UNITED NATIONS DEVELOPMENT GROUP

GUIDELINES TO SUPPORT COUNTRY REPORTING ON THE SUSTAINABLE DEVELOPMENT GOALS

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Contents

Introduction

In September 2015, 193 Member States of the United Nations adopted a historic resolution committing themselves to the 2030 Agenda for Sustainable Development.[1] The Agenda contains 17 Sustainable Development Goals (SDGs) and 169 targets, seeking to build on the Millennium Development Goals (MDGs) that ended in 2015. The SDGs are ambitious, universal—applicable in both developed and developing countries—and transformational, aimed at balancing economic growth, social development and environmental protection. The Agenda is driven by the principle of leaving no one behind. It is rooted in universal human rights principles and standards.

The SDGs are the result of a long, intensive, consultative process, and are strongly owned by various stakeholders—countries, civil society and international organizations, including the United Nations. The transition from the MDGs to the SDGs is a huge step forward in national commitments to fulfil the United Nations founding vision of peace, well-being, economic stability and the realization of human rights for all. The UN Charter, adopted in 1945, has human rights and dignity at its core. It covers all aspects of what then was termed 'social progress and better standards of life'—today generally described as human development and human well-being.[2]

In short, the 2030 Agenda for the SDGs sets forth "a plan of action for people, planet and prosperity" and "seeks to strengthen universal peace in larger freedom." It is an integrated plan of action structured in four main parts, as shown in Figure 1.

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[1] Transforming Our World: The 2030 Agenda for Sustainable Development (UN General Assembly resolution 70/1, 25 September 2015) or in short, the 2030 Agenda.

[2] The UN Charter's Article 55 encapsulates a vision of "higher standards of living, full employment, and conditions of economic and social progress and development; solutions of international economic, social, health and related problems; and universal respect for and observance of human rights and fundamental freedoms for all without distinction as to race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status." It aims to achieve the aspirations of the *Universal Declaration of Human Rights* - of a world free from want and free from fear.

AGENDA STRUCTURE

DECLARATION

Vision, Shared Principles and Commitments, A Call for Action to Change Our World

Sustainable Development Goals

17 SDGs and 169 Targets

The 2030 Agenda for Sustainable Development

FOLLOW-UP AND REVIEW

National, Regional and Global

IMPLEMENTATION

Means of Implementation and Global Partnership

Source: UN Development Group, 2015, "Mainstreaming the 2030 Agenda for Sustainable Development: Interim Reference Guide to UN Country Teams," p. 6.

Implementation of the 2030 Agenda's vision of sustainable development requires an integrated approach. The SDGs[3] are indivisible in nature and call for collective action, at all levels. They aim to address the challenges of our time, with an overarching imperative of leaving no one behind, and addressing inequalities and discrimination as a defining feature. For many developing countries, the 2030 Agenda was adopted at an opportune moment, as they were preparing long-term development plans/strategies that could mainstream the SDGs. Many have already begun localizing the SDGs and associated targets according to diverse national contexts (see Box 1).

Member States have clearly expressed their resolve to back implementation of the SDGs with robust, voluntary, effective, participatory, transparent, integrated reviews of progress, starting at the national level, which underpins a framework that also encompasses global and regional reviews.[4] The UN Secretary-General's report on follow-up recognized country ownership and the critical importance of country-led reviews.[5] The report also emphasized that "the United Nations system, including through its

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[3] The 2030 Agenda recognizes that the "SDGs and targets are integrated and indivisible, global in nature and universally applicable, taking into account different national realities, capacities and levels of development and respecting national policies and priorities."

[4] 2030 Agenda, paragraph 72.

[5] Report of the Secretary-General on Follow up and Review of the 2030 Agenda, "Critical milestones towards coherent, efficient and inclusive follow-up and review at the global level" (A/70/684), 15 January 2016.

Regional Commissions and country teams, stands ready to provide coherent support to the conduct of national reviews, including for strengthening the capacity of national statistical offices, data systems and evaluation bodies."[6]

The guidelines provided on the following pages are intended to help fulfil this commitment. Keeping in mind that the review process is country-led, and countries differ in their priorities and capacities, the guidelines are not prescriptive. They seek to relate the core principles of the 2030 Agenda—country ownership, universality, leaving no one behind and integrated development—to national implementation that is consistent with both national aspirations and the global vision.

The guidelines do not aim to cover all aspects of implementing the Agenda, focusing on national SDG progress reviews that are expected to take place regularly. The guidelines should help:
- Pinpoint the greatest needs for partnership among stakeholders;
- Identify country data and capacity gaps; and
- Provide guidance on integrated, systematic and phased approaches to addressing data needs for review processes.

Structure of the guidelines

The guidelines are divided into four chapters. Chapter 1 focus on the follow-up and review processes at global, regional and country levels. It details how the different processes intersect and the type of support the UN system is able to provide. Chapter 2 describes the 2030 Agenda principles and how they are relevant to the follow up and review process at the country level. It also provides the critical elements for preparing a national SDG review and the structure of a national SDG report. Chapter 3 is about indicators and data; defining national SDG indicators, setting baselines for monitoring and evaluation, and practical criteria for progress assessment including developing a SDG scorecard. Chapter 4 focuses on how to identify stakeholders for engagement, and encouraging inclusive approaches to national SDG review. The annexes provide examples of available methodologies that can be used to make the national SDGs report more analytical; step by step guide for developing a communications and dissemination plan; a checklist for managing the production of an SDG Report; and sample of sources, guidance notes and tools available of relevance to SDG reporting.

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[6] Report of the Secretary-General on Follow up and Review of the 2030 Agenda, A/70/684, paragraph 75.

Chapter 1: The 2030 Agenda and country-led national SDG reporting

One stand-out lesson from the MDGs is that a systematic follow-up and review process is key to progress. Regular, robust, inclusive, country-led reviews will be fundamental to achieving the SDGs, given their complexity and breadth. The 2030 Agenda thus includes a comprehensive, integrated follow-up and review framework, covering reviews at national, regional and global levels.

This chapter provides an overview of the basic elements of the review framework. It highlights the roles of different actors—national governments, civil society, major groups, the UN system and other international organizations—and key inputs such as national SDG reports. Reviews can often build on existing processes and institutions, and be buttressed by experiences with the MDGs. In this, the UN system plays a supporting role, as during the MDG era.

1.1 SDG review and follow-up processes: global, regional and national

The 2030 Agenda and the Secretary-General's report[7] on follow-up and review state that reviews should take place at national, regional and global levels, and that these processes should build on each other.[8] They provide key information and feedback as well as learning mechanisms at every stage, and provide scope for inclusiveness and broad participation, as illustrated in Figure 1.

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[7] Report of the Secretary-General on Follow up and Review of the 2030 Agenda, A/70/684.
[8] 2030 Agenda, paragraph 79; Report of the Secretary-General, A/70/684, paragraph 74.

Figure 1: The framework for SDG follow-up links national, global and regional reviews
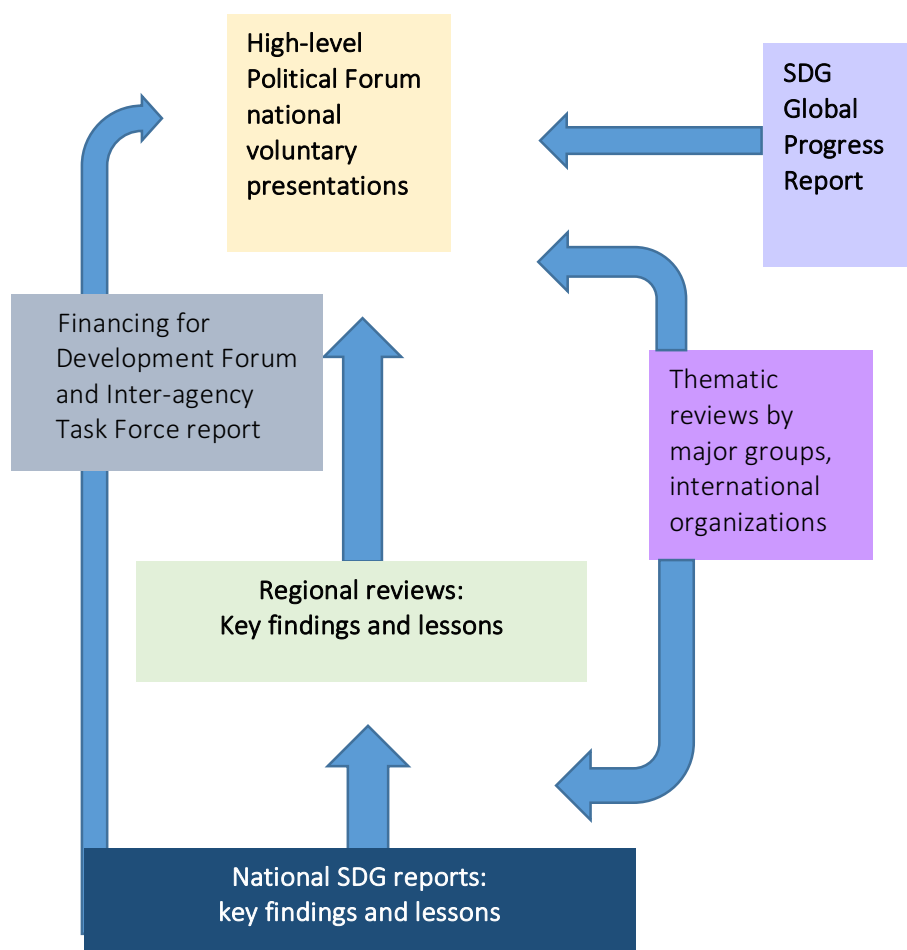
The 2030 Agenda also stipulates that all review processes apply the following principles:

