in district governments and successfully contested government seats [30].

Nigeria credits the impact of its Polio campaign to the participation of religious, traditional and community leaders; the systematic engagement of stakeholders; and cooperation between governments, international and local actors. Local emergency operation centres helped engage communities, monitor progress and ensure responses reflected community preference [33]. When faced with the prospect of a devastating Ebola outbreak, Nigerian leaders successfully employed a similar, local-level and inclusive, approach.

UNDP worked to strengthen the mechanisms that brought the state and citizens together: parliaments; human rights, anti-corruption and electoral commissions; local development committees, etc. UNDP balanced support for civil society with efforts to build the capacity of state institutions that interacted with civil society. Parliaments for example, had a vital oversight role and could facilitate more responsive decisionmaking, where capacity was sufficient to scrutinize MDG related policies and budgets, hold public hearings on issues of concern and challenge government decisions. Capacities to forge alliances, use evidence, and build a case for solid policies were often as important as technical skills [28].



BOX 2.4: GHANA IDENTIFIES BOTTLENECKS TO ACCELERATE PROGRESS ON THE REDUCTION OF MATERNAL MORTALITY

In Ghana, large numbers of women continued to die in childbirth from preventable or reducible complications, despite government and development partners' efforts. In 2013 Ghana employed the MAF to help it identify and overcome stubborn problems. Bottlenecks included:

- Inadequate investment in maternal health services, especially in community facilitates
- Ineffective national referral system and transport constraints for pregnant women
- Inadequate data to fully assess maternal mortality

The Government instituted a number of agreed actions to overcome these bottlenecks, including the provision of free maternal health services and comprehensive **Antenatal Clinic Programmes linked** to Child Welfare Clinics in many districts. Additionally, they note specifically training midwives in the use of a partograph, reducing prolonged labour, caesarean sections and intra-partum stillbirths and training all health workers in safe motherhood skills. Ghana's 2015 MDG Report pointed to a rising trend in the percentage of women receiving care from skilled providers, before, during and after birth.



UN PHOTO/JOHN ISAAC

Source: Ghana MDG Report 2013 and 2015 [26].

Government-backed civil society led to big-impact MDG solutions

Where ownership of the MDGs and civic engagement were robust, community led initiatives solved problems and helped show local and national governments the way forward [36]. Many governments looked for, encouraged, supported and scaled up such innovations.

Thailand's Community Organizations Development Institute recruited a range of community organizations to design and manage the upgrading of informal settlements, including by connecting them to piped water and sewer systems. Engaged organizations worked together, brought in local governments and moved to city-wide initiatives. By 2012, 91,000 households across 270 towns and cities were upgraded, most also clarifying tenure rights. The programme helped Thailand meet its water and sanitation targets before their deadline and led the government to scale up their investment in improving urban poor environments [37].

A federation of poor urban women in Mumbai, **India**, initiated the construction of better functioning community toilets. Their initiative was expanded by an alliance of the National Federation of Slum Dwellers and a local NGO. Eventually, the municipal government supported their efforts, including by training members to maintain facilities and respond to difficulties. The alliance built over 600 toilet blocks, leaving many with improved sanitation.

An Indian Civil Society Alliance, CLIFF facilitated the participation of organizations of the urban poor in infrastructure and housing initiatives, in conjunction with municipalities and the private sector. Recognizing the need to understand and challenge developers, CLIFF trained organizations of the urban poor in architecture, construction and urban renewal. The result helped facilitate a number of successful resettlements and upgraded housing projects [37].















2.3 DELIVERING AND ACCELERATING MDG PROGRESS

Over the MDG era, countries in all regions grappled with slow job growth; setbacks from natural disasters, environmental and economic shocks and the impact of protracted conflict. Other frequent bottlenecks to MDG progress included resource and capacity constraints, weak governance, exclusion and discrimination. UNDP supported its national partners to overcome constraints by trying out and learning from MDGfocused initiatives in HIV prevention, social protection, ecosystems management, trade and parliamentary support, to name a few.

In 2010, UNDP zeroed in on the MDGs, scaling up its efforts to fill implementation deficits with effective democratic governance, champion policy drivers, and mobilize and prioritize MDG financing. The MDG Acceleration Framework (MAF), conceived and piloted by UNDP, was at the heart of this effort. The MAF was designed to help countries identify and prioritize bottlenecks constraining progress toward specific targets, develop and delegate concrete solutions. While UNDP worked with its UN and government partners to implement the MAF, the following lessons emerged.

Overcoming key bottlenecks sped up lagging targets

Over 60 countries eventually adopted the MDG Acceleration Framework (MAF) to boost progress on a specific target or goal. Over time, UNDP came to understand what made the Framework effective. One key, was its ability to focus practitioners, leaders and stakeholders on solving a problem their country had deemed a priority.

BOX 2.5: THE MDG ACCELERATION FRAMEWORK

The MAF was adopted by more than 60 governments bringing stakeholders and practitioners together to identify and overcome bottlenecks preventing progress on lagging targets.

The MDG Acceleration Framework assed:

■ How conducive policies and laws were to the delivery and use of services;

- If sector policies outlined the strategies, approaches and inputs required;
- How well government budget allocations matched priority needs outlined in the National Development Plan and if expenditures were aligned with the budget;
- If Official Development Assistance (ODA) was adequate and aligned to budgeted priorities;
- If the right people with the right skills were available at the right time to deliver services and/or carry out targeted interventions;
- If equipment, supplies and infrastructure were delivering services on time at the expected cost;
- If existing interventions provided quality and equitable coverage;
- If education and awareness campaigns were encouraging the use of interventions/services;
- If local and national customs, traditions and preferences aligned with the interventions; and
- If barriers to service users had been identified and were being addressed.































Mandates to employ the MAF came from the top of government, usually Prime Ministers or Heads of State, conferring legitimacy and urgency. The UN drew on its local networks to convene committed problem-solvers from across government, civil society and development agencies, including first-line practitioners. Informed facilitators drew on evidence and the know-out of participants to identify and analyse the causes of lagging progress and prioritize the bottlenecks most responsible. Solutions were then designed to overcome each priority bottleneck. At the end of a MAF process, solutions were developed into an Acceleration Action Plan elaborating concrete actions with specific timeframes for implementation and an agency/or unit responsible for taking it forward.



Beneficiaries of a UNDP-supported initiative that enabled villages in Niger to continue growing food during the drought of 2012. UNDP/SARAH RENNER

A review of the MAF process and implementation, conducted for the UN Chief Executive Board [38] concluded that the MAF had succeeded in facilitating concrete development results – in part by enabling interdisciplinary dialogue and drawing greater resources and attention to problems.

By tapping the diverse expertise and know-how of practitioners from within and outside the lead Ministry, sector and discipline, the MAF process often brought undetected solutions to the surface. For example, in Uganda lagging maternal health was addressed by adopting techniques to better enable and incentivize public servants to deliver timely medicines. Investments in stronger communication in Tanzania helped improve transportation available for pregnant women. **Belize** was able to improve access to safe drinking water by changing the rules to make local water boards more representative and Pakistan employed the MAF to facilitate coordinated intergovernmental action, bringing national and provincial leaders together to define subnational acceleration plans.

The UN Chief Executive Board Review found that governments largely considered MAF outcomes aligned with their country's national development priorities. A number of MAF acceleration action plans were used to reinvigorate existing strategies or provide an operational arm to national plans. Niger's government committed US\$30 million over five years, for instance, to its acceleration plan for hunger. Later, this plan became a central part of the national food-security strategy, "Les Nigeriens Nourrissent Les Nigeriens". External partners supported the action plan either through financial resources or by aligning their own work programmes to implement specific action-plan activities.

Cambodia used MAF action plans as the operational arm of existing national policy strategies, helping to boost implementation. The Government of Lao PDR used the MAF to galvanize broad support, including from civil society to make nutritious foods more accessible and affordable, financed through its National Multi-sector Food and Nutrition Security Strategy. The MAF process also engaged the private sector in a number of countries, facilitating solutions and resources. A motor-transport union, in **Ghana**, for example worked out a system of reimbursable vouchers with the government to transport women free of cost to birth centres at the time of delivery. Also in Ghana, a logistics company improved the supply-chain management of essential medicines reducing the chances of shortages in outlying clinics.













Deliberate, priority actions improved lives of those left behind

MDG strategies succeeded where they paid particular attention to inequalities between groups and localities. Almost all National MDG Reports reviewed for this Report pointed to disparities across sub regions as a reason for lagging progress toward national goals.

Evidence accumulated over the MDG-era reinforced the need to prioritize action and policies that disproportionally benefit poor and marginalized groups. On child mortality, for example, a Save the Children analysis of disaggregated data for 87 countries found that, far from slowing progress, a focus on disadvantaged

> groups is associated with progress that is 6 percent faster over 10 years, on average [11].

Evidence accumulated over the MDG-era reinforced the need to prioritize action and policies that disproportionally benefit poor and marginalized groups.

The MDGs could motivate governments and civil society actors to reach groups and subregions with lagging indicators. Nigeria, for example, noted wide disparities across states in maternal health and nutrition figures. To address these disparities, the government adopted a Mobile Integrated Primary Healthcare Strategy to increase access to free primary healthcare in 336 clustered rural

settlements and un-reached urban poor communities [33]. In 2007, the Government of Eritrea, in conjunction with UNICEF, launched a programme to ensure the children of nomadic herders – often excluded from formal education because of seasonal migration patterns – attend primary school. Within two years, more than 5,000 children age 9-14 were enrolled in 57 specialized learning centres.

The UN Chief Executive Board Review found the MDG Acceleration Framework effective in enabling some countries to address inequalities. For example, Colombia's Millennium Municipalities Strategy, developed through a MAF process, was designed to curb pervasive inequalities between municipalities. Strategic solutions were implemented in municipalities lagging behind in MDGs, including a nutrition programme for breastfeeding mothers; projects for income generation with an emphasis on youth and women; universal immunization and nutritional complements for children under five, among others. In support of Cambodia's MAF initiatives, associations of business owners from rapidly growing sectors such as tourism and ICT technologies supported vocational and entrepreneurship development programmes aimed at fulfilling market demand, particularly for women and the disabled.

In Lao PDR, the government used the MAF to overcome bottlenecks to student enrollment and performance in remote areas by attracting better qualified teachers. Flexible training programmes, better accommodation and compensation were used to boost qualifications and attract candidates. Communities themselves were also empowered to recruit local candidates, vetted and trained in nearby teacher collages. Lao PDR highlighted, in its 2014 MDG Report, the challenges of instituting fair, voluntary resettlement programmes, citing new health and agricultural problems among resettled groups as well as tension over overstretched natural resources. They highlighted the need for compensation, extensive consultation as well as stepped up agricultural extension, training and public health outreach.

Building local capacity improved service delivery and increased financing

Capacity constraints were repeatedly highlighted in National MDG Reports as a reason for lagging progress. UNDP supported countries to undertake capacity assessments, find ways to fill specific capacity gaps and build the MDG implementation capacities of national and local governments.

In some cases, increased funding for MDG areas revealed capacity gaps. **Ethiopia**, for example noted that capacity shortfalls had kept it from making full use of the development assistance allocated to its health sector. The Ministry of Health had lacked the skills, infrastructure and experience necessary to procure health commodities with the efficiency required by new funds. Subregional health bureaux also lacked the capacity to reliably allocate funds effectively. To help fill these gaps and boost personnel, Ethiopia invested in training centres for administrative and medical staff in the health sector. The government also used social mobilization to complement and supplement health extension services. More than 8 million women volunteers, known as the "Health Development Army", boosted the use of family planning services and encouraged pregnant women to receive antenatal care and deliver babies in health facilities. By reporting to extension workers, volunteers also helped track health needs and trends [22].