- Voluntary and country-led;
- Focused on universal, integrated, and interrelated goals and targets, including means of implementation;
- Long-term orientation;
- Open, inclusive, participatory and transparent for all peoples;
- People-centred, gender-sensitive, and respect, protect and promote human rights, with a particular focus on the people who are poorest, most vulnerable and left furthest behind;

- Built on existing platforms and processes, while taking into consideration emerging methodologies;
- Rigorous and evidence-based, informed by country-led evaluations and data that is high quality, accessible, timely, reliable, and disaggregated by income, sex, age, race, ethnicity, migration status, disability and geographic location, and other characteristics relevant in national contexts;
- Track progress in implementing universal goals and targets, including means of implementation; and
- Maintain a longer term orientation, and identify achievements, challenges, gaps and critical success factors.

Meaningful reviews depend largely on adequate technical monitoring capacities to provide timely evidence, detect and mitigate risks, and inform course corrections. Reviews need to systematically determine the relevance, efficiency, effectiveness and impacts of policies, programmes or projects. They can ask questions such as:

- What are the drivers or underlying causes of the policy problem?
- What policy options are the most effective in addressing the problem?
- What are the barriers to effective implementation?
- Are our policies and programmes on a sufficient scale to make a difference?

National follow up and reviews

National reviews should:

- Be held regularly and supplemented by subnational reviews;
- Analyse challenges and policy effectiveness;
- Hold multistakeholder consultations that include marginalized and vulnerable population groups; and
- Conceptualize and prepare national SDG progress reports.

The national statistical system, coordinated by the national statistical office, is central to this process.

National reporting should be the most significant level of the SDG review process, given national ownership of the 2030 Agenda and its core principle of leaving no one behind. The process can strengthen national ownership, ensure transparency and inclusiveness, and back deeper, more effective implementation. Both national and subnational level reviews will also be essential ingredients in the voluntary national reviews at the global High-level Political Forum discussed in the following section.

National reviews should be consistent with the voluntary common reporting guidelines proposed by the UN Secretary-General for the follow-up review under the High-level Political Forum.[9]

Considering the breadth of the SDG agenda, the national reporting process has to draw on the entire national statistical system, involving all relevant ministries and government agencies that regularly collect

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[9] Report of the Secretary-General on Follow up and Review of the 2030 Agenda, A/70/684, January 2016.

data. The national statistical office has a crucial coordinating role and responsibility for approval of data for use in official national statistics, in line with the existing guidelines of the UN Statistical Commission.

Many countries have a formal national statistics strategy that addresses strengthening statistical knowledge and capacity to effectively support planning and national development processes. SDG country reporting will need to give due attention to existing strategies, and aim to coordinate and leverage existing capacities and activities.

Global reviews

Global reviews:

- Provide political leadership;
- Connect SDG follow-up with other review processes of various international programmes of action;
- Share experiences; and
- Promote coherence among countries, organizations and issues.

The High-level Political Forum on Sustainable Development[10] is the agreed platform for global reviews. It is tasked with assessing progress, achievements and challenges faced by developed and developing countries. It will offer guidance and recommendations on implementation and follow-up, and address emerging issues.

Ongoing reporting on the Addis Ababa Action Agenda on financing for development, the International Conference on Population and Development, the Beijing Platform for Action and its follow-up, the Paris Climate Conference Agreement, the Sendai Framework 2015-2030 and other international agreements will feed into the High-level Political Forum.

The Forum will meet annually under the Economic and Social Council, and every fourth year under the General Assembly. Voluntary national reviews (22 countries volunteered in 2016) will take place at each meeting, but do not replace the SDG reviews that countries will conduct nationally. The voluntary national reviews should include developed and developing countries, and be State-led,[11] with scope as well for engagement with civil society and private sector in preparing for the reviews. [12]

While the High-level Political Forum will take a holistic view of implementation of the 2030 Agenda, thematic reviews will also take place, based on themes proposed by GA. [13]

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[10] Format and Organizational Aspects of the High-level Political Forum on Sustainable Development, General Assembly resolution 67/290, 9 July 2013. The first voluntary national reviews (VNRs) under the High-level Political Forum was held in July 2016.

[11] 2030 Agenda, paragraph 84.

[12] Report of the Secretary-General on the Follow up and Review of the 2030 Agenda, A/70/684, paragraph 76.

[13] Report of the Secretary-General, A/70/684, paragraphs 18-35. The Secretary-General template proposes that voluntary national reviews may provide "brief information on progress and the status of all SDGs" and "may also provide a more in-depth analysis on a few selected Goals and targets" (Annex, paragraph 5(d)). GA resolution (A/RES/70/299) of July 2016 decided on the themes for the HLPF in 2017 (Eradicating poverty and promoting prosperity in a changing), 2018 (Transformation towards sustainable and resilient societies) and 2019 (For 2019: Empowering people and ensuring inclusiveness and equality) meetings.

> **Box 1. Reports for Global Reviews**
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> A number of mandated reports will inform the global review process:
> — An annual SDG progress report, prepared by the Secretary-General and based on the global SDG indicators, national statistics and regional information
> — The Global Sustainable Development Report, prepared by the UN system every four years, focusing on the science-policy interface and building on existing assessments.
> — An annual Inter-agency Task Force Report on the Addis Ababa Action Agenda on financing for development and means of implementation

Regional reviews

Regional reviews will:

- Share lessons and best practices;
- Focus on regional public goods such as trade and market integration, regional connectivity and cooperation; and
- Tackle regional concerns such as disaster risk-reduction, climate change, economic growth, job creation, and achieving sustainable development.

Regional reviews provide a link between the national and global levels, and can boost regional cooperation and shared accountability for common challenges and opportunities. They can promote a coordinated, coherent approach that spans the SDGs as well as other development goals formulated at the national, regional and global levels.

UN regional commissions provide inclusive platforms for regional reviews,[14] including of the mobilization of regional resources. They help guide regional sustainable development forums that UN Member States agreed to establish,[15] and prepare regional inputs for the High-level Political Forum. Regional forums support implementation, peer learning, and review of the 2030 Agenda[16].

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[14] The 2030 Agenda, paragraph 81.
[15] See Economic and Social Council resolutions 2016/11 and 2016/10.
[16] In 2015, the Joint Conference of Ministers of the UN Economic Commission for Africa (UNECA) and the African Union Commission approved the convening of the African Forum on Sustainable Development. Consultations are underway on the future Regional Forum on Sustainable Development convened by UNECA and designed as a "docking station" to integrate all stakeholders and existing review mechanisms. The conclusions of the 2016 Regional Forum served as a regional input to the High-level Political Forum. Asia-Pacific governments the UN Economic and Social Commission for Asia and the Pacific (UNESCAP) agreed to implement the recommendations of the third session of the Asia-Pacific Forum on Sustainable Development, including on its role in supporting regional SDG reviews. Outcomes will feed into the High-level Political Forum and UNESCAP's annual sessions. The United Nations Economic and Social Commission for West Asia (UNESCWA) inaugurated the Arab Forum on Sustainable Development in 2014 as a key regional multistakeholder platform for annual consultations and voluntary progress reviews. The report from the 2016 Forum makes recommendations on conducting national reviews. See more information at: http://www.regionalcommissions.org/regional-forums-on-sustainable-development/

Box 2. Regional Economic Commissions

The UN regional commissions include:

o   UN Economic Commission for Africa (UNECA)

o   UN Economic Commission for Latin America and Caribbean (UNECLAC)

o   UN Economic and Social Commission for Asia and Pacific (UNESCAP)

o   UN Economic and Social Commission for Western Asia (UN ESCWA)

o   UN Economic Commission Europe (UNECE)

Source: http://www.regionalcommissions.org

Thematic reviews

Thematic reviews, at the national, global or regional levels, can shed light on specific implementation challenges, such as institutional, technology and financing gaps that are common across countries. They can also consider sectors, such as health, education, agriculture or infrastructure design, and cross-sectoral concerns such as climate change and environmental degradation. Even as they focus on a given theme, however, they should still reflect the cross-cutting nature of 2030 Agenda, avoiding a siloed perspective.

Countries as well as the UN system may prepare thematic analyses. Within the UN system, these may come from, among others:

- Development agencies in their areas of expertise;
- Commissions such as the Commission on the Status of Women;
- Assemblies such as the World Health Assembly;
- Global partnerships such as Education for All;
- Scientific panels such as the Intergovernmental Panel on Climate Change;

Policy reviews and procedures within legally binding instruments may provide useful information on country progress on specific themes.

Thematic reviews can be important information sources for national reviews, especially in analysing policies and strategies, and global and/or regional developments.

Box 3. Transitioning from MDG to SDG reporting

As the MDG era drew to a close, many countries produced national MDG reports that provided roadmaps for the new SDG agenda. For example, Bangladesh's 2015 MDG report devoted one chapter to the SDGs. It identified several challenges, such as data availability, bench-marking and the capacity of national statistical systems.

The 2015 report of Lao People's Democratic Republic contained lessons learned on each of the MDGs for the SDGs. For poverty eradication, the Government recognized the need for strengthening social protection measures, especially to include the informal sector.

Ethiopia's 2014 MDG report contextualized the SDGs to make them appropriate to national realities, mainstreaming them in national planning and improving data availability for monitoring.

Regional MDG reports by UN regional commissions have engaged the UN Development Programme (UNDP) and the regional development banks to analyse progress, bottlenecks and policy actions, and elaborate possible regional SDG review mechanisms and reporting.

UNESCAP, UNDP and the Asian Development Bank produced a 2015 regional MDG report that highlighted the importance of technology, finance and data in achieving the SDGs. The regional SDG report for Africa by the UNECA, African Development Bank and African Union Commission emphasized the importance of collaboration among various regional and subregional organizations in reviewing progress, and recommended that the three organizations collaborate on annual progress reports.

In the Arab region, the 2013 Arab MDG Report, coordinated by UNESCWA in collaboration with the League of Arab States and UN development organizations, made early links to the 2030 Agenda by stressing core pillars including good governance, quality development, women's empowerment, the reduction of inequalities and sustainable development for all.

1.2 The supportive role of the United Nations in country-led reviews

In leading the formulation of the 2030 Agenda, Member States clearly agreed that governments at the national level have a key responsibility and mandate to act. They also underlined the role of the UN system in supporting the national achievement of the SDGs, including through review processes.

Demand-driven UN support can take various forms. One priority in many country will likely be helping to develop the technical capacities of national statistical offices and other relevant national bodies. The UN system can offer technical assistance, trainings and workshops; make essential equipment available; and support surveys and data collection, especially at disaggregated levels.[17]

The UN system can also draw on its convening power to organize multistakeholder consultations that support the forging of national consensus on:
- Broad-based and inclusive stakeholder participation;
- Translation of global goals, targets and indicators to the national context;
- Identification of national priorities and sustainable development gaps;
- Articulation of inclusive and rights-based national strategies and policies that build on existing recommendations from nationally and internationally recognized human rights mechanisms;
- Coordination and collaboration among various government agencies and ministries;
- Coherence among development partners to align with national priorities; and
- Design of a national reporting and review framework, and links to regional and global reviews.

The UN system's supportive roles are illustrated in Figure 2.[18] At the country level, the UN Resident Coordinator encourages coordinated support by the UN country team to meet country demands, under

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[17] The 2030 Agenda, paragraphs 74.h and 74.i.

[18] For many different SDG themes (e.g., poverty, heath, education, food security and nutrition, biodiversity, oceans, etc.), subject area specialists, with strong technical and analytical capacities on methodology, measurement and

the umbrella of the "Mainstreaming, Acceleration and Policy Support" (MAPS) approach.[19] At the regional level, the UN regional commissions provide normative and policy support, technical expertise and platforms for discussions.

In response to Member States' request for coherent and integrated support, the UN Development Group has agreed to a set of principles and strategic actions, including in the follow-up and review process. These encompass commitments to:

- Country-led, evidence-based and results-focused approaches, with country needs and national capacities determining UN support, underpinned by robust and collaborative data and analysis;

- Expertise, not exclusivity, meaning that no single entity can claim an exclusive mandate over any single goal or target, and that entities should offer and be accountable for their expertise to work towards shared UN results;

- Collaboration, not competition, in the sense that each part of the UN system, resident and non-resident, plays its role in a fully transparent and accountable way, where the whole is greater than the sum of its parts, with mutual recognition of respective contributions;

- Joint programming based on evidence, UN development assistance frameworks and standard operating procedures, including active advancement of full implementation of the last across all UN country teams; and

- Coordinated and where possible joint support to data and national statistical capacity strengthening, drawing on relevant expertise from across the UN system.

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indicator issues, are active in "communities of practice." Such communities support and promote good practices. Whenever appropriate, UN country teams should tap the expertise that resides in such groups, especially for analytical capacity needed to generate higher quality SDG country reporting.

[19] The UN Development Group—under its Sustainable Development Working Group—has adopted the MAPS approach in response to requests from Member States for coordinated support from the UN development system in implementing the 2030 Agenda.

Figure 2: Supportive role of the UN system, international organizations and major groups

Global

UN Secretary-General
- Global SDG Report
- Report on the work of the organization

UN Chief Executives Board
- Align work with the SDGs and emerging challenges
- UN system-wide policy coherence

Inter-agency and Expert Group on the SDGs and UN Department of Economic and Social Affairs
- Indicator development
- Annual progress report
- SDMX, geospatial

Other UN Secretariat entities, UN specialized agencies and UN system organizations
- Thematic reviews/analyses

Other multilateral organizations and major groups
- Thematic reviews/analyses

United Nations Development Group
- Country progress reports/reviews
- National thematic reports/reviews

Regional

Regional commissions
- Regional fora on sustainable development
- Regional SDG reports

Regional coordination mechanism
- Programme coordination
- Policy coherence

Regional intergovernmental organizations
- ✓ New Partnership for Africa's Development
- ✓ Association of Southeast Asian Nations
- ✓ South Asian Association for Regional Cooperation, etc.
- Peer reviews
- Lesson sharing

Regional development banks
- ✓ Asian Development Bank
- ✓ African Development Bank
- ✓ BRICS Bank
- Analytical thematic reports/reviews
- Alignment of lending

United Nations Development Group
- Regional/country programme reviews
- Regional reviews and capacity

National

United Nations Country team
- Support national/subnational multi-stakeholder consultations and reviews
- Play honest broker's role to bring various government departments and major groups to one table to enhance programme coordination and policy coherence
- Support mainstreaming of the SDGs and national customization
- Support strengthening of evidence base (e.g., bottleneck assessments)
- Support national SDG report preparations
- Support the organization and coordination of capacity development activities
- Support the collection, analysis and synthesis of SDG-related data and evidence

Major groups/civil society
- Thematic/sectoral national/subnational reviews
- Reviews to enhance national ownership and accountability

United Nations Development Group
- Provide guidance for UN country teams in support of the SDGs

Chapter 2: Elements for inclusive, country-led national SDG reviews and reporting

The 2030 Agenda encourages regular and inclusive country-led progress reviews, but does not stipulate a frequency. The experience with MDG implementation nonetheless underscores that more frequent reviews supported the concerted national engagement needed to achieve goals and targets.

As the UN Secretary-General pointed out, "The success of the review system will ultimately be determined by its ability to help translate the Agenda into a nationally owned vision and objectives, leading to transformative action. This can only happen if reviews building on existing structures draw on contributions from all stakeholder groups."[20]

Figure 3: What are the building blocks of a 2030 Agenda National Review process?

2.1 How should 2030 Agenda principles be applied?

Core principles in the 2030 Agenda, including universality, leaving no one behind, integration and indivisibility, human rights and national ownership, are central to SDG follow-up and reviews, and should be applied at each stage of the process.

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[20] SGR, paragraph 74

National ownership

In adopting the 2030 Agenda, Member States emphasized that "for all countries, public policies and the mobilization and effective use of domestic resources, underscored by the principle of national ownership, are central to our common pursuit of sustainable development."[21] National ownership provides the foundation for real and lasting change.