Many countries suggested that capacity constraints had blocked progress to environment-related targets, noting the need for stepped up support and access to clean technologies to deliver the SDGs. **Tanzania** pointed to gaps in technical and managerial expertise preventing them from implementing environmental mechanisms and enforce existing laws. They noted that pressures from rapid population growth, poverty, illegal timber extraction and hunting had fueled extensive degradation, making it urgent to strengthen local capacities, in particular to manage conflict over forest and land resources [39]. **The Philippines** also noted that "while the environment management sector is replete with laws, their enforcement has been constrained by institutional, financial and technological capacity limitations" [40].

The inability of local actors and government authorities to mobilize funds and effectively implement MDG-related services was often cited as a missing piece of the MDG puzzle [41]. Decentralization had given local

authorities, in most countries, more MDG responsibilities, without complementary capacity support, accountability systems or authority to mobilize resources.

Limited capacities to articulate demands or mobilize counterpart funds often left demand-driven MDG funds out of reach to poor localities. Local authorities were often bypassed by external actors or those focused on national implementation – forgoing opportunities to strengthen local capacities and undermining the legitimacy of subnational actors. Where local counterparts were considered partners, rather than "contractors", MDG services were more effective and sustainable. Ethiopia credits its MDG successes, in part to the pro-poor focus that emerged following fiscal decentralization and the mobilization of community-level MDG financing.



During Niger's 2012 drought, UNDP supported agricultural irrigation projects to ensure crops matured despite the heat. UNDP/SARAH RENNER













The UN Capital Development Fund (UNCDF) helped boost local-financing for MDG initiatives through the use of unconditional central government block grants, adopted by Uganda, Bangladesh, Tanzania and Malawi, among others. Funds were provided to local governments in keeping with their budget cycles, enabling local authorities to make allocation decisions. By using a fixed, known amount, block grants served as a hard

The inability of local actors and government authorities to mobilize funds and effectively implement MDGrelated services was often cited as a missing piece of the MDG puzzle.

constraint, motivating local prioritization, efficiency and local resource mobilization. National partners were encouraged to use grants to incentivize routine, participatory local MDG-based planning, enabled by local budgets [42]. Private-public partnerships could also improve local services, when and where complemented by capacity support for local authorities. UNDP supported city authorities in Namibia, Uganda and Nepal, among others, to use public-private partnerships to facilitate access to clean water, energy, garbage collection and other services. Tools and

training enhanced the capacity of implementing partners to plan, regulate and evaluate the partnerships to ensure they improved services for all, including the poor and marginalized [43].

International partnerships brought significant and diverse resources to specific goals

By focusing on outcomes and results, the MDGs inspired increases in development assistance and privatesector aid [28]. From 2002, all types of financial flows, whether private, domestic or international, increased [28]. Public-private financing partnerships were established to advance health-related MDGs, protect environmental commons, achieve universal education and more. International partnerships such as Global Fund to Fight Aids, Tuberculosis and Malaria, the Global Alliance for Vaccines and Immunization (GAVI), the Secretary-General's Partnership for Sustainable Energy for All and UN REDD had a widely acknowledged impact on national implementation, demonstrating what can be done when motivated actors collaborate to solve global challenges – from across the private sector, governments, development agencies, community groups, NGOs, philanthropy, academia and other. Such partnerships provided a framework for exchange about what works, trust building and drawing on diverse expertise and resources.

Coalitions found innovative ways to mobilize new funds for MDG achievement. The consensus around the MDGs and the unifying direction they provided helped bring development actors together to establish new development financing mechanisms, such as the International Financing Facility for Immunization and an airline ticket tax. Although small, these examples demonstrate what is possible to realize the level of financing required to achieve sustainable development for all.

The increased number and range of financing mechanisms established by global partnerships had an overall positive impact on MDG achievement, particularly in the health sector, but at the same time, tended to fragment efforts along targets or sectors, adding to the challenge of coordination. Some partnerships recognized the need for integrated support. GAVI for instance, recently dedicated some of its financing to strengthen national health systems. This is an important trend that other vertical funds should follow to ensure they strengthen, not weaken, existing national institutions [28].























A new approach to partnerships within a comprehensive

system of global governance, underpinned by strong monitoring





Health-MDGs were achieved more readily and FIGURE 2.2: SUCCESS FACTORS FOR **EFFECTIVE POST-2015 PARTNERSHIPS**

sustainably where the health sector was positioned as a core social institution deeply embedded in its local context and where interventions were developed with the engagement of communities and front-line health providers. Many countries, for example, worked with UNICEF and WHO to reduce child mortality through an integrated Community Case Management (iCCM) approach that provided training, supplies and supervision to front-line community health workers, equipping them with skills to diagnose and treat childhood diseases. Experience demonstrates its effectiveness. In Nepal, iCCM efforts helped 69 percent of children under-five access treatment, significantly decreasing fatalities related to diarrhea and pneumonia. In Zambia, iCCM support helped 68 percent of children with pneumonia receive early and appropriate treatment from community health workers. Such approaches require countries to close health spending gaps and development partners to step up policy and capacity support, training,

MDGs had more impact where improvements were made in development effectiveness

performance maintenance and supplies [28].

The OECD's Development Assistance Committee (DAC) has long tracked the scale, direction and effectiveness of development aid. In their 2015 Monitoring Report, they suggest the MDGs galvanized steep improvements in the quantity and quality of development assistance [44]. In addition to jumps in the quantity of aid directed at low-income countries, improvements were made in aligning development assistance to deliver MDG results. Shortly after the MDGs were adopted, for instance, the US and Japan made poverty reduction a priority of their bilateral development assistance. Such improvements advanced goals and improved lives [45].

mechanisms, can ensure that action leads to results. WOOD SHARING 10 SUCCESS FACTORS 1. Secure high-level leadership. 2. Ensure partnerships are country-led and context-specific. 3. Avoid duplication of effort and fragmentation 4. Make governance inclusive and transparent. 5. Apply the right type of partnership model for the challenge 6. Agree on principles. targets, implementation plans and enforcement mechanisms. 7. Clarify roles and responsibilities. 8. Maintain a clear focus on results. 9. Measure and monitor These ten success factors provide progress towards a policy framework to make today's goals and targets. partnerships the effective coalitions 10. Mobilize the required for action that will be needed to achieve financial resources and the Sustainable Development Goals. use them effectively.

Source: OECD, 2015, "Development Co-operation Report 2015: Making Partnerships Effective Coalitions for Action"















BOX 2.6: COUNTRIES CREDITING "POLICY DRIVERS" FOR MDG PROGRESS



Panama's conditional cash transfer programme aimed at women headed poor households, was frequently cited by the government as simultaneously improving the income of the poorest, boosting child nutrition and reducing child and maternal deaths, among other MDGs.

Ethiopia suggested its MDG achievements, were due, in part to agriculture-led industrialization and support for rural areas where most poor people live and work. Agricultural contributes 50 percent of Ethiopia's GDP and employs 85 percent of its people. The Productive Safety Net Programmes (PSNP) that engaged 8 million people in public works are highlighted as essential to enable progress - bridging the income gap of chronically food insecure households, while building productive assets and livelihoods. The likelihood of a household investing in fertilizer rose by nearly 20 percent; crop production and livestock holdings increased as did the number of meals children received in the lean season - easing food insecurity and reducing shocks from drought. Ethiopia suggests this is less than was expected, likely

due to fewer resources being allocated (compared to Latin American programmes).

By 2006, 7 of Ghana's 10 subregions had cut in half the proportion of people living in extreme poverty. Its MDG Report cites investments in initiatives benefiting the poor and vulnerable as reasons for its success - including its universal National Health Insurance Scheme, as well as scaled up nutrition interventions and national health expenditures, improving conditions and incentives for health workers, better malaria case management, increasing the number of schools, nationwide school feeding programme and better motivation and retention of teachers.

Tanzania noted that despite robust economic growth, poverty remained high implying that growth could be made more propoor and inclusive. Noting that the majority of poor people depend on agriculture, Tanzania renewed its focus including through the implementation of its MDG Acceleration Action Plan in 2010. Tanzania credits its ability to meet MDG 1 to greater investments in agricultural training

and extension, issuing of land title deeds for farms and certificates of **Customary Rights of Occupancy** to small farms, the formation of small farmers associations; and the rehabilitation of storage facilities to reduce post-harvest losses.

For much of Pakistan's existence, women did not have meaningful representation in the country's legislative forums. In 1991 there were just two women in parliament. The situation greatly improved with the passage of affirmative action bills, which ensured women's and minority representation in the parliament (60 seats were reserved for women in the National Assembly). Women's share in the National Assembly has since risen to 22 percent.

In **Uganda** the share of women in Parliament increased from 18 percent in 2000 to 35 percent in 2012, well above the international average (20%). This progress was largely sustained by a quota system whereby each district elected one woman representative. In 2011 a woman was elected Speaker of the **Ugandan Parliament for the first** time. In 2014 woman held more than a third of senior ministerial portfolios, including finance, health and education.

Improvements in women's and children's health yield high returns. Making an annual investment of US \$5 per person in any of the 74 countries that carry 95 percent of the world's maternal and child mortality burden is projected to yield a nine fold return in economic and social terms by 2035 [27]. In 2009, Belize standardized care for women and babies in keeping with WHO guidelines, including to prevent postpartum hemorrhage. All 7 public hospitals were recently certified "Mother-Baby Friendly".

UN Secretary-General Ban Ki-moon and Fehmida Mirza, Chairperson of Women's Parliamentary Caucus of Pakistan and former Speaker of the National Assembly, lead a 2013 round table with Pakistani women parliamentarians in Islamabad. UN PHOTO/MARK GARTEN





























The drive to finance the MDGs prompted efforts to improve the effectiveness of development support. Standards for development effectiveness were adopted, initially within the context of the OECD and then broadened at the Busan Conference in 2012. Important progress was made to free aid from alternative agendas, improve the transparency and reliability of development assistance and better track its impact on the ground [46]. Lessons were learned about how to use aid catalytically - to reduce risks and mobilize private investment – as seen in solar energy projects in Mali and manufacturing plants in Ethiopia. In 2014, the EU Commissioner for Development Andris Piebalgs reported that grants worth US\$2.2 billion "achieved an estimated leverage of €40.7 billion in 226 projects since 2007" [47].

A number of countries' National MDG Reports refer to the high transaction costs of ensuring continuity and efficiency in the face of fragmented development initiatives and external financing. A few mentioned the difficulties of overstretched government planning units to get an overview of the range and scope of MDG-related initiatives in their countries. Malawi recognized the need for improved coordination among development partners, including from the Private Sector and through South- South Cooperation. It established a Development Coop-

Important progress was made to free aid from alternative agendas, improve the transparency and reliability of development assistance and better track its impact on the ground.

eration Strategy to improve the coherence of national development efforts and promote partnerships based on mutual accountability, country ownership, government leadership and transparency. Tanzania, among the largest recipients of foreign aid, noted that budget support had improved the predictability of external resources, budget planning and execution and pointed to remaining challenges to strengthen human and institutional capacities and public finance management to improve coherence and accountability. Lao PDR pointed to the need to strengthen government systems to enable direct budget support and highlighted that more predictable aid would facilitate better interlinkages with national planning and budgeting.

Advancing multiple goals simultaneously

In 2010, UNDP summarized the reoccurring drivers it observed in practice in a review of 50 country studies. Drivers included: (i) Investing in opportunities for women and girls and facilitating their economic, legal and political empowerment; (ii) Stimulating employment-intensive growth and increasing agricultural productivity; (iii) Increasing public investment in education, health, water, sanitation, infrastructure and energy; and (iv) Establishing large-scale social protection systems [28].

To identify and shape drivers, countries used tools such as multifactor analysis and bottleneck analysis, used in the MDG Acceleration Framework. Such an analysis conducted for **Uganda**'s 2013 MDG Report found a robust relationship between women's educational attainment and stunting or wasting among children. The provision of health centres, schools and improved water sources were also identified as drivers of progress, suggesting the importance of reducing leakages in public financing and investing in the infrastructure that makes services accessible (passable roads, for example).