Country-led national review processes can deepen ownership by being broadly participatory, involving national and local authorities, civil society, the private sector, etc. This can also reinforce the principles of leaving no one left behind, and help to capture variations in development.

Universality

The principle of universality builds on the premise that sustainable development depends on the involvement of all countries, rich and poor. At the same time, the SDGs take "into account different national realities, capacities and levels of development and respecting national policies and priorities."[22]

Efforts to translate the goals into national action should be guided by the global aspirations of the 2030 Agenda. But even as countries have committed themselves to achieving all of the SDGs, different national circumstances mean countries should prioritize goals and targets accordingly, and design their own development strategies with national benchmarks to achieve the global commitments.

Leaving no one behind

The principle of leaving no one behind encompasses ensuring that "targets (are) met for all nationals and peoples and for all segments of society" and that efforts are made "to reach the furthest behind first."[23] It is grounded in the achievement of human rights, including gender equality.[24]

To realize this principle, national reviews should foster the generation and use of quality, accessible, timely, reliable and disaggregated data. In addition, national processes can build on subnational reviews, and reviews at all levels can encourage broad participation, involving civil society organizations representing vulnerable and marginalized sections of the population. Reviews should be open and transparent at all levels.

The national review process is expected to analyse policies, laws and strategies for inclusiveness and impacts on different groups. For instance, do they further accentuate or remedy existing inequalities? Do they go beyond providing formal equality to ensuring equality of outcomes for all groups? Policies for financial inclusion and those that aim at universal access to education, health, social protection,

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[21] 2030 Agenda, paragraph 66.
[22] The 2030 Agenda, paragraph 55.
[23] The 2030 Agenda, paragraph 4.
[24] The *UN Evaluation Group Handbook* and the *Guidance Document on Integrating Human Rights and Gender Equality in Evaluations* consolidate the knowledge and experience of members and are key references on these issues.

productive assets, safe drinking water, access to justice, technology, and affordable and sustainable sources of energy are among those likely to play essential parts.

Human rights

The 2030 Agenda stipulates that implementation be consistent with the rights and obligations of states under international law, and is grounded in commitments to human rights. Human rights are inherent to all human beings, carrying an obligation to achieve the full realization of economic, social, cultural, civil and political rights. This implies universal access to, for instance, safe public spaces; quality education; quality health care; comprehensive social protection; care services; safe drinking water; access to justice; technology; sustainable sources of energy, etc.

A Human Rights Based-Approach to Data (HRBAD) would help bring together relevant data stakeholders and develop communities of practice to improve the quality, relevance and use of data and statistics consistently with international human rights norms and principles. The HRBAD is grounded in legally-binding international human rights commitments, recommendations from international human rights mechanisms, and related good practices on implementation of principles of **participation, data disaggregation, self-identification, transparency, privacy and accountability**.

An integrated agenda and indivisibility

The integrated nature of the SDGs implies that national review processes should advance understanding of links across the goals and targets. National domestication of the SDGs can identify those with maximum synergies and prioritize cross-cutting issues, with reviews providing opportunities to regularly assess and refresh choices that have been made. Policies and strategies should pass the test of having positive impacts on at least two dimensions of sustainable development. Reviews may help define mechanisms to minimize trade-offs and maximize synergies, if these are not already in place.

While national circumstances will need to be taken into consideration, the indivisibility and interrelated nature of the 2030 Agenda must be stressed, as warranted. Countries have endorsed all the goals. The SDGs need to be implemented as a comprehensive package, not as an a la carte menu.

An integrated agenda also means that reviews need to be collaborative, involving all relevant government agencies and ministries and other stakeholders, including the private sector and civil society organizations. Cooperation and coordination needs to be high, including in terms of support from the UN system and other international organizations.

2.2 What is a national SDG report?

National reports on the SDGs are key elements of the national review process. Reports can identify gaps in implementation, including in data and strategies, as well as policy challenges, trade-offs, and emerging global, regional and national issues. Reports should not just describe trends in indicators; they should

analyse underlying causes behind the trends, and offer policy suggestions to overcome obstacles and deal with emerging challenges.

Suggested structure of a national SDG report

The following structure is suggested for a national SDG report:

✓ **Introduction:** This can set the context, state the purpose, describe the structure and provide a summary overview.

✓ **Tracking progress:** This can identify where the country is on track, slow or falling behind in achieving national targets; compare national progress with that of countries at a similar stage of development and circumstances; and assess national progress in light of the global targets.

✓ **Assessing means of implementation:** This section can assess means of implementation—such as domestic resource mobilization, external resource flows of different kinds, access to external markets, access to technology and life-saving medicines, etc.—as well as the overall domestic and global economic environment. In particular, the section can examine how integrated the means of implementation are, relate them to the extent of progress, and discuss impacts from the domestic and external economic environment.

✓ **Analysing thematic issues:** In light of the integrated and indivisible nature of the SDGs, this section can cover thematic issues with cross-cutting implications—such as inequality and discrimination, gender equality, the situation of children and youth, peace, climate change, food security, the data revolution, people's participation, poverty, etc.—and relate global/regional issues to the national context.

✓ **Evaluating policies and strategies:** This section can scrutinize policy gaps and deficits in national strategies, especially in terms of their integration of different elements of the 2030 Agenda and emphasis on targeting those furthest behind. It may draw on lessons from other countries facing similar development stages and circumstances.

✓ **Concluding with recommendations:** This final section can synthesize findings and offer possible policy options and strategies to accelerate progress.

✓ **Statistical annexes:** These can include basic data, their sources and definitions (metadata),[25] as well as discussions of methodologies. A section assessing data availability and discussing plans to work on data gaps can also be optionally included.

Some countries have already produced national reports on sustainable development (see Boxes 3 and 4).

Box 4. Belize National Sustainable Development Report

Belize launched its national sustainable development report as part of its preparation for the 2012 United Nations Conference on Sustainable Development, commonly referred to as Rio+20 Conference. Developing the report

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[25] Metadata summarize basic information about data, which can make finding and working with particular instances of data easier. For example, author, date created and modified, and file size are examples of very basic document metadata. Having the ability to filter through metadata makes it much easier for someone to locate a specific document.

consisted of three phases: (i) a national stocktaking report based on sector specific reports, a literature review and interviews; (ii) a national consultation workshop of stakeholders from a broad cross-section of Belizean society; and (iii) the final report with inputs from the first two phases.

The draft National Sustainable Development Report was presented at a national consultation workshop. Recommendations and observations made during the workshop were incorporated into the draft. The final version included six chapters covering the national context (geography, climate, population, politics, economy, etc.), background and approach, the policy and institutional framework for sustainable development, progress in sustainable development, challenges to sustainable development and opportunities for sustainable development.

Belize has identified development priorities in a number of planning instruments developed through national consultative processes. Among these, the Horizon 2030 Development Strategy provides a new framework for sustainable development, with a clear strategic focus on social and economic development and environmental protection.

Source: Belize National Sustainable Development Report
https://sustainabledevelopment.un.org/content/documents/1012belize.pdf.

Box 5. Sustainable Australia Report 2013: Conversations with the Future

Australia produced its sustainable development report in May 2013. It has 16 chapters covering social, economic and environmental aspects, including 4 chapters on sustainability indicators. The indicators were developed in close consultation with key data agencies, including the Australian Bureau of Statistics, and based on consultation with stakeholders and experts across Australia, taking into account international and domestic best practices.

The report provides a picture of how Australia has changed as a nation over the last 30 years. It notes progress in many areas, for example, in life expectancy, health and education. It also recognizes that while the country has benefited from a strong economy, with low unemployment and increasing incomes, inequality has increased, and the health of the natural environment has continued to decline in some key areas.

The report provides an evidence base for decision-making and planning for the future. It highlights a number of trends in Australia and the world set to have a significant impact on the next generation of Australians, underscoring the need to plan for an ageing population, rising health costs, growing cities, and changes in traditional work and family roles.

Source: www.environment.gov.au/system/files/resources/e55f5f00-b5ed-4a77-b977-da3764da72e3/files/sustainable-report-full.pdf.

2.3 Building blocks in preparing a national SDG review

Effective national review exercises entail:
- Inclusive national policy dialogue
- Mutual accountability
- Cooperation and collaboration among government agencies and ministries
- Coordination by the national statistical office
- Opportunities for capacity development
- Facilitating comparability across and within countries

Inclusive national policy dialogue

Inclusive, open and transparent national and subnational dialogues on SDG implementation can develop common understanding of sustainable development challenges, help contextualize and prioritize the SDGs given national circumstances, define integrated policies and implementation strategies, and determine evaluation criteria and modalities.