2.4 MONITORING AND REPORTING ON THE MDGs

From their adoption, the UN and its partners worked intensively to build and strengthen data for MDG indicators. The result made MDG indicators the "go-to framework" for international, national and regional data-related programmes, [28] raised important discussions about data quality and improved coordination between national statistics offices and various parts of government.

The UN Secretary-General appointed UNDP to be the UN's country-level MDG scorekeeper. As such, UNDP and its UN partners supported governments to carry out participatory reviews of MDG progress, produce regular national progress reports and strengthen local capacities to gather and analyse data.

Reliable, quality and accessible data can improve lives

Even the most willing governments cannot deliver effective policies or services if they do not know who needs them, where they live and what has the most impact.

The MDGs make the connection between an inspirational global agenda and time-bound targets, monitored by robust indicators, based on established statistical principles. The attention garnered by MDG figures were used to compare and contrast progress within and between countries, helping to keep action focused on results and increasing the visibility of key aspects of human development. Zimbabwe and Zambia, for example, began collecting their own national data on HIV prevalence through health surveys developed collaboratively by several Ministries, helping to improve measurements of HIV/AIDS related issues and reveal the extent of devastation it wrought. Better figures due to country-level monitoring thus helped lead to a tripling of funding for HIV/AIDS programmes in 2014 [28].

Under the MDGs, more reliable, relevant and robust data enabled governments to extend services to people and communities that were once "blank spaces" in planning processes and implement cost-saving efficiencies. Based on the MDG experience, it has been calculated that a "data revolution" could, in the medium term, pay for itself [28]. Through the use of better and more reliable data, policymakers were able to improve the

Women in Saint-Louis, Senegal, sell the honey, vegetables and sauces they produced and sourced from their communities, aided by UN support for small-business development. UNDP/SARAH RENNER



design and implementation of MDG policies and initiatives. In follow up to its MAF action plan, for example, Tanzania developed a poverty mapping tool using GIS data that improved its ability to identify the poorest villages and target its social protection scheme.

MDGs helped countries overcome data gaps

Almost all of the National MDG Reports reviewed noted their inability to track progress for one or more of the MDGs. They pointed to the lack of data and analysis, for example to understand why children dropped out of school, the causes of fluctuations in maternal and child death rates. and the scale of deforestation. Most mentioned



BOX 2.7: BOOSTS IN STATISTICAL CAPACITIES

In Cambodia, MDG implementation facilitated the development of common statistical standards on core indicators across the national statistical system. A repository of indicators and the development of a metadata handbook further promoted agreed standards and create greater transparency.

Zimbabwe and **Zambia** initially assessed HIV/AIDS prevalence with data from UNAIDS, but began

collecting its own data through health surveys developed collaboratively by several Ministries. Such collaborations proved to be effective in improving Zambia's measurements of HIV/AIDS related issues. Spurred on by its Acceleration Action Plan, Lao PDR, established a central database on food and nutrition security, helping to ensure reliable quality data and analysis to inform decision-making and programming. In follow up to its

MAF, **Tanzania** developed a poverty mapping tool using GIS data that improved its ability to identify the poorest villages and target its social protection scheme.

With UN support, **Burkina Faso**'s National Institute of Statistics undertook a comprehensive national household survey, while strengthening the monitoring and evaluation capacities of the ministries of economy and finance.

insufficiencies in data and understanding as reasons for not being able to shape appropriate MDG solutions, address the needs of particular groups and/or take approaches to move multiple objectives forward.

Where the MDGs revealed progress (or lack thereof), they helped generate support and funding, inform decision-making *and*, in turn, generate demand for more and better data in other areas. Important gaps in MDG data were thus filled over the 15-year period. A UN analysis of 22 MDG indicators found that the number of developing countries with two or more data points for at least 16 indicators rose from 4 countries in 2003 to 129 countries in 2013. About half of the countries studied had at least one data point available to measure skilled attendance at birth accurately in 1990-1994, whereas 90 percent had this type of data available by 2005-2009 [48]. Improvements in the availability and quality of MDG data were significant where countries and partners built on the momentum of the MDGs – to invest in administrative systems; strengthen national statistical offices; develop statistical capacities across government and improve the scope and frequency of household surveys [28].

MDG Reports revealed concerns about data inaccuracies and/or biases. **Nigeria**, for example, reported on the failure of some States to submit data on net school enrolment and suggested incomplete data may have been partly responsible for declining trends. Others pointed to challenges with conflicting and/or outdated data sources. In monitoring maternal health, Nigeria noted a plethora of data sources producing often conflicting data.

Better data improved policymaking when capacities to use and analyse data were sufficient

Some suggest that improvements in data over the MDG period may be hard to sustain going forward – given reliance on external technical support and internationally sponsored household surveys – often unaccompanied by capacity support needed to strengthen national administrative data systems [28].

Limited national and local capacities to gather, analyse and use data for policymaking constrained country efforts to improve MDG policies, initiatives and outcomes. When advocates, journalists and policymakers could use and apply data, they made more informed, and often better decisions, proposals, strategies and





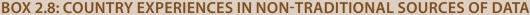














In Indonesia, UNAIDS and partners worked with civil society and the private sector to develop iMonitor - a mobile phone technology that enables people living with HIV, and vulnerable groups, to share information about access to HIV prevention and treatment and the quality of those services. It also allows users to report shortages of antiretroviral medicine and other HIV commodities, as well as rights violations in HIV service delivery and other settings.

Telecom companies tracked people's movements through their mobile calls. Tracking where people went after leaving a disease hotspot helped epidemiologists working on the West Africa Ebola epidemic predict where new outbreaks might occur.

In Ghana, the Government, with UN support, implemented an Integrated eHealth System that developed foundational monitoring systems and outreach to underserved communities - including through situational analysis, medical call centers, wireless networks for district and regional health centers; and digitized medical records in select hospitals and centers.

The Indian NGO Pratham used citizen-led social audits to ensure transparency and hold the Government to account for MDG 2, by facilitating an easy to read, qualitative assessment of educational attainment and literacy. The initiative was able to secure reliable estimates of children's schooling and basic learning by district, over time, allowing for comparability across districts and states and demonstrating the potential of simple, low cost, scientific methods to attain comparable

information with more detail than some national surveys.

The Philippines collected local data to plan, implement, monitor and evaluate MDG performance. In 2014, a Community-Based Monitoring System, with indicators corresponding to the MDGs, was adopted by over 21,000 barangays, 800 municipalities and 60 cities. The detailed results improved national tracking, contributing to the success of projects and bringing the MDGs closer to communities.

El Salvador's Ministry of Health improved methods of diagnosis and monitoring mechanisms through the use of Community Health Teams. They noted that deteriorating trends in newly collected data were actually a sign of progress towards getting "an accurate reflection of what is happening in the country".

Nigeria undertook a thorough evaluation of its cities with a view to collect, collate, analyse and synthesize data on the extent of urban slums, by engaging stakeholders in the effort it also aimed to mobilize stakeholders to participate in finding and implementing solutions.

UNAIDS Executive Director Michel Sidibé introduces iMonitor at its 2014 launch in Bangkok, one of several pilot locations of the smartphone app that enables monitoring access to HIV prevention and treatment and providing feedback on such services. UNAIDS ASIA AND THE PACIFIC

arguments. Ensuring data was accessible, timely and relevant to those who might use it was highlighted as a challenge in a number of MDG Reports. **Belize**, for example stressed the need to strengthen the collection and use of environmental data, noting a lack of "centralised channels to exchange data and analysis, limiting its use" [49]. Sri Lanka similarly, noted that while data on forest cover was periodically collected, coordination problems often meant timely data was not accessible to decision makers or beyond. Making timely, easily understood data available to the public helped boost participation in MDG initiatives and could improve accountability. In 2014, Nigeria's Presidential MDG Office opened a MDG Info System to public scrutiny, with data on health, education and water facilities.



Some countries pointed to the difficulty of understanding and interpreting the interrelatedness of MDG indicators. Global Goals are typically multifaceted and thus inconsistent with a silo approach. MDG monitoring and reporting mechanisms, however did not facilitate recognition of how progress in one target or goal was interrelated with others, making it harder for countries to recognize trade-offs and find solutions that would advance progress across sectors and goals [41].

Local and non-traditional data sources were instrumental for MDG tracking

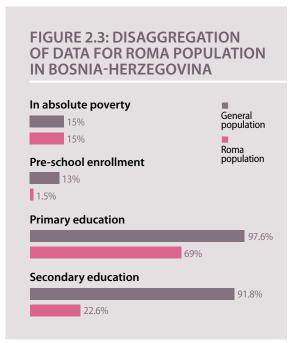
Throughout the MDG-era there was a pressing need for improved data to monitor progress and help design needed policies and programmes. Traditional data sources were very important, but as time went on new opportunities became apparent – both through the use of new technologies and in the proliferation of social mobilization and development actors. The most effective efforts were not just about measuring changes, they also helped facilitate and catalyse that change. The beginnings of a "data revolution" can be seen in the MDG experience, as more countries used more sources, new technology and open data to boost data collection and engage people.

Community Based Monitoring Systems ask people to become active participants in tracking progress, typically working alongside local governments, to collect carefully designed, relatively simple indicators. As discovered by the **Philippines** and the countries it learned from, well-designed community-based systems could offer a relatively low-cost, robust and effective route to collect, analyse and use MDG data and information [50]. Participatory analysis was most helpful when considered in conjunction with other sources, capturing multiple perspectives. For example, a SWOT analysis coupled with a gender analysis can help ensure issues affecting women and men are reflected. Community-based approaches had the added bonus of building trust and transparency between national, local authorities

and the people they serve. Those engaged in community monitoring were more likely to reference and/or use MDG-related information, making it a powerful tool to generate awareness, accountability and participation [28].

Disaggregating data by all relevant characteristics helped guide MDG implementation

National progress to achieve *average* rates of MDG progress masked inequalities, glossing over significant populations being left behind, often in particular geographic areas and/or belonging to marginalized groups. When data was collected for particular groups or localities, disparities – holding back MDG progress – were often revealed. Household surveys in **Bosnia and Herzegovina** for example, revealed that only 32 percent of the lowest income quintile of the Roma population had access to an improved drinking water source,



Source: Bosnia-Herzegovina MDG Report 2013















BOX 2.9: COUNTRY EXPERIENCE: DISAGGREGATED DATA

Disaggregated data gathered through Tanzania's MDG-based poverty-monitoring system helped it track local progress across marginalized groups and map inequalities.

Mexico's National Coordinating Committee put in place an MDG information system in 2011 that provided annual national and subnational disaggregations for most MDGs [17].

Brazil was early to disaggregate MDG data by geographic area – including by municipalities. The result helped the Government gauge the relative performance and needs of specific areas and/or groups of beneficiaries and target policies and resources accordingly.

compared to 82 percent of the lowest income quintile of the general population [41].

Many National MDG Reports reviewed for this Report suggested that overcoming this so called "tyranny of averages", with more and better disaggregated and localized data was a vital lesson from their MDG experience. The UN worked with statistical agencies to formulate indicators and invest in the collection of data disaggregated by sex, age, income, wealth, location, ethnicity, disability, linguistic group and other relevant characteristics. Where countries disaggregated and "localized" national MDG data, in particular to help fill in data "dark spots" in national planning, policies could be designed and implemented to overcome disparities and improve the lives of marginalized groups.

When maps were used to illustrate spending data,

governments could assess if resources were reaching marginalized groups and/or improving outcomes. Detailed information on the public expenditures of localities, for example, overlaid MDG databases or GIS maps, providing local authorities with a powerful tool for MDG planning [17].

Gathering data at subnational levels brought unique benefits and challenges. Indicators tracked at local levels could be adapted to local starting points, customs and needs. Community benchmarking, use of big data and citizen engagement in monitoring MDG progress was easier and more appropriate at local levels – where it could build trust and participation. Local authorities could gather data to learn what works and adapt policies until they delivered expected results.

BOX 2.10: NATIONAL MDG PROGRESS REPORTS: TOOLS FOR CHANGE

Kenya used MDG reports as well as stakeholder consultations to help design its MDG Acceleration Framework to boost maternal and neonatal health. The result informed national policies to address these lagging targets, including the establishment of free maternal health services and the First Lady's Beyond Zero Campaign.

MDG Reports in Nigeria served as a platform for coordination between the executive and legislative on the one hand, and between federal, state and local government on the other – providing a useful basis for civic engagement.



UNDP/ALLAN GICHIGI



Developing sufficient local capacity to maintain subnational monitoring over the MDG period was, however, a challenge in many countries. National institutional arrangements, as well as the cost and complexity of subnational monitoring made it prohibitive for some countries. To ensure coherence, subnational monitoring and data gathering also had to be aligned and integrated with national data and planning systems. A "nested" approach helped some countries strike a balance between local specificity and national coherence. Using this approach, countries formulated and tracked *both* uniquely subnational MDG targets indicators and agreed national-level indicators. (See Figure ES2.)

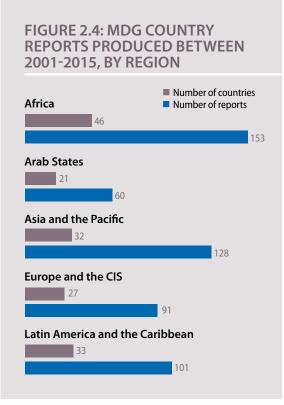
UNDP worked with national and local governments to develop local monitoring systems appropriate to their context, following a gradual, evolutionary process. Once local stakeholders had sufficient competencies, more elaborate data capturing and analysis were added. Data disaggregated by group can also be more difficult to gather at local levels; proxies, qualitative and participatory assessments were helpful when used appropriately and vetted for quality.

MDG Progress Reports were an impetus for action and learning

Along with the considerable improvements in statistical capacity and data availability, MDG progress reporting became a well-established practice at country, regional and global levels. UNDP worked with governments to promote and facilitate a transparent and consultative review of MDG progress in preparation for drafting National MDG Reports. All 156 UNDP programme countries produced at least one National MDG

Report for a total of 550 reports. Governments were in the lead, working with UN Resident Coordinators to ensure the inclusion of the full range of MDG stakeholders.

An internal independent evaluation concluded that National MDG Reports had been effective at raising awareness of MDG progress, giving the MDGs prominence in national debates and highlighting issues that tended to be ignored or not monitored. The reports were regularly picked up by the media, discussed and quoted and benefited from increasing levels of quality and national ownership. As such, they served as important reminders to governments and stakeholders of their commitments. Inclusive review processes and National Progress Reports enabled local actors and advocates to understand how progress was being measured, see evidence of what was working and rally support to help deliver on unmet needs or demand action to overcome inequalities. MDG campaigns and civil society often drew attention to off-track or missing goals or targets, including through shadow reports of their own.



Source: UNDP calculations



Former President of Costa Rica and Nobel Peace Prize laureate Oscar Arias destroy arms in San Jose in a UNDP-supported comprehensive national effort to promote human development and reduce citizen insecurity. UNDP COSTA RICA

3. MDG LESSONS FOR SUSTAINABLE DEVELOPMENT GOALS

The SDGs differ fundamentally from their MDGs predecessor (see Table 3.1). They are set apart by their universal reach, which obligates *all* governments – North and South – to solve problems at home and do all they can to overcome the challenges that face us all. The SDGs recognize that all responsible – in government, civil society, development agencies and the private sector – must necessarily play a role, if we are to overcome urgent environmental, social and economic challenges.

The SDGs also represent the world's first attempt to capture the breath and indivisibility of shared challenges. The climate crisis, intractable conflict, skyrocketing humanitarian needs, biodiversity loss and contagious disease are among the interlinked challenges that cannot be solved in isolation. Overcoming one, demands tackling them all. The SDGs recognize this and take aim at the poverty, injustice, insecurity and environmental degradation that bind and underlie today's challenges.



3.1 IMPROVING THE IMPLEMENTATION OF GLOBAL GOALS IN PRACTICE

Evidence, including in this Report, suggests the MDGs drove local progress in at least four ways:

- Persuading and empowering decision makers to pursue progressive policies;
- Making local challenges more visible;
- Enabling stakeholders to hold leaders accountable; and
- Motivating greater coordination and coherence.

Section 2 illuminates *how* the MDGs drove progress in each of these channels (see Table 3.2). The lessons largely go beyond the particularities of the MDG Framework itself, to suggest how Global Goals (and, more generally, global agendas) can improve the practice of development. They suggest that improvements in data, partnerships, systems, institutions and practice that can maximize the impact of Global Goals and are thus, relevant and important for those implementing the SDGs.

What follows is a summary of what caused the MDGs to drive change in each of these four channels and an indication of what it means for SDG implementation.

Persuading and empowering decision makers to pursue progressive policies

The timing of policies, budget increases and progress suggests that governments were, at least to a degree, influenced by the MDGs. Evidence backs this up. In 2016, the Overseas Development Institute (ODI) asked policymakers directly involved in the MDGs in 116 countries how much influence the MDGs had on their

countries' priorities and policies. In 48 countries, policymakers noted "high" MDG influence; in 20 they reported "low" or no influence. Countries with "high" influence generally saw larger increases in spending and more progress to achieve health and education MDGs [51].

Evidence, including in this report, suggests the MDGs drove local progress in at least four ways.

Over time, leaders learned when and how the MDGs were most effective. They did not make par-

ticularly comprehensive benchmarks, for example, but were powerful when employed to build consensus, focus support and inspire diverse contributions. Progress was more likely when leaders employed the Goals to help generate broad consensus on national priorities through outreach and advocacy, political platforms and strategies. Progress was more robust when governments led inclusive processes to adapt and translate the MDGs into concrete, locally relevant initiatives, backed by financing strategies and budgets.

Unlike the MDGs, the SDGs are designed to maximize local ownership. Agenda 2030 asks "each government to set its own national SDG targets, guided by global ambitions and national circumstances." This presents an opportunity for leaders of all walks of life to draw on the inspiration and participation the SDGs have already garnered to build national consensus around the changes needed to realize shared priorities.

















MDGs	SDGs
Applicable disproportionally to developing countries	Applicable to all countries, governments, and civil society, development and private sector actors
8 goals, 21 targets, 60 indicators No clear mandate/guidance to adapt framework to local context	17 goals, 169 targets, 230 indicators Clear expectation all governments will adapt targets to their context, following global ambitions; employ disaggregated data wherever relevant
Extracted from the Millennium Declaration by UN experts; formally adopted by UN Member States in 2005	Negotiated by UN Member States, informed by UN-led global conversation involving 10 million (experts, leaders, people from all walks of life, including marginalized communities)
Measurable, time-bound results toward: Select dimensions of human development Global partnership (Goal 8) has few quantifiable targets; aid-centric	Measurable, time-bound results toward: Economic objectives (i.e. income poverty, industrialization, infrastructure, jobs) Social objectives (social protection, health, education, gender equality) Environmental objectives (climate change, biodiversity, oceans, land use) Governance objectives (peaceful, inclusive and just societies) Means of implementation (technology; fair trade, finance and debt policies; catalytic development assistance; data)
MDG 7 on environmental sustainability – no clear link to other goals	Aims to improve people's lives and the planet's capacity to provide essential services
No clear agreement on follow-up, review process or accountability	Obligates "robust, effective, inclusive, transparent follow up and review at all levels" based on shared principles; defined global, regional follow up mechanisms

The MDGs also influenced leaders through the popular support they inspired. MDG strategies were considered more legitimate and locally meaningful when built through inclusive processes, open to participation and feedback; and where well-conceived advocacy brought the Goals into popular discourse, political platforms and business models. Broad national dialogue encouraged locally relevant approaches to achieve MDGs. In their first year, the SDGs have proven more visible than the MDGs, thanks in part to the worldwide consultations that led to their establishment and outreach campaigns such as Project Everyone.

The MDGs motivated global efforts to arrive at commonly agreed metrics. With shared metrics, countries were able to monitor their progress against their neighbours.' Indexes highlighted who was ahead and who was behind, inspiring leaders to adopt proven policies. The power of example, advanced by a global campaign is widely credited with helping to nudge governments, for example, to eliminate fees for primary school, vastly increasing the accessibility of education. Broad awareness and comparisons in high-income countries likely also helped to motivate the sharp rise in development assistance [52].

This worked when reports and events drew attention to divergent rates of progress, facilitated sharing and learning. Nigeria's 2015 MDG Report noted that being singled out in a WHO Report, for example, helped prompt Presidential leadership to combat polio in 2012. The funding and emergency centres that followed, enabled communities and generated demand for the vaccine, putting Nigeria on track to eradicate polio [53].

Agreed UN mechanisms to support SDG implementation can help maximize their impact – where and when relevant information is transparent, reliable and comparable – including through periodic national reviews of SDG progress; and High-Level Voluntary Peer Reviews presented at the UN.

Making local challenges more visible

Experience suggests the MDGs made local challenges more visible where they were employed to draw attention to inequalities and injustices, and increased the demand for more disaggregated, accessible and reliable data and information.

As seen in Section 2, the MDGs drew attention to those being left behind, where pro-active leaders, communities and groups harnessed the Goals' visibility and legitimacy to gain attention. By tying local initiatives to Global Goals and debates, local leaders won national and international backing through global campaigns and partnerships. Subnational implementation, broad engagement, and more and better use of disaggregated data facilitated these efforts, as did campaigns and mechanisms explicitly aimed at boosting the engagement of marginalize groups and communities.

The SDGs begin with the principle of "leaving no one behind" and thus commit leaders to prioritizing approaches and policies that speed up progress among those furthest behind. For the SDGs to be achieved, practically and in keeping with the spirit of Agenda 2030, the poorest and most vulnerable populations need to be put first. SDG targets that aim at zero poverty and hunger, for example, demand an end to increasing inequalities, marginalization and exclusion. An explicit SDG target commits all countries to gather and report on progress using data disaggregated by all relevant groups.

The SDGs, therefore, are an opportunity for local leaders and groups motivated to curb inequalities, end exclusion and discrimination. The SDGs must also go further than the MDGs, to drive significant improvements in data collection, analysis and dissemination at all levels. With better information, governments and stakeholders can



Chronic hunger, climate change, disaster unpreparedness and exclusion are hard to see and the people who suffer their worst impacts are rarely heard. That's why vividly and regularly calling attention to shifting statistics, changing landscapes, vulnerabilities and life stories is so important. UN PHOTO/UNICEF/ZAK

better track relative progress and contribute solutions. This is particularly true of new challenges and those obscured by the lack of information. Efforts to curb gender-based violence and address unemployment, for example are areas in which many countries now lack data. By creating demand to track these challenges, the SDGs can help address them.















TABLE 3.2: ACTIONS THAT MAXIMIZE THE IMPACT OF GLOBAL GOALS

ACTIONS THAT
MAXIMIZE THE IMPACT
OF GLOBAL GOALS

WHAT WAS DONE **UNDER THE MDGs** WHAT HAS BEEN AND CAN BE DONE UNDER THE SDGs^a

PERSUADE AND EMPOWER DECISION MAKERS TO PURSUE PROGRESSIVE POLICIES

Employ Global Goals to... Build national consensus

"Nationalize" otherwise static global MDG goals and targets, enabled by broad outreach and communication

Build national movements tied to particular MDG achievements (i.e. hunger, poverty reduction)

Employ the MDGs to advance progressive policies

Agree on national SDG targets that broadly reflect people's priorities; employ inclusive, widely respected national planning mechanism and public outreach

Local leaders and change agents employ SDGs to get around political polarization, fear, inertia and stasis; hold up the SDGs as a way forward; invite hope the world can yet be a better place — especially if people get involved and hold leaders to their promises.