Inclusive dialogues should be an integral part of national SDG report preparations, covering conceptualization, validation and dissemination. By enhancing a common understanding of challenges and the integrated nature of the SDGs, such dialogues help break the silo mentality of policy makers and enhance cooperation among ministries and government agencies.

The UN system can help by bringing different stakeholders—policy makers, civil society organizations, academia, business, etc.—together. But given the country-led nature of the reviews, countries rather than the UN system should provide the platform for involving various stakeholders.[26]

Mutual accountability

The accountability of various stakeholders—governments, citizens, businesses and development partners—will define the success of the SDGs. Multistakeholder, transparent, open and participatory national and subregional review processes can contribute significantly to mutual accountability.[27]

The 2030 Agenda calls on major groups and other relevant stakeholders to report on their contributions.[28] This is particularly important for actors who manage significant resources or assets, and could play an important role in attaining individual SDGs and targets. These could comprise, for example, businesses, non-governmental organizations, specific partnerships and alliances, large cities and others. To ensure comparability, reports from such stakeholders could build on a voluntary template based on existing tools and models. As the Secretary-General's Report points out, online platforms could play a unique role in this endeavour[29].

Accountability is particularly critical for the means of implementation, e.g., through finance, trade and access to technology as well as the domestic and global policy environment. Drawing lessons from the MDG Taskforce Report on Goal 8 (*The MDG 8 Gap Report*), international organizations in collaboration with national governments may wish to produce a similar report to complement the national SDG report. Ideally, however, SDG-17 on the means of implementation should be an integral part of the comprehensive national report analysing successes and failures as well as challenges and obstacles to all of the goals.

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[26] Adopting an inclusive approach to policy dialogue and ensuring the participation of marginalized groups in the SDG follow up and review process can be a significant way in which to uphold the principle of leaving no one behind.
[27] Civil society as well as National Human Rights Institutions, for example, can play a strong oversight role to hold accountable progress towards the SDGs at the national level.
[28] 2030 Agenda, paragraph 89.
[29] SG's Report on the Follow up and Review of the 2030 Agenda.

Cooperation and collaboration among government agencies and ministries

Given the integrated nature of the SDGs, policies, implementation strategies and reviews must be holistic and multisectoral. This requires a high degree of cooperation and coordination among and within government agencies and ministries.

Participatory, open and transparent multistakeholder national and subnational review processes can enhance such cooperation and coordination as people discuss, review and analyse issues at the same fora. Such reviews go a long way in creating common understanding and appreciation of possible trade-offs and synergies.

Coordination by the national statistical office

The importance of high-quality, timely, easily accessible, reliable and disaggregated data cannot be overemphasized. Without such data, no review can be complete or usefully contribute to the successful implementation of the 2030 Agenda. The Agenda has explicit targets on data under SDG-17 pertaining to the means of implementation, and recognizes that the foundation for reviews at all levels will be data derived from national sources.[30]

National statistics come from a variety of sources, together referred to as the national statistical system. The setup of the system differs by country, varying from a centralized system to different degrees of decentralization. The national statistical office typically coordinates the system.

Statistics on specific subjects, such as health, education, energy, transport, the environment, etc., may be compiled by ministries or special agencies[31]. Often these are the data/information focal point for relevant international organizations, and the link to the statistical office may be missing. In some cases, data on the same indicator may come from more than one government department or ministry. For example, data on the economy can be provided by the national statistical office, the ministry of finance, the central bank and/or the ministry of planning.

Data sources include population-based surveys and censuses normally managed by the national statistical office, and administrative sources usually managed by line ministries. Data on inputs and outputs, and data on outcomes often come from different sources, and need to be integrated to inform the national review process. The independence and neutrality of national statistical offices (as compared with line ministries) is an important factor for data quality.

Advances in technology mean data can now be derived from private providers, including Internet service providers and social media. The latter is increasingly being explored as a source of social data. Information technology has also sped up data collection and processing, which can improve data accessibility, frequency and timeliness, and make better use of administrative data.

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[30] 2030 Agenda, paragraph 74a.
[31] Data on access to justice, for example, is often collected by many different actors from the police and prisons to the courts and the Ministry of Justice.

Box 6. Harnessing big data

Harnessing opportunities from new technologies and the large-scale availability of complex data (referred to as 'big data') from diverse sources, and making information serve many, not few, could be important components of the "data revolution." As the Secretary-General's Independent Expert Advisory Group on the Data Revolution noted, "New technologies offer new opportunities to improve data, if they are used for the common good." It proposed "a programme for experimenting with how traditional and new data sources (including big data) can be brought together for better and faster data on sustainable development, developing new infrastructures for data development and sharing (such as a 'world statistics cloud'), and supporting innovations that improve the quality and reduce the costs of producing public data."

The data revolution refers to the transformative actions needed to respond to the demands of a complex development agenda. Issues include:
- Improving how data are produced and used;
- Closing data gaps to prevent discrimination;
- Building capacity and data literacy in "small data" (or traditional data) and "big data" analytics;
- Modernizing systems of data collection;
- Liberating data to promote transparency and accountability;
- Fostering collection of perception data from people and citizen empowerment, including the right to understand and review how taxpayer money or public sector finances are spent;
- Protecting data rights;[32] and
- Developing new targets and indicators.[33]

Source: UN (2014) World that Counts: Mobilising the Data Revolution for Sustainable Development, a Report by the Secretary-General's Independent Expert Advisory Group on the Data Revolution.

Heterogeneity in national (official and unofficial) sources and the rapidity at which data are now available heighten the need for the national statistical office to validate data from different sources for consistency, accuracy and reliability.[34] Overall, the national statistical office's role is to ensure that appropriate guidelines are in place to assure the quality of data being collected and disseminated. It may not be feasible for offices always to undertake these activities themselves, however, especially where the national statistical system is very diverse.

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[32] These rights include but are not limited to the right to be counted, the right to an identity, the right to privacy and to ownership of personal data, the right to due process (for example, when data is used as evidence in proceedings, or in administrative decisions), freedom of expression, the right to participation, the right to non-discrimination and equality, and principles of consent. Any legal or regulatory mechanisms or networks or partnerships set up to mobilize the data revolution for sustainable development should have the protection of human rights as a core part of their activities, specify who is responsible for upholding those rights, and support the protection, respect and fulfilment of human rights (see UN 2014, World that Counts).

[33] Over the next 15 years, there will likely be much innovation around improved methods and tools for indicator development and monitoring. The benefits of such improvements need to be widely accessible. While having consistent time series data is also very important to detect and track changes over time, interests related to innovation and standardization do not have to conflict. The UN system and the SDG country reporting process should creatively support striking the right balance.

[34] The validation process is key. National statistical offices will undoubtedly have an important role to play, but may not have expertise for validation around measurement issues, indicator issues, etc. Academia and other institutions can be resources and partners in this regard.

In addition, an independent office must have a coordinating role across the official statistical system. International organizations should be encouraged to include national statistical offices when requesting data related to the SDGs as part of improving coordination.[35] Otherwise, the lack of coordination within the national statistical system can be a major source of problems with data availability, as highlighted in Box 7.

Other important aspects are to improve cooperation between old and new data producers, ensure the engagement of data users, and develop global ethical, legal and statistical standards on quality, privacy and integrity. The Fundamental Principles of Official Statistics require official statistics to meet high professional standards and quality, and to adhere to norms of impartiality and confidentiality. The Principles were adopted by statisticians at the global level in 1994 and endorsed by the UN General Assembly in 2014. Keeping official statistics up to these standards is one of the tasks of national statistical offices, requiring constant attention. Currently, there is no mechanism to ensure that the standards are followed by data producers outside the national statistical system, however.

National statistical offices should have a legal framework that empowers them to operate independently and effectively under a competent and professional board. They should be strong enough to coordinate and harmonize the nation's statistical activities, and ensure the production of useful, usable and timely data for all stakeholders, including international organizations. UN Member States, in the Addis Ababa Action Agenda of the Third International Conference on Financing for Development, noted the importance of drawing on new data sources to meet user needs: "National statistical systems have a central role in generating, disseminating and administering data. They should be supplemented with data and analysis from civil society, academia and the private sector."[36] National statistical offices can play a critical role in identifying potential new sources and helping to ensure quality so these data can complement data from official sources.

Statistical capacity-building and strengthening the national statistical system, including the national statistical office, is critical for many developing countries, especially the least developed countries and small island developing states. Many of these countries lack capacity in producing basic sets of traditional data. Their capacity deficits widen exponentially when it comes to harnessing the opportunities offered by the data revolution. The support of international organizations, including the United Nations system in designing and implementing national statistical development strategies in alignment with the SDGs, will be critical.[37]

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[35] Some UN specialized agencies, such as UNESCO, have protocols agreed with Member States that identify focal points other than national statistical organizations for data in their fields of responsibility.