Adopt national legislation to further legitimize and clarify SDG implementation and monitoring

As of Sept 2016, 50 countries had integrated the SDGs into national plans; Governments such as Germany, Sweden, Colombia and Belize changed policies, budgets and the administration of ministries to reflect the SDGs.

Open channels for participation

Establish mechanisms to facilitate broad participation in strategies and reporting

MDG campaigns raise awareness and consult on implementation in specific regions and communities

MDG Acceleration framework engages stakeholders and practitioners to help identify and address bottlenecks

Formal leaders use transparent, nontraditional mediums, such as social media, to answer questions and build SDG awareness

Employ the World We Want or other similar platforms to stimulate national dialogue and leverage popular engagement

Provide special SDG training to journalists and subnational officials

Facilitate a race to the top

Compelled global action to agree on common metrics, enabling countries to gauge progress against neighbours.

Governments and stakeholders prepare regular national progress reports

Global MDG Gap Report monitors progress on global partnership, highlighting shortfalls and advancing mutual accountability

Assess data and national capacity gaps to monitor and report on the SDGs

Employ established mechanisms to conduct regular, public local and global reviews of SDG progress. As of Sept 2016, 22 countries benefited from a voluntary, global peer review of SDG implementation, made possible via the UN's new High-Level Political Forum

Countries such as Sweden, select particular Goal(s) in which to play special, facilitative international role

a. Ongoing country-level activities reported in UNDG, "The Sustainable Development Goals are Coming to Life", 2016. Available from: https://undg.org/wp-content/uploads/2016/07/SDGs-are-Coming-to-Life-UNDG.pdf



























TABLE 3.2: ACTIONS THAT MAXIMIZE THE IMPACT OF GLOBAL GOALS

ACTIONS THAT
MAXIMIZE THE IMPACT
OF GLOBAL GOALS

WHAT WAS DONE UNDER THE MDGs

WHAT HAS BEEN AND CAN BE **DONE UNDER THE SDGs**

MAKE LOCAL CHALLENGES VISIBLE

Draw attention to inequalities

Local leaders and advocates employ MDGs to draw attention to lagging targets and improve services for marginalized communities

Local and national governments implement the MDGs in sub-national level to identify and report on local priorities

Map existing policies and strategies against the SDGs, identify areas determine early, priority actions to improve lives among the most disadvantaged

Use all available disaggreged data to identify shortfalls in performance between groups, incomes and geographic areas

Employ sub-national SDG strategies to understand and address divergent rates of progress

Establish SDG support mechanisms at central and provincial levels of government

Motivate demand for disaggregated, reliable, quality data and information

Increased public awareness of key human development metrics; enabled governments and stakeholders to track progress and design better targeted policies and initiatives.

Determine gaps in national statistics and information needed to monitor the SDGs

Facilitate broadly participatory local and national progress reviews

ENABLE STAKEHOLDERS TO HOLD LEADERS ACCOUNTABLE:

Facilitate ongoing, participatory assessments and modification

MDG Citizen Report Cards; and Public Hearings adopted by municipalities and rural areas build trust and improve services

Preparation of National MDG Reports, supported by UNDP, become more analytical and participatory over time - identifying challenges and lessons that are adopted and addressed through policy

UN facilitates MDG campaigns and boosts capacities of civil society and governments to meaningfully engage.

Governments and civil society leaders hold regular SDG-focused dialogues

My World 2030 people-led accountability initiative established

Establish SDG secretariats within Parliament to harness their lead role in implementation and accountability

Governments, such as in Finland and Colombia, meet regularly on the SDGs to share tips on policies, citizen engagement strategies and follow-up mechanisms

Companies, supported by the SDG Compass,^b review their businesses strategies against the SDGs to find gaps they are able to fill or bars they can raise

Make data and information transparent and accessible

Regular national, regional and global MDG Reports with summaries distributed in local languages and formats tailored to specific audiences.

Engaged local groups lobby and achieve freedom of information; laws conducive to civic engagement passed

Establish nationally and locally meaningful and measurable indicators, through broadly inclusive processes

Under the UN Global Compact, businesses, governments and foundations make public commitments to the SDGs: A Dutch pension fund agreed, for example, to move US\$225 million behind investments in six SDGs.

b. The SDG Compass offers guidance for companies to align their strategies and measures and manage their contributions to the SDGs. It is run by GRI, UN Global Compact and WBCSD, and is found at http://sdgcompass.org/.

















TABLE 3.2: ACTIONS THAT MAXIMIZE THE IMPACT OF GLOBAL GOALS

ACTIONS THAT
MAXIMIZE THE IMPACT
OF GLOBAL GOALS

WHAT WAS DONE UNDER THE MDGs

WHAT HAS BEEN AND CAN BE DONE UNDER THE SDGs

MOTIVATE COORDINATION AND COHERENCE

Break silos

UN MDG Acceleration Framework employed by 60 countries, helped identify causes and solutions outside of particular ministries or sectors.

National MDG Reports reveal governments became, over time, more concerned with the interconnections between objectives; also increasingly sought UNDP support to avoid trade-offs and develop "triple win policies" to advance environmental, social and economic goals.

Invite interlinked economic, social and environmental objectives are best advanced in synch. Belize for example, merged its traditional economic growth plan with sustainable development, adopting a much more systematic approach.

UN Forum overseeing SDG implementation attended by heads of state and government or their representative –reinforcing need for whole-ofgovernment solutions and preventing dominance of any particular Ministry or sector.

Early efforts to ensure national development plans address the impact of climate change, identify and curb risks in line with SDGs.

As of Sept 2016, UN had registered over 2,000 SDG partnerships composed of multiple groups usually around more than one Goal

Employ UN supported multisector analysis, modelling and scenario building tools to minimize risks and trade-offs and exploit the interlinkages between Goals.^c

Solve coordination challenges

Broad unifying vision and common timeline motivated diverse actors to join forces in national coalitions and international partnerships formed around MDGs.

Motivated homegrown solutions to coordination challenges between Miniseries; provincial, state and local levels

Central government coordination units increasingly established to lead MDG processes.

Helped drive consensus on need for more coherent policies and institutions capable of working across sectors.

Subnational implementation from the outset, coordinated with central government. SDG units at central and provincial level of government.

Reorienting national expenditures and SDG financing strategies that employ all possible international and national sources of finance.

Coordination units reporting to Head of State or Government repurposed for the SDGs. New units established by Parliaments to assess progress, consult and engage with a broad range of stakeholders.

 $c. Find \ options \ on \ UN \ portal: Modelling \ tools \ for \ sustainable \ development \ policies, \\ \underline{https://un-desa-modelling.github.io/.}$



Enabling stakeholders to hold leaders accountable

The record suggests Global Goals can empower people to take a more active role in realizing the change they seek, including by holding leaders to account for their commitments.

The lessons in Section 2 suggest this worked best where the MDGs enabled participatory assessments and ongoing modification of initiatives and where they were used to demand better services and more responsive government. The MDGs encouraged people and groups to learn about local challenges, take active part in related decisions and initiatives, track the relative progress of their communities and attract the attention of leaders. Where engagement was facilitated and encouraged through open political

processes and accessible information, MDG initiatives were better informed by local know-how and more likely to survive political change. Global and national campaigns to improve health services, advance girls' education and combat HIV, TB and malaria were particularly adept. The campaign for free universal primary education in Kenya, for example, frequently cites the global education goal as a key factor enabling it push politics in the right direction [54].

Where engagement was facilitated and encouraged through open political processes and accessible information, MDG initiatives were better informed by local know-how and capacities and more likely to survive political change.

The MDGs helped shine a light not just on national but also global policies that were inconsistent with

MDG outcomes, exposing the impact of unfair trade and debt policies, illicit financial flows, corrupt businesses, rapidly depleting natural resources and other drivers of global inequities.

Motivating greater coordination and coherence

The lessons in Section 2 suggest the MDGs can motivate home-grown solutions to coordination problems across traditional boundaries. Over the MDG-period, national partners increasingly asked UNDP for assistance with complex, multifaceted problems such as strengthening justice systems, enforcing human rights, rebuilding essential ecosystems and generating livelihoods. UNDP support facilitated whole-of-government approaches that enabled "triple-win policies". Agenda 2030 and the SDGs build on this practice of bringing disparate agendas together to pursue integrated solutions across environmental, social and economic sectors. It recognizes that sustainable development cannot be achieved without concurrently advancing multiple fronts across disciplines and borders.

The MDGs provided a measurable and unifying vision and common timeline for policymakers, development experts and civil society. This helped bring diverse actors to common cause and motivate exchange and learning. With UN support, governments integrated the MDGs within their plans and sectoral policies. Over the 15 year period, policymakers and stakeholders learned that success requires coherent policies and institutions capable of working across sectors. This drove efforts to improve internal coordination and moved practice closer to the broad, integrated SDG agenda we have today.



In addition to poorer health, persons with disabilities are also likely to have lower-than-average education levels and incomes in all countries – and those living in poverty are more likely than the rest of the population to become disabled. Discrimination and exclusion places the disabled at high risk of being left behind. UN PHOTO/ALBERT GONZÁLEZ FARRAN

Local groups, politicians, ministries, academics, international organizations, donors, businesses and foundations worked together to achieve MDGs. Improvements in public health are a powerful illustration of how global partnerships can mobilize to deliver time-bound goals. The recent decline in development assistance and increasing inequality, economic volatility and climate change make the solidarity and cooperation Global Goals can facilitate more important than ever.

3.2 NEW CHALLENGES AND OPPORTUNITIES

The world took a collective leap forward under the MDGs. Countries learned to make progress through innovation and learning in social protection, workfare, stimulating growth, empowering women, curbing infectious disease and restoring biodiversity, among other outcomes. Much of the work of applying the resulting lessons and investing in proven solutions remains.

It is unhelpful, however, to pretend the world is the same place it was in 2000. As Agenda 2030 notes, "the SDG framework goes far beyond the MDGs. Alongside development priorities such as poverty, health, education and food security and nutrition, the SDGs set a range of economic, social and environmental objectives. They promise more peaceful and inclusive societies, as well as the means to implement Global Goals, including technology, financing and capacity support and reflect the need to take approaches that harness the interconnections between goals". Inherent in this broader, more integrated global agenda is the potential to better align our objectives and realize the synergies that move them forward simultaneously.

The new and growing challenges and opportunities that have emerged since 2000, must inform and guide SDG implementation, alongside lessons from MDG practice. They include:



Growing inequalities

Increasing inequalities, between groups and income levels, makes the task of achieving the SDGs harder. No country, however starts from scratch. Under the MDGs, inequalities were increasingly understood as inhibitors to peace and prosperity. Many took action and a few succeeded in lowering income inequality, particularly in Latin America. From their example, many countries have realized that comprehensive social protection and workfare programmes and targeted initiatives are not only a morally correct, but also cost effective and vital to sustained growth and development. Between 2010 and 2013, the number of African countries with *un*conditional cash transfer programmes nearly doubled. 22 countries have adopted a single registry system, modeled after Brazil's *Bolsa Família*, improving the accessibility and efficiency of cash transfers and other programmes. From 2000, developing countries generally allocated larger proportions of their budget to the social sector [28].

The SDGs reflect a newfound consensus on the need to tackle inequalities between groups, people and countries. Beyond calling for an "end to poverty, in all its forms, everywhere", the SDGs aim to tackle marginalization and meet the needs of all groups. Agenda 2030 specifies that goals should be met for all segments of society, with an endeavour to reach those furthest behind first. The SDGs will not be met if the poorest and most marginalized people continue to be left behind.

Environmental destruction and climate change

Deadly natural disasters fueled by climate change, rapidly degrading natural resources and life-threatening pollution have made the impact of environmental destruction impossible to ignore. The destruction of forest, wetlands, water resources and fish stocks aggravates social tensions and destroy livelihoods in poor communities, often leaving them without buffers against natural disasters. Under the MDGs, efforts were taken to confront environmental destruction. Latin America for example, protected terrestrial areas at a rate that jumped from 9 percent in 1990 to 23 percent in 2014 [28]. Low income countries around the world designed climate-resilient and low-carbon development strategies.

The SDGs demand far more action by *all* countries to meet commitments to curb climate change and avoid confrontation with natural laws. Climate change disrupts lives and economies in all countries. In poor countries and communities, the impacts are particularly severe. Average revenue losses from earthquakes, tsunamis, cyclones and flooding have risen, now costing



Source: World Bank Group 2016















hundreds of billions of dollars yearly [54]. Rising sea levels, changing rainfall and more frequent and intense natural hazards destroy livelihoods, food security, education, and health; triggering forced relocation and migration. The poorest and most vulnerable are hit hardest, due to their dependence on agriculture and natural resources and limited capacities to adapt.



Viet Nam's Ha Long Bay faces frequent toxic contamination from mining and increasing flooding due to rising ocean levels and climate change, negatively impacting agriculture, fisheries, tourism and trade. UNDP/SARAH RENNER

This has put decades of gains and the potential of sustainable development at risk. Deforestation and unsustainable energy practices continue making the problem worse. Failure to invest in low carbon solutions can lock countries in unsustainable, high emission development paths, undermining the prospects of communities - South and North. Without rapid action, estimates suggest climate change could increase the number of extremely poor people by 2030, pushing the total as high as 100 million [55]. Climate change runs through the SDGs, taking specific shape in SDG 13. In Paris, world leaders agreed to limit global temperature increase to less than 2°C and scale up the financing and adaptation measures required for implementation. Implementation of the Paris Climate Change Agreement and the Sendai Framework for Disaster Risk Reduction are vital for achieving Goal 13 and indeed all SDGs.

Demographic transitions

Population growth is slowing worldwide. The pace however, differs widely, largely dependent on development status. High growth countries tend to have rapidly ageing populations; while high-poverty countries remain relatively youthful, due to a slower drop in fertility. About 85 percent live of the world's young people live in developing countries. This imbalance opens opportunities and challenges for sustainable development. The SDGs can nudge countries to address both – through policies that maximize the development impact of migration, finance and trade; and strategies that account for demographics [55]. Young people drive change and development, where and when their capacities are valued and their voices heard. Young societies with high poverty rates can realize demographic dividends by investing in young people's capabilities and leadership. Rapidly ageing countries can find ways to address shrinking labor forces and adapt policies and institutions to foster healthy and productive aging.































BOX 3.1: WHERE DID THE MDGs AND SDGs COME FROM? **GLOBAL GOALS IN HISTORICAL CONTEXT**

In 1948, the UN Charter called for action to increase living standards in all parts of the world. The UN's founding members realized a peaceful world was impossible without stable societies, prosperous communities and human rights. This was the first of many such connections the UN would make [56].

Over time, UN agreements and agendas have shifted our understanding of development - from a narrow economic concept to a broader and more people-centred one. Pioneering conferences in the 1970s & 1990s helped make human rights, environmental sustainability, conflict resolution and peace-building integral to what we think of as development today. The real-life implications are enormous. Human rights for example, gave first impetus to the notion that development was about more than economic growth; it was about improving lives.

Debt and recession in the 1980s brought such thinking to a halt. "Development" became largely about structural adjustment, inflation and deficits. The UN offered constructive dissent: UNICEF argued for "adjustment with a human face" and UNDP's first Human Development Report argued that it was healthy, educated people that would drive their economies forward. In 2000, leaders from 189 countries adopted the Millennium Declaration, signaling resolve to give poverty and social development equal footing to growth and macroeconomic stability. Time-bound, quantitative MDG targets gave operational meaning to some of the basic dimensions of human development [57].

Few anticipated the MDGs would become as integral to development strategies as they would become. Little was known about what made global agendas effective. Scholars [57] have since explored how global agendas change how people view themselves and what they expect from the future. The UN Intellectual History Project Series, for example, credits the Conference on the Elimination of Discrimination Against Women with empowering women, worldwide to consider themselves equal to men. The realizations that followed, led to demands for equal rights. They also point to the power of global agendas to "seed" ideas that, eventually become common knowledge and change how we address challenges.

The 1972 UN World Conference on the Human Environment in Stockholm planted an idea that has evolved into the SDGs we have today. In the 1970s, most considered environmental protection a threat to economic progress. Stockholm turned this on its head, presenting development as a cure rather than the cause of environmental problems. Examples from illhealth to crop failure and conflicts over natural resources made it clear that poverty and environmental degradation were, in practice, inseparable challenges.

The Brundtland Commission later defined sustainable development as "meeting the needs of the present without compromising the ability of future generations to meet their needs" – invoking a central tenant of justice that no one should be denied a life they value - due to gender, ethnicity, place of birth

or any other factor, including, in this case – the generation in which they were born. At the 1992 Earth Summit in Rio, countries with competing priorities rallied around this concept to advance environmental and human development objectives. Despite Rio, however, sustainable development largely continued to be misunderstood as mainly about the environment. Not until 2015, did UN Member States unite the two tracks - embedding human development and environmental objectives into the SDGs. Over time, leaders had realized that human progress and healthy ecosystems were, in effect, flip sides of the same thing.

Effective SDG implementation can finally bring the Stockholm idea of 1972 to life; much like the MDGs first operationalized key aspects of human development. Initial SDG success stories, can set in motion a positive dynamic, convincing ever greater numbers of leaders and people of sustainable development's potential to deliver a better future for all.



4 June 1948, Geneva: Mrs. Eleanor Roosevelt, Chairman of the UN Human Rights Commission, and Professor J.P. Humphrey, Director of the UN Human Rights Division, attend the Commission's third session. UN PHOTO













Science, technology and innovation

Remarkable developments particularly in ICT and data, but also in manufacturing and other areas, have further integrated the global economy and enabled breakthroughs in productivity. New business models and technology enable low income countries' to join global supply chains, trade environmental goods and services, and incentivize sustainable production. Services and basic infrastructure can be delivered to more people at lower costs, through the use of mobile phones and other technologies. Many are already using their phones to save and transfer money; access services and relevant information; provide feedback

To realize sustainable development, countries need technologies and innovations that reconcile growth with environmental and social objectives. This is possible only if essential technologies are made affordable and accessible to all.

and be heard. E-government can help governments manage dynamic relationships and take far-sighted approaches that advance sustainable development, while reducing poverty, by for example, boosting agricultural productivity and access to affordable energy.

Improvement can create trade-offs. The green revolution boosted food production, for example, while in some cases degrading agriculture land and watersheds. Such trade-offs ultimately setback progress. To realize sustainable develop-

ment, countries need technologies and innovations that reconcile growth with environmental and social objectives. This is possible only if essential technologies are made affordable and accessible to all. Relevant North-South, South-South and triangular cooperation should be stepped up to this end. SDG 17 and full implementation of the Addis Ababa Action Agenda negotiated by UN Member States can be the impetus to share essential innovations and technologies.

Migration

The world is has seen unprecedented increases in migration and displacement. As the SDGs acknowledge, migration can help drive inclusive growth and sustainable development. On average migrants see large income gains and better education and health [55]. The knowledge, investment, and remittances migrants send home can help their communities reduce poverty and realize opportunities. Migration can also exacerbate inequalities and undermine rights, especially where migrants lack protections of the law. Agenda 2030 links migration and displacement to targets promoting sustained, inclusive growth, full and productive employment and decent work (SDG 8), reducing inequality (SDG 10), and strengthening the means of implementation (SDG 17). It calls for the empowerment of vulnerable groups, including refugees, internally displaced persons and migrants and commits all countries to eradicate forced and child labour and human trafficking.



Global Goals Panda twins, raised at the Chengdu Research Base of Giant Panda Breeding in China to support the SDGs, inspect a flag that represents Goal 7. YUAN TAO AND YAN LU

4. IMPLEMENTING THE SDGs

The MDGs increasingly captured people's imagination in ways that drove progress. UNDP worked to enable countries to learn from each other, apply and adapt lessons to boost effectiveness. The results helped deliver targets, shape the SDGs and generate the political consensus that put them in motion.

Around 10 million people, including in poor and marginalized communities, participated in the UN-led Global Conversation on the MDG's successor agenda. People called for a development agenda that delivered basic needs in education, health and gender equality, as promised by the MDGs. This time insisting that no one be left behind. They called for the eradication of poverty in all its manifestations and demanded action to address the root causes of injustice and inequity. They wanted better and more responsive government, jobs and safeguards for the planet we depend on. People insisted and leaders largely listened.















BOX 4.1: UN MAINSTREAMING, ACCELERATION, AND POLICY SUPPORT (MAPS)

In collaboration with the United Nations Development Group, UNDP has developed a common organizing framework for coherent implementation support of Agenda 2030. The framework includes three areas of support:

- Mainstreaming aims to generate awareness amongst relevant actors and help governments incorporate the agenda into national and subnational plans, strategies and budgets. Support includes sensitizing national stakeholders, including government departments, civil society, parliamentarians, the media and business, about what the new agenda means. It also includes mapping what a country is already doing, and where it may need to change direction to meet the goals.
- Acceleration aims to help governments accelerate progress in multiple targets. This requires identifying constraints to progress in a number of goals most relevant to the local context. Support will continue, along the lines set out in the MDG Acceleration Framework (MAF).
- Policy support: UNDP's intention is to have multiagency and multidisciplinary teams able to offer surge support to countries on specific issues, while also helping them strengthen institutional capacities. Support will draw on UN expertise in gender equality, justice and security, inclusive governance, addressing the development dimensions of health, social protection, biodiversity, land degradation, conflict prevention, disaster risk management, and climate change, among other areas.

The SDGs negotiated and adopted by UN Member States in September 2015 are designed to finish the unfinished business of the MDGs and transform the economies and societies of all countries. Rapid growth in the global south and a revolution in technology are enabling more people, in more places, to learn and collaborate. People's expectations to have a say in decisions that impact them have increased alongside these technologies. The title of Agenda 2030, "Transforming Our World", is in itself evidence of people's rising expectations.

The SDGs constitute a resounding call to go beyond business as usual. Achieving the SDGs requires all-of-society changes to the way we live, work, and produce, consume, generate energy, design our cities, and more. This is a challenge for all countries. Developed countries have a lead role in redressing the significant environmental destruction wrought by development models dating back to the industrial revolution. Rapid declines in biodiversity, land and water degradation need to be brought to an end. Commitments within the UNFCCC Paris Agreement on Climate Change will have to be ratcheted up and implemented. To prevent those least responsible from bearing the brunt of climate change, developed countries will need to facilitate rapid transitions to renewable energy. Low-income countries will also need readier access to the technologies, capacities and financing that enable breakthroughs in sustainability and human development.

The breadth of the SDGs and the uptick in ambition they represent, demands improving on the track record set by the MDGs, ensuring the SDGs are better aligned with budget priorities, growth strategies, production and consumption practices and global policies. As the UN agency often at the cross-road of national development strategies, UNDP acts as the "SDG integrator", helping countries look across the Goals to advance strategies that will benefit vulnerable and marginalized communities; minimize risks; and drive change across sectors.

In the context of a UN-wide framework known as "MAPS" (see Box 4.1), UNDP is helping countries assess their current plans and strategies against the SDGs, set targets and integrate the SDGs in national processes, policies and interventions. UNDP draws heavily on its MDG track-record, as well as its expertise in poverty; governance; sustainable natural resource management; disaster and conflict prevention; low-carbon and climate resilient planning. The lessons and recommendations in this Report constitute the basis of UNDP's ongoing and planned work.