[36] Addis Ababa Action Agenda, paragraph 125.

[37] The "Declaration on the role of national statistical offices in measuring and monitoring the Sustainable Development Goals"[37] was adopted by more than 60 UN Member States and 10 international organizations that are members of the UN Economic Commission for Europe Conference of European Statisticians at its 63rd session in 2015. It provides a strong framework for and commitment of chief statisticians to "contribute their expertise to measure SDGs in a professional, independent and impartial way." It can be adopted as a model for other regions (ECE/CES/89/Add.1).

At its 46th session, the United Nations Statistical Commission agreed to establish a High-level Group for Partnership, Coordination and Capacity-Building for Statistics for the 2030 Agenda. It comprises chief statisticians from 23 national statistical offices across different regions. It is tasked to promote national ownership of the monitoring system for the 2030 Agenda, and to foster statistical capacity-building, partnerships and coordination. UN regional commissions can provide training and technical assistance on producing data that is standardized and comparable across countries in a given region.

Box 7. Lack of coordination hinders data availability and comparability

The lack of communication and coordination within national statistical systems, between these systems and international organizations, and within international organizations is a major source of data availability problems. Some data may be provided to international agencies directly but not to national statistical offices, especially if the latter are not considered coordinating bodies of national statistical system or focal points for international agencies in charge of compiling data for a given indicator. International organizations may not make full use of data that exist in a country because of deficiencies or delays in reporting mechanisms from national to international statistical systems.

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

National statistical offices have a central role to play in the national statistical system in establishing standards and guidelines for the whole system to follow, providing support to statisticians in line ministries and other bodies, and in improving coordination across the system and with other potential new sources of data.

Source: D. Sanga. 2011. "The Challenges of Monitoring and Reporting on the Millennium Development Goals in Africa by 2015 and Beyond." *The African Statistical Journal* 12, May.

Opportunities for capacity development

Despite the commitment of the 2030 Agenda to leave no one behind, many developing countries will be left behind if they cannot reduce capacity constraints, including those related to country-led SDG reviews and reports. Capacity gaps will vary from country to country, requiring tailored strategies, including through UN system support. These may need to cover a range of different actors, from government officials, including planning and M&E officers, analysts and statisticians, to civil society representatives.

Some areas where capacity development strategies may be required include:

- Ensuring relevant government officials have the skills to engage with key stakeholders at the national level, with a special focus on vulnerable population groups, in order to promote inclusive national SDG reviews and reporting;
- Strengthening the capacities of national statistical offices and other relevant government bodies to compile national SDG indicators; to collect, compile, present and disseminate reliable, timely and quality disaggregated data; and to use new data sources;

- Strengthening national evaluation capacities to promote equity-based and systems thinking approaches to SDGs evaluation, and to ensure evaluation outcomes inform national policy-making and SDG reporting; and
- Developing the skills of national actors to effectively apply analytical approaches for the formulation and review of SDG policies.

There are risks that providers of technical assistance or capacity strengthening might over encourage institutional capacity strengthening that is more 'supply-side' driven and not necessarily responsive to national needs. All UN and international organizations should do more to sensitize their staff on such risks, and adopt appropriate practices accordingly.

Facilitating comparability

Although the 2030 Agenda is country-led and oriented around diverse national contexts, UN Member States have developed a common indicator framework for reviewing progress towards the SDGs. Statistical comparability of these indicators across countries is vital, and national reviews can provide room to lay a foundation for this, even as countries develop indicators more suitable to their circumstances. The MDG experience can provide some insights on this process.

First, differences between national and international data sets were mainly due to the need to harmonize data for comparability, based on international standards and definitions; use of estimates produced by international agencies that at times were not communicated effectively and in a timely fashion to national authorities; deficiencies in reporting from national to international systems; and the existence of multiple data sources at the national level.

Second, while countries reported progress in terms of agreed global indicators, they also continued monitoring development in terms of national indicators that reflected their own circumstances and aspirations. This helped assess progress in each of the main areas of development, and linked national progress to the global target with a common measuring rod, applicable to the greatest possible extent to all developing countries.

Third, none of the agreed global indicators should be rejected if it is not available in an equally accurate and timely fashion from every developing country. Rather, it should form the basis for identifying data and capacity gaps to help design capacity development programmes and strategies, while substitute indicators are used in the interim.

Chapter 3: SDG indicators, data and progress reviews

In many countries, tracking progress on the SDGs will require substantive improvements in national statistical capacity, aimed at a data revolution upon which SDG success depends. High-quality, high-frequency, timely and reliable data will help to direct resources, prioritize investments and ensure effective service delivery.

Countries will need stronger and more systematic production and use of administrative data to improve government performance and encourage evidence-based decision-making. At the same time, household surveys and censuses will continue to play important roles in providing statistics for several output, outcome and impact level indicators required for policy-making and programme delivery.

When data are not confidential, they should be available and useable as open data. The UN Secretary-General's Data Revolution Group recommends the openness and exchange of data and metadata, including through the interoperability of data and information systems, and in providing demographic and geospatial information. Open data, especially microdatasets, are particularly important for data disaggregation and the principle of leaving no one behind.

National statistical systems, including national statistical offices, especially in developing countries, need to be modernized for collecting high-frequency and high-quality data on the varied dimensions of sustainable development. Countries also will need to build or strengthen their geospatial infrastructures to integrate geospatial information and statistics, and to collect real-time data from remote areas. All this will require substantive investments in new and existing data sources.

3.1 How to tackle the SDG framework: indicators and data

The proposed global indicators for measuring progress on the SDGs were identified through a consultative process with all stakeholders, led by the Inter-agency and Expert Group on SDG Indicators, and agreed by the UN Statistical Commission in March 2016 as a practical starting point, subject to refinements and further technical work. In early June 2016, at the Economic and Social Council, UN Member States adopted the proposed indicators with a caveat for further technical refinements as needed.

Given the scope of the new Agenda and the number of topics not currently covered in regular data production, compiling data on all indicators of sufficient frequency and quality, and at the necessary level of disaggregation, will be a challenge for most countries—see Box 8. In addition, country-ownership of the Agenda and its universality point to the need for countries to consider their national circumstances, guided by the global ambition of the agenda. They may have to adapt some of the globally agreed indicators and/or complement them with additional ones. This section discusses mapping the global indicators on national indicators, and what approach might be followed for developing national indicators.

Box 8. Gaps in measurement and data

To address the needs of 'those left behind', we first need to know who they are. The truth is, there is remarkably poor knowledge on who is being 'left behind'. According to the UN Independent Expert Advisory Group, there is not a single five-year period since 1990 where we have more than 70 per cent of the data required to report on the key MDG indicators at the country level. Perhaps more worryingly, no more than half of these data were based on firm country-level data sources; the other data are comprised of estimates, modelled and global monitoring data.

Data are very often missing in those countries where they are needed the most. MDG4 (child mortality) is one of the goals for which data availability to track progress globally is the largest. Of 161 developing countries, 136 have data to track progress towards this target. Yet data are derived mostly from sample surveys. Over two thirds of the 75 countries accounting for more than 95% of all maternal, new-born and child deaths do not have registries of births and deaths. Twenty-six countries have no data at all on child mortality since 2009.

Even where data appear rigorous and comprehensive, certain groups are often missing, such as ethnic minorities, indigenous populations or slum-dwellers. It is still difficult to estimate how many children with disabilities are in school in many countries or the employment situation or access to basic services of people with disabilities or migrants. Issues of most concern to women are poorly covered by existing data. For example, only just over half of all countries report data, of varying quality, on intimate partner violence; data are rarely collected from women 50 and over; and little is available on the allocation of resources and the division of labour within households.

Source: Overseas Development Institute (2015), *Projecting progress Reaching the SDGs by 2030*, www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9938.pdf.

National SDG indicators

The 2030 Agenda recognizes that each country decides how the aspirational and global targets of the SDGs are to be incorporated into national planning processes and development strategies.

A well-defined process is needed to prepare national indicators. The national statistics office should initiate and lead a process of consultation with all stakeholders, including planners and policy makers representing all relevant ministries in the government, statistical focal points of all line ministries that are potential sources of data for national SDG indicators, the UN country team, civil society and other stakeholders such as private institutions. The initial list of indicators will need to be prepared by the national statistical office for discussion in a mapping exercise with some initial metadata information.

The list should preferably be based on indicators contained in the global SDG framework. Both existing and potential data sources need to be indicated for each of the indicators. The national statistical office might consider adopting the Inter-agency and Expert Group on SDG Indicators' approach of classifying indicators in three tiers, depending on the level of methodological development and data availability. The level of disaggregation and the frequency at which data are available from the proposed source will also need to be included. Such a mapping exercise is the crucial starting point to help ensure a more systematic, inclusive and integrated approach to the implementation of national SDG indicators. It may also be useful to establish a task team under the leadership of the national statistical office.