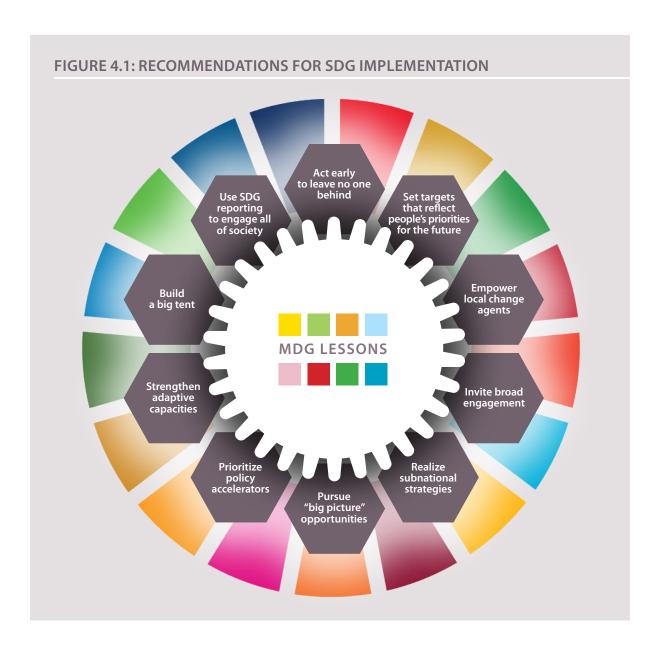


TEN RECOMMENDATIONS FOR SDG IMPLEMENTATION

1. Act early to leave no one behind

The SDGs commit all countries to "leaving *no one* behind", enabling all people to participate in and benefit from globalization and development. The time to deliver is already short. Stepped up, early action is needed to get SDGs on track to eradicate extreme poverty, hunger, preventable diseases and deliver essential services by 2030.

With enough political will and investment, many countries can yet benefit from proven MDG initiatives. Introducing pre-schools and school-feeding programmes, and ending fees on education and health services, for example, can drive progress across goals, as can investing in front-line health workers, neo-natal care,

















social protection and public advocacy campaigns (e.g. on gender equality, nutrition) coupled with enabling mechanisms, such as cash transfers [28].

Countries should continue to implement the solutions identified in their MDG Acceleration Action Plans and other locally tailored strategies, backed by increases in national budget allocations, boosts in aid and other catalytic financing directed to poor and vulnerable countries. Revenue and spending targets for social and productive sectors must be met, particularly in high-growth countries. Attention and resources should be particularly directed to SDG targets that: 1) are very off track; 2) have no institutional support or history of being addressed; and/or 3) have a poor track record, despite efforts.

The global economy has slowed due to a shortage in the demand for goods and services. At same time, the world needs massive investments in low-carbon energy and infrastructure, including water and sanitation projects in fast-growing urban areas, and scaled-up health and education systems in low-income countries. The world can synergistically overcome slow growth and meet investment shortfalls.

2. Set targets that reflect people's priorities for the future

As set out in Agenda 2030, all countries should establish their own SDG targets reflecting their particular context and priorities, while stretching ambitions to achieve their globally agreed commitments. National SDGs should reflect the global consensus on minimum standards of human dignity, rights and development; ensure progress is comparable; and demonstrate contributions to global solutions.

To get traction, national SDG targets should be agreed through an inclusive national process considered legitimate in all communities. Broad public campaigns should proceed tailoring exercises to boost participation, build the political stakes of achieving goals and tie SDGs to locally meaningful challenges. A process of local interpretation should take place with all expected to act on targets, including civil society and business, so all understand their responsibilities.

The commitment to improve lives in all communities and reach those furthest behind first, should be reflected in national SDG targets and indicators. Relative progress of households should be monitored by income,

National SDGs should: reflect the Agenda 2030 consensus on minimum standards of human dignity, rights and development; ensure progress is comparable; and demonstrate contributions to global solutions.

gender, age, race, ethnicity, migratory status, disability, geographic location and other nationally relevant characteristics (Goal 17). National SDG-setting processes are an opportunity to reach broad consensus on locally relevant disadvantages to be monitored and prioritized.

3. Empower local change agents

The SDGs can help leaders build a robust national consensus on priorities that extend beyond local fads or political shifts. This opportunity requires national and local change agents to be the driver's seat. Under the

MDGs, change agents in government, civil society and the private sector proved that Global Goals can drive progress when used to re-engender hope in a better future, enable people to find common ground, tie local challenges to global solutions, drive political action and inspire collaboration.



The SDGs are thus, a commitment and an opportunity for leaders to engage, unify and motivate far-sighted political action. Advocates and facilitators of SDG implementation should seek to identify and equip local change agents with the know-how they need to leverage the SDGs. The lessons in this Report can help. Nationally tailored SDG targets can be embedded in election platforms, political campaigns and national movements to help drive social change and progressive policies – empowering people to consider the SDGs national and global, not partisan, objectives. SDG information should be tailored to levels of local government where citizens are engaged in selecting and sanctioning leaders, enabling the emergence of legitimate local leaders and facilitating political consensus.



Education advocate Malala Yousafzai speaks at an event that marked 500 Days of Action for the MDGs. UN PHOTO/MARK GARTEN

4. Invite broad engagement

The MDG experience tells us that communicating with citizens is not a "soft" or extraneous activity, but essential to deliver Global Goals. Institutionalized channels of exchange and public engagement can maximize the impact of policies and advance a shared understanding of what is needed to achieve SDGs. Engagement is effective when people understand they are being listened to and can make meaningful contributions; where people trust that they have a say in decisions and are able to hold leaders to account.

SDG implementation should thus, be steered by central governments and parliaments committed to involving all stakeholders, taking particular effort to engage poor and marginalized communities. UN-led consultations and early campaigning have mobilized and energized people in all countries. Many have expressed their wish to stay engaged, to help realize the SDGs in their communities. They should be tapped to volunteer and build support, generating ever greater levels of public engagement. The SDG Action Campaign My World Platforms⁶ can be an important vehicle to this end.

SDG campaigns led by government, parliaments and/or loosely organized coalitions should develop clearly defined outreach objectives. Particular audiences, such as local businesses, community groups, academic institutions and parts of government should be asked to articulate their contributions; track results and advance mutual accountability. Strategic communication, informed by science, should be employed to shift beliefs that may underpin policy failures and inspire changes in behavior. Evidence-based "infotainment" and public-interest programming can be effective at persuading people to overcome prejudices and act in ways that advance the public good.

^{6.} Download "My World Action Toolkits" at: https://sdgactioncampaign.org/myworldkit/.





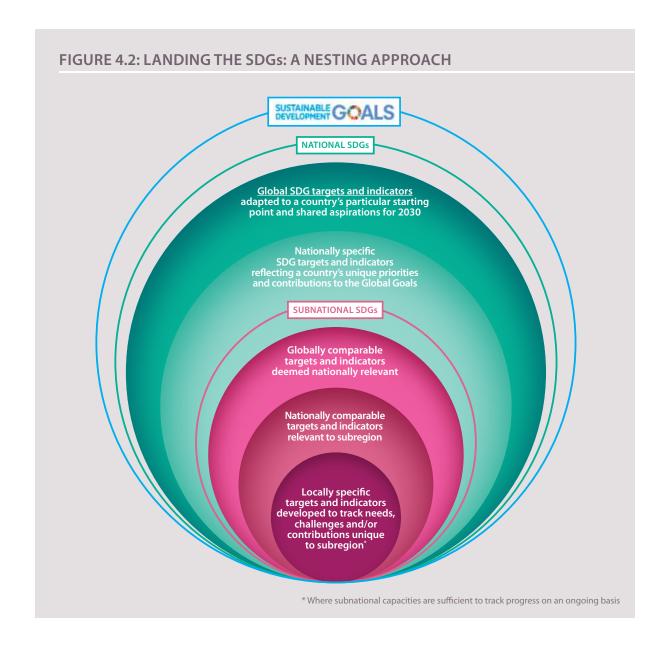












5. Realize subnational strategies

Subnational-level strategies are a powerful tool to enable and motivate local and central government action to achieve Global Goals. Subnational strategies are effective to the degree that they inspire broad engagement in solutions and generate a deeper understanding of local challenges.

The SDGs should be seen as an invitation to improve intra-governmental coordination and accountability and strengthen local capacities. Agreement on a clear division of labour, based on the comparative advantage, role and capacities of local and national governments should guide SDG resource mobilization and monitoring. National government should work with subnational authorities to develop and implement subnational SDG strategies that tap local know-how, facilitate the direct involvement of citizens, identify and





























prioritize those being left behind, strengthen accountability and transparency.⁷ The participatory planning, budgeting and monitoring mechanisms described in this Report are an important means. Cities, in particular, should be incentivized and enabled to try out new policies that can pave the way to climate resilient, low-carbon and inclusive national development.

Subnational SDG strategies should inform and reflect national strategies and budgets. A "nesting" approach, successful under the MDGs may be useful. As illustrated in Figure ES2, this entails incorporating (i.e. "nesting") select global and national SDG targets within national and subnational strategies, reflecting the complementary roles of local and national actors. Where feasible, subnational targets and indicators should be included to ensure uniquely local problems are addressed.

6. Pursue "big picture" opportunities

The SDGs are "integrated and indivisible"; the success of one leads to the success of others. A country's ability to combat hunger, for example, is directly linked to its infrastructure, land-tenure, healthcare and capacity to manage natural resources and mitigate disasters. The SDGs are an invitation for countries to plan ahead, agree on a vision for 2030, and work backwards to avoid risks and identify the reforms needed to set transformative change in motion.

National strategies and budgets must spell out the initiatives and investments that will enable SDG achievement by 2030. To close education gaps, for example, a timeline of steps might include building schools, training and attracting teachers; improving school management; and meeting the particular needs of girls and children with disabilities. Scenario-building can help governments elaborate and sequence strategies, avoid risks, and find opportunities to close gaps in technology, financing and capacity [58].

It should also empower political leaders to adjust policy levers in ways that advance multiple goals at once, achieving faster, more coherent progress by harnessing synergies.8

7. Prioritize policy accelerators

Prioritization does not imply bypassing relevant SDG targets but rather identifying specific areas that can serve as an entry point for the transformational change sustainable development demands. A country subject to acute drought, for example,

The SDGs are an invitation for countries to plan ahead, agree on a vision for 2030, and work backwards to avoid risks and identify the reforms needed to set transformative change in motion.

may decide to initially prioritize sustainable water resource management, recognizing that a comprehensive water resource management strategy can help sustain local ecosystems (SDG 14/15) while improving water use for industry (SDG 12) and reducing the risk of water shortages affecting poverty, agriculture and employment (SDG 1/2/8) [48]. Such SDG "Policy Accelerators" designed to drive progress across multiple objectives, should be identified early on and prioritized in sector plans and national strategies.

^{7.} Also see Roadmap for localizing the SDGs: Implementation and monitoring at subnational level, http://unhabitat.org/roadmap-for-localizing-the-sdgs-implementation-and-monitoring-at-subnational-level

^{8.} See Modeling Tools for Sustainable Development Policies at https://un-desa-modelling.github.io and iSDGs at http://www.isdgs.org



Social Good Summit 2016 in El Salvador, UNDP

8. Strengthen adaptive capacities

The search for the "right" policies is a continuous process of trial and error that involves everyone. Strong, well-coordinated government is essential to realize integrated Global Goals. Ministries typically have largely separate budgets, communication channels and monitoring systems. To facilitate action across Ministries and government, heads of State or government should mandate SDG implementation that includes local governments, civil society and Parliaments. All efforts should be made to re-purpose relevant units and processes, rather than establish new or parallel systems.

Success at scale is possible when and where local actors can adopt new approaches, analyse and adjust initiatives until they work. Scaled-up technical and financial support is needed to build the adaptive and implementation capacities of governments in low-income countries, including to respond to people's needs and demands; generate revenue; and gather, analyse and use disaggregated data to improve policies and learn from practice.