This process, including classifying the indicators, will provide an opportunity to assess the existing capacities of the national statistical system and highlight specific areas where statistical capacity needs to be strengthened. Eventually, it will help in developing a clear set of strategies and national action plan for the development of statistics. Although they are much wider and more ambitious, the SDGs build largely on the MDGs, and existing national development priorities and plans. Where there is already a platform in place for monitoring MDG indicators, it could serve as the starting point. Existing national indicators and agreed global indicators could form the initial framework.

A further step is to evaluate all indicators based on the existence of a standard methodology and data availability, given existing and potential sources at the country level. Data may fall in one of three categories:

- Currently available with sufficient quality, frequency and disaggregation;
- Not available on a regular basis or at the necessary frequency, or not of sufficient quality or disaggregation, requiring improvements; and
- Missing, requiring substantial capacity-building and investments.

Box 9. Mexico's national preparedness for SDG monitoring
The Mexican Government has pledged to adopt the 2030 Agenda as a national commitment, but faces a challenge in producing all require data at the national and subnational levels, with necessary disaggregation. It has set up a technical committee on the SDGs to coordinate the implementation of the SDGs, headed by the Office of the Presidency of the Republic. It's National Statistical and Geographic Information System, composed of 34 technical committees on different subject matters, is entrusted with defining the national framework to follow up on the SDGs in line with the global framework.

Actions to assess statistical capacity include:
—First phase: distribute a questionnaire among committee members for an initial assessment of their capacity related to the global framework.
—Second phase: inter-agency working groups to review in depth data availability, existing methodologies, expectations for producing new data collection tools and the potential of administrative records.
—Third phase: define indicators for national monitoring to be produced within the next two years, as well as a timetable for capacity-building for indicators not presently available.

Source: J. A. Santaella. 2016. "Assessing Mexico´s readiness for SDGs indicators." Presentation at the Conference of European Statisticians, April.

The national indicator framework is expected to incorporate many or most of the indicators agreed for global monitoring. This will greatly support the availability of required internationally comparable data for global monitoring, and for intra- and interregional comparison; ensure that global indicators are compiled based on nationally owned data; and prevent the establishment of parallel data compilation systems for global monitoring that would draw resources from national monitoring. Furthermore, international technical assistance activities are expected to centre on implementation of the global indicators.

The same considerations may apply to regional indicators. Supplementary regional indicators may in most cases be derived from national indicators common in the countries of a region or sub-region, and could be used to monitor targets of particular relevance there.

Given existing monitoring requirements and resource constraints, it might be advisable to identify common data sources for global, regional and national indicators with a view towards an integrated data ecosystem for the country. To the largest extent possible, measurement of the indicators should reflect international statistical practice and standards.

3.2 Setting baselines for monitoring and evaluation

A baseline is the initial measurement of information collected prior to the start of a programme. It serves as a point of reference to evaluate progress. Success is defined as doing better than the baseline or "turning the curve."

Establishing a baseline starts with thinking about what evaluation results should highlight. Some initial evaluation planning needs to take place in consultation with key stakeholders to help identify indicators, define what success is and potentially identify data sources.

There are three types of data sources:
- Current data that can be accessed readily. This is information that is available and in use, where the protocols for accessing the data is already in place.
- Existing data that cannot be easily accessed. This could be information from a different organization, which may not be directly related to the area/goal to be evaluated.
- Primary data collection. The information does not exist; new ways need to be developed to gather it.

Baseline data describe the initial condition, which serves as a basis for comparison with subsequently acquired data. Since the SDGs are built on the MDGs, whenever possible, the most recent available data on MDG indicators should be used as baseline data. If there are no historical data, then current position/status can be used as a starting point.

Determining a data collection method requires answering the following key questions in consultation with data producers and users:
- Are the data already available in some form?
- Is the data collection method feasible and not overly expensive?
- Is there a less time-intensive or less expensive way to collect this information?
- Will the data be useful, and will they address the desired performance measure?
- Will the resulting data be credible/reliable?

3.3 Criteria for progress assessment
Sustainable development requires evaluating performance in three interrelated areas:
- The production of goods and services (economy)
- The level of living of the inhabitants (social) and
- Changes in the planetary boundaries or natural environment.

Countries can consider adopting milestones to adequately measure progress from now until the 2030 endpoint of the SDGs. This should recognized that the trajectory of development is non-linear, and adopt a specific theory of change, based on evidence for programming and interventions that will shift the development trajectory towards achieving the goals.

The following criteria may be applied by countries to illustrate their progress towards the SDGs:
- ✓ Its declared intentions;
- ✓ The benchmark of earlier performance;
- ✓ Recorded achievements of other countries in comparable situations; and
- ✓ Global targets under the SDGs.[38]

In interpreting indicators of performance and status, due account must be taken of the environment in which a country is operating, and which may have an impact on the success of policies in achieving an objective. Developing countries are especially sensitive to events and decisions in the rest of the world. It is important to appraise as far as possible the balance between situations that reflect domestic issues, and those induced across national borders.

A SDG country report should highlight progress, nationally and/or subnationally, but also identify bottlenecks, and analyse policies and strategies to ensure no one is left behind. Possible methodologies to identify bottlenecks and analyse underlying causal relationships needed for policy evaluation and recommendations are presented in Annex I.

Developing a scorecard

The use of scorecards to assess progress on the MDGs has drawn attention from governments and other stakeholders, including development partners, and could be extended to SDG reporting. Scorecards provide a user-friendly snapshot of progress. They also indicate what could happen if current trends continue in a business-as-usual scenario, and can act as quick calls to mobilize action to re-direct efforts in areas that may be lagging behind. Boxes 18 and 19 present examples.

Box 10. Center for Global Development's MDG Progress Index: Gauging Country-Level Achievements

The Center for Global Development developed MDG Progress Index to update trends of how individual countries were faring against eight core MDG targets (extreme poverty, hunger, education, gender, child mortality, maternal mortality, HIV/AIDS, and water). This interactive MDG web tool provides a graphic illustration of each country's progress toward the MDG targets. Users can examine performance trends for either current year or previous year across each core MDG indicator.

Moreover, the tool includes a comparison of year-over-year changes in performance trends. The CGDev continued to provide supplementary map overlays for those MDGs with absolute performance targets (education and gender),

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[38] There needs to be a deeper discussion on targets. Countries need to understand how they should localize targets on the basis of the benchmarks they have available. It is important to introduce concepts on how targets should be tracked for progress.

which were widely considered to be biased and unfair to countries starting from a low baseline. These alternative measures illustrated each country's average annual progress, which is arguably a much more realistic measure of real-world improvements. The web-based score card tool included the complete underlying dataset to provide users with even greater workability.

Source: http://www.cgdev.org/page/mdg-progress-index-gauging-country-level-achievements

Box 11. The Overseas Development Institute (ODI)'s Projecting progress: Reaching the SDGs by 2030

The 2015 flagship report is a score card to project progress across the full SDG agenda, showing where – if current trends continue – the world will be in 15 years' time. The tool provides a benchmark that can and should be exceeded if an early start and strong implementation effort is made across the SDG agenda. For the purpose of illustration, only one target per goal was selected; so the score card presented the trend for a key target for each goal, as opposed to all targets under all goals. The projections illustrated how much the world would need to change its current trajectory to meet the SDGs. Projections of progress to 2030 were 'graded' based on how close to the target the world will be if current trends continue.

Grading system	A	B	C	D	E	F
Current trends suggest	Will meet the target	More than halfway to target	More than a third of the way to target	More than a quarter of the way to target	Little to no progress	Progress in wrong direction

As well as scoring the projections, the ODI report categorized results into three groups as a way to understand further the level of transformation needed. It named these groups respectively 'reform', 'revolution' and 'reversal'.
Reform: Targets that the world is on course to get more than halfway towards, thereby making considerable progress toward the target by 2030 if current trends continue. These were targets that received a B.
Revolution: Targets where progress is heading in the right direction, but current trends only get us just beyond one third, one quarter and one fifth of the way there. Progress would need to gain at multiples of current rates for the targets to be achieved by 2030. These were targets that received a C, D and E.
Reversal: Targets where current trends have to be completely reversed to have any chance of being reached by 2030. These were targets that received an F.
These groupings were not intended to indicate specific actions needed, rather a rough way of thinking about prioritisation alongside levels of effort needed.