9. Build a big tent

Solutions to real-life problems generally lie outside the boundaries of individual ministries, tightly focused initiatives or disciplines. It is therefore essential for leaders to find ways of working outside the silos and divisions that make solutions hard to find and implement. Global Goals can be a powerful way to rally and convince diverse actors to work together to solve problems they care about. SDG practice can dispel myths































that economic, environmental and social goals are inherently in conflict (i.e. advancing one sets back others) by demonstrating that the opposite is, in fact, true: economic, environmental and social challenges are intertwined, and as such, most effectively tackled together.

Those leading security, environment and development initiatives can multiply their impact by sequencing mutually supportive interventions. Effective mobile courts, for example, can enhance poor communities' access to a just rule of law. This, in turn, can diffuse local tensions over natural resources and enable forwardlooking initiatives that boost women's incomes. Thus empowered, women may gain leadership roles, a trend which often leads to greater consolidation of peace and development gains. In addition to tackling particular illnesses, global health partnerships should work to strengthen the front-line capacities of national health systems that advance multiple SDGs.

To join up fragmented activities, regular exchange and clear divisions of labour are vital, particularly between local and central government; international and local practitioners. Technologies and innovative partnerships should be used to facilitate exchange, distill know-how and find complementary strengths on which shared strategies and divisions of labour can be built.

10. Use SDG reporting to engage all of society

Meaningful public engagement and accountability requires a common understanding of what to expect and demand from responsible parties. Regular National Reports on SDG progress, requested by the UN Secretary-General, should enable such engagement with timely, accessible and comprehensive information on SDG progress, activities and decisions as well as assessments of the actions of all responsible parties. National SDG Reports should encourage and celebrate SDG successes, call attention to upcoming oppor-

tunities to advance targets (via national legislation, reform processes; budgeting etc.) and make it clear when and where commitments are not being met. SDG Reports should be accessible to the general public as well as decision makers, enabling both to build on lessons learned from practice.

Ongoing citizen feedback should be fed into regular participatory, public reviews of SDG progress to ensure concerns are heard and responded to. Public Hearings, Social Audits, Citizen Report Cards and Participatory Budgets should be pursued as ways to build trust between government and citizens; improve the responsiveness of public institutions and services. Credible, Rules, regulations and mechanisms should require governments to make their actions to deliver SDG services and policies transparent, justify their actions, respond to feedback and act upon requests.

impartial and publically assessable analysis of the delivery of public goods should be undertaken at regular intervals. Rules, regulations and mechanisms should require governments to justify their actions to deliver the SDGs, act transparently and respond to citizen requests, in line with the Open Government Partnership.

The UN Secretary-General requests countries to undertake a data revolution in support of sustainable development. New forms of "big" data should be employed, to realize new, cost effective avenues for participatory monitoring. Businesses should measure their performance and track their contributions against indicators such as those in The SDG Compass [58]. Civil society and academic organizations should similarly map their contributions, identify priority areas for action and assign leads based on respective strengths and expertise.



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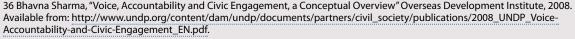












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AFR	ICA
1	Cape Verde 2015
2	Eritrea 2014 (Health)
3	Ethiopia 2014
4	Gambia 2014
5	Ghana 2015
6	Guinea 2014
7	Kenya 2013
8	Lesotho 2013
9	Malawi 2014
10	Mali 2015
11	Mauritius 2013
12	Niger 2014
13	Nigeria 2015
14	Nigeria 2013
15	Rwanda 2013
16	Seychelles 2013
17	South Africa 2013
18	Tanzania 2014
19	Uganda 2013

ARAB STATES		
20	Iraq 2013	
21	Lebanon 2013	
22	Saudi Arabia 2013	
23	Tunisia 2013	
	A AND PACIFIC	
24	Bangladesh 2015	
25	Bangladesh 2013	
26	Cambodia 2013	
27	China 2015	
28	China 2013	
29	Lao PDR 2015	
30	Lao PDR 2013	
31	Nepal 2013	
32	Pakistan 2013	
33	Philippines 2014	
34	Sri Lanka 2014	
35	Vietnam 2013	

	IN AMERICA AND CARIBBEAN	
36	Belize 2013	
37	Bolivia 2013	
38	Colombia 2014	
39	Dominican Republic 2015	
40	Dominican Republic 2013	
41	El Salvador 2013	
42	Haiti 2013	
43	Mexico 2013	
44	Panama 2014	
45	Peru 2013	
46	Uruguay 2013	
47	Venezuela 2013	
EUR	OPE AND THE CIS	
48	Bosnia and Herzegovina 2013	
49	Kyrgyzstan 2013	
50	Montenegro 2013	
51	Moldova 2013	
52	Serbia 2013	















ANNEX 2. MILLENNIUM DEVELOPMENT GOALS, TARGETS AND INDICATORS

GOALS AND TARGETS	INDICATORS FOR MONITORING PROGRESS
Goal 1: Eradicate extreme poverty and hu	nger
Target 1.A: Halve, between 1990 and 2015, the proportion of people whose income is less than one dollar a day	 1.1 Proportion of population below \$1.25 (PPP) per day 1.2 Poverty gap ratio 1.3 Share of poorest quintile in national consumption
Target 1.B: Achieve full and productive employment and decent work for all, including women and young people	 Growth rate of GDP per person employed Employment-to-population ratio Proportion of employed people living below \$1.25 (PPP) per day Proportion of own-account and contributing family workers in total employment
Target 1.C: Halve, between 1990 and 2015, the proportion of people who suffer from hunger	Prevalence of underweight children under-five years of age Proportion of population below minimum level of dietary energy consumption
Goal 2: Achieve universal primary educati	ion
Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	 2.1 Net enrolment ratio in primary education 2.2 Proportion of pupils starting grade 1 who reach last grade of primary 2.3 Literacy rate of 15-24 year-olds, women and men
Goal 3: Promote gender equality and emp	oower women
Target 3.A: Eliminate gender disparity in primary and secondary education, preferably by 2005, and in all levels of education no later than 2015	 3.1 Ratios of girls to boys in primary, secondary and tertiary education 3.2 Share of women in wage employment in the non-agricultural sector 3.3 Proportion of seats held by women in national parliament
Goal 4: Reduce child mortality	
Target 4.A: Reduce by two-thirds, between 1990 and 2015, the under-five mortality rate	 4.1 Under-five mortality rate 4.2 Infant mortality rate 4.3 Proportion of 1 year-old children immunised against measles

















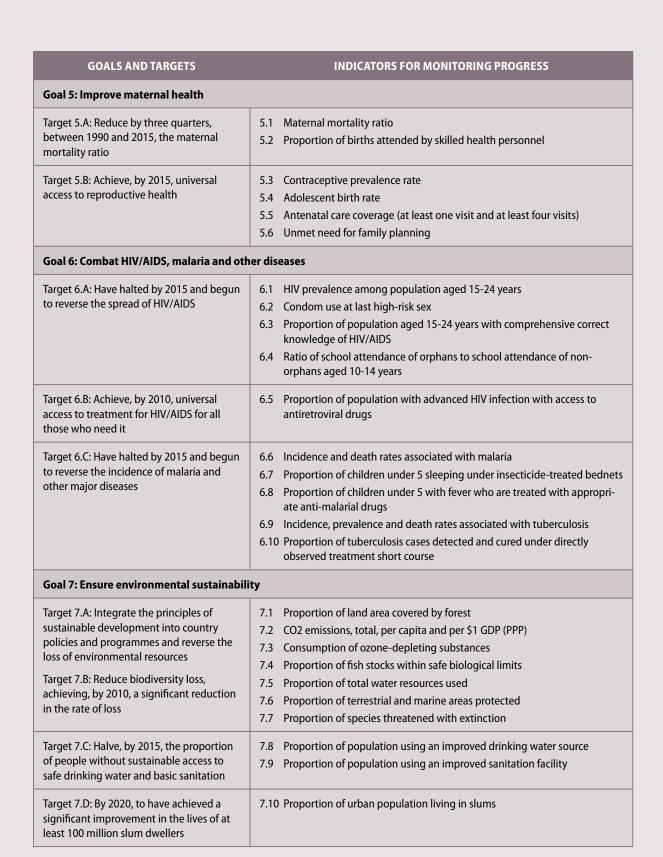


























GOALS AND TARGETS

INDICATORS FOR MONITORING PROGRESS

Goal 8: Develop a global partnership for development

Target 8.A: Develop further an open, rulebased, predictable, non-discriminatory trading and financial system

Includes a commitment to good governance, development and poverty reduction both nationally and internationally

Target 8.B: Address the special needs of the least developed countries

Includes: tariff and quota free access for the least developed countries' exports; enhanced programme of debt relief for heavily indebted poor countries (HIPC) and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction

Target 8.C: Address the special needs of landlocked developing countries and small island developing States (through the Programme of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly)

Target 8.D: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long term

Some of the indicators listed below are monitored separately for the least developed countries (LDCs), Africa, landlocked developing countries and small island developing States.

Official development assistance (ODA)

- 8.1 Net ODA, total and to the least developed countries, as percentage of OECD/DAC donors' gross national income
- 8.2 Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation)
- 8.3 Proportion of bilateral official development assistance of OECD/DAC donors that is untied
- 8.4 ODA received in landlocked developing countries as a proportion of their gross national incomes
- 8.5 ODA received in small island developing States as a proportion of their gross national incomes

Market access

- 8.6 Proportion of total developed country imports (by value and excluding arms) from developing countries and least developed countries, admitted free of duty
- 8.7 Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries
- 8.8 Agricultural support estimate for OECD countries as a percentage of their gross domestic product
- 8.9 Proportion of ODA provided to help build trade capacity

Debt sustainability

- 8.10 Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points (cumulative)
- 8.11 Debt relief committed under HIPC and MDRI Initiatives
- 8.12 Debt service as a percentage of exports of goods and services

Target 8.E: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

8.13 Proportion of population with access to affordable essential drugs on a sustainable basis

Target 8.F: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications

- 8.14 Fixed-telephone subscriptions per 100 inhabitants
- 8.15 Mobile-cellular subscriptions per 100 inhabitants
- 8.16 Internet users per 100 inhabitants



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

Full SDG Agenda: http://www.un.org/ga/search/view_doc.asp?symbol=A/69/L.85&Lang=E

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



ANNEX 4: COUNTRIES THAT ADOPTED THE MDG ACCELERATION FRAMEWORK

Accelerated action plans have been completed, planned or are on hold in:

AFRICA: Benin, Botswana, Burkina Faso, Burundi, Central African Republic, Chad, Cote D'Ivoire, Ethiopia (subnational level), Democratic Republic of Congo, The Gambia, Ghana, Kenya, Lesotho, Malawi, Mali, Mauritania, Niger, Nigeria, Senegal, South Africa, Tanzania, Togo, Uganda and Zambia;

ARAB STATES: Jordan

ASIA AND PACIFIC STATES: Bangladesh (Chittagong Hill Tracts- CHT), Bhutan, Cambodia, Indonesia (subnational level), Lao PDR, Nepal, Pakistan, Philippines (subnational level), Papua New Guinea, Tonga, Tuvalu and Vanuatu;

EUROPE AND THE COMMONWEALTH OF INDEPENDENT STATES: Armenia, Kyrgyzstan, Moldova, Montenegro, Tajikistan and Ukraine:

LATIN AMERICA AND THE CARIBBEAN: Belize, Colombia (subnational level: 4 Provinces and 2 territories), Costa Rica, Dominica, Dominican Republic, El Salvador, Grenada, Guyana, Jamaica, Mexico and Peru.



"OUR HUMAN COMPASSION BINDS US THE ONE TO THE OTHER - NOT IN PITY OR
PATRONIZINGLY, BUT AS HUMAN BEINGS WHO
HAVE LEARNT HOW TO TURN OUR COMMON
SUFFERING INTO HOPE FOR THE FUTURE."

Nelson Mandela

United Nations Development Programme
One United Nations Plaza
New York, NY 10017, USA
For more information:
www.undp.org