Source: https://www.odi.org/sites/odi.org.uk/files/odi-assets/publications-opinion-files/9938.pdf

Box 12. The scorecard tool

Some existing country reports illustrate what scorecards might look like, offering ideas for adoption in future SDG reports.

The scorecard included in Finland's 2015 SDG Country Report assigns each of the 17 SDGs a colour (orange, yellow or green) that corresponds to overall performance (poor, moderate or excellent). The image allows a quick and effective appreciation of areas doing relatively well vis-à-vis those that need further effort.

AGENDA 2030 GOALS AND STARTING LEVEL OF FINLAND

1. No poverty
2. Zero hunger
3. Good health and well-being
4. Quality education
5. Gender equality
6. Clean water and sanitation
7. Affordable and clean energy
8. Decent work and economic growth
9. Industry, innovation and infrastructure
10. Reduced inequalities
11. Sustainable cities and communities
12. Responsible consumption and production
13. Climate action
14. Life below water
15. Life on land
16. Peace, justice and strong institutions
17. Partnerships for the goals

Starting level – Finland: EXCELLENT MODERATE POOR

Source: Finland's SDG Country Report of 2016.

In the 2014 Philippines' MDG report, the scorecard tool assigns each indicator a label (low, medium or high) with a colour (red, orange or green) corresponding overall performance. For Goal 2, for instance, it shows that, in 2014, there was a low probability that the target of achieving a full elementary education completion rate could be met in 2015.

Goal 2: Achieve universal primary education	
Target 2.A: Ensure that, by 2015, children everywhere, boys and girls alike, will be able to complete a full course of primary schooling	
Elementary education net enrolment rate	HIGH
Elementary education cohort survival rate	MEDIUM
Elementary education completion rate	LOW

Source: Philippines' MDG Country Report 2014.

Pakistan's MDG Country Report of 2013 used "traffic lights" to show if an indicator has been achieved (as with tuberculosis cases detected and cured under DOTS), is on track (as with HIV prevalence among 15-19 year old pregnant women) or is off-track (as with HIV prevalence among vulnerable groups).

Goal 6: Combat HIV/AIDS, Malaria and Other Diseases			
HIV prevalence among 15-49 year old pregnant women	0.041	Baseline reduced by 50%	On Track
HIV prevalence among vulnerable groups	IDU = 37.4 FSW = 0.8 MSW = 3.1 HSW = 7.3	Baseline reduced by 50%	Off Track
Proportion of population in malaria risk areas using effective prevention and treatment measures	40	75	Off Track
Incidence of TB/10,000	230	45	Off Track
TB cases detected and cured under DOTS	91	85	Achieved

Source: Pakistan's Country Report 2013.

Chapter 4: Who and how to engage

This chapter builds on experiences of the MDGs era, reinforcing how country-led national SDG reports can serve as policy dialogue and accountability tools. It:
- Defines engagement in light of the 2030 Agenda[39] emphasis on undertaking country-led national SDG reviews in an open, inclusive, participatory and transparent manner;
- Discusses who to engage; and
- Outlines some core review and follow-up processes.

4.1 What is engagement and why does it matter?

"'Engagement' ... is ... instrumentalist in character ... (It comprises) deliberate strategies for involving those outside government in the policy process. 'Policy process', in this context, means ways of making policy decisions and ways of implementing them. It encompasses, in particular, the processes of 'horizontal' engagement, through which those in government (the political and bureaucratic executives) relate to those who are not in direct power relations with them."[40]

Engagement, particularly in the context of the 2030 Agenda, is not a single set of activities. It is an ongoing process or conversation that builds trust and relationships. It fosters a sense of mutuality, belonging and empowerment that helps ensure choices about development, including to achieve the SDGs, will take root and be sustained over time.

Grounded in the human right principle to participate and to have access to information, engagement also:
- Is fundamental to national ownership and inclusiveness;
- Improves the quality of policy, making it more practical and relevant, and helping to ensure that services are more effective and efficient;
- Provides opportunities for diverse voices to be heard on issues that matter to them;
- Enables people to identify priorities and share in decision-making, thereby assuming more ownership of solutions and more responsibility for their implementation.

The development community as well as governments in both developed and developing countries have increasingly realized the critical importance of placing people at the centre of policy makers' considerations—not just as targets, but also as agents. The aim is to develop policies and design services that respond to individuals' needs.

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[39] 2030 Agenda, paragraph 74.
[40] J. Stewart, 2009, *The Dilemmas of Engagement: The role of consultation in governance,* ANU E-Press, http://epress.anu.edu.au/anzsog/dilemmas/pdf/whole_book.pdf.

Genuine engagement typically requires major shifts in the culture and operations of government agencies. It demands public servants embrace new skills as enablers, negotiators and collaborators. It also calls for equal treatment of all individuals and active measures to engage marginalized groups.[41] Information access, consultation and public participation are usually key elements.

According to the European Institute for Public Participation, main requirements for successful public participation or engagement are a systematic approach to help organizers choose the most suitable and effective methods; and rigorous and challenging evaluation to develop a culture of learning around participation and advance the systematization of participatory methods.[42]

The World Bank summarizes engagement as being a process where participants and stakeholders together:[43]
- Conduct the analysis and diagnosis of an issue, collaboratively identifying needs, and the strengths and weaknesses of existing policies, services and support systems;
- Articulate needs and collaboratively set objectives;
- Decide in pragmatic terms directions, priorities, roles and responsibilities, thereby collaboratively creating the strategy that is to be pursued; and
- Collaboratively formulate tactics, which includes overseeing the development of policy details, specifications, blueprints, budgets and technologies needed to move from the present to the future state.

4.2 Identifying relevant stakeholders and forums for engagement

All nations have in place planning, budgeting and monitoring processes, with varying degrees of stakeholder involvement. But matching the transformative ambition of the 2030 Agenda requires going beyond "governance as usual." The inclusion of the full diversity of stakeholders means paying specific attention to the inclusion of all voices, with a particular focus on marginalized groups and individuals.

People living in poverty, women, indigenous communities and other minorities, persons with disabilities, forcibly displaced and stateless persons, children and young people, migrants, and lesbian, gay, bisexual and transgender people are some of the groups not necessarily included in policy- and decision-making. They often lack adequate fora in which to build consensus and articulate demands for their social, economic as well as civil and political rights. While some groups have effective organizations to represent them, others do not. UN country teams may wish to foster the development of new stakeholder groups, where necessary.

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[41] When identifying marginalized communities, governments and the UN country team should be aware of potential challenges, such as their wish to protect against risks they might face. It is important to use the principle of self-identification and inclusive definitions that can minimize exclusion errors.

[42] European Institute for Public Participation, 2009, "Public participation in Europe: an international perspective," www.participationinstitute.org/wp-content/uploads/2009/06/pp_in_e_report_03_06.pdf.

[43] World Bank, 1996, *The World Bank Participation Handbook.*

For SDG review and follow-up processes, logical starting points for engagement arise where national multistakeholder bodies exist, or where planning commissions operate in collaboration with multistakeholder forums.[44] Such consultative bodies can review existing development plans and the process of tailoring the SDGs to national contexts, and become mechanisms for ongoing national dialogue on the implementation of nationally oriented SDGs.

In many countries, the tripartite social dialogue structures between governments, businesses and workers can serve as platforms for more comprehensive implementation and accountability mechanisms. Boxes 13 to 15 present examples. National human rights institutions could also play a crucial role in promoting transparent and inclusive processes for participation and consultation with rights-holders and civil society, including reaching out to those who are furthest behind.

Where formal bodies or fora do not already exist, governments could convene a consultative forum for the purpose of SDG reviews and implementation. The European Economic and Social Committee, for example, recently instructed its Section for Agriculture, Rural Development and the Environment to draw up an information report on "Opportunities and processes for civil society involvement in the implementation of the post-2015 agenda in the EU." A key proposal is "to establish a regular platform or forum for the EU sustainable development agenda."

Box 13. German Council for Sustainable Development

The independent German Council for Sustainable Development has led several comprehensive stakeholder engagement processes on major issues such as corporate responsibility and the transformation of energy supplies. These have helped build national consensus on ways forward. Since 2001, the German Chancellor has renewed the Council every three years, mandating that it comprise 15 members representing all parts of society.

In 2014, the Government asked the Council to assess how national implementation of the SDGs will impact Germany's sustainability policy. The Council responded in 2015 by engaging experts in and outside of Government, and submitted a statement on "Germany's Sustainability Architecture and the SDGs."

Source: German Council for Sustainable Development, www.nachhaltigkeitsrat.de/en/home/.

Box 14. People Speak Up Across Africa

Consultations in Africa around the 2030 Agenda largely benefited from a legacy of formulating development plans that have demanded broad consultations with different stakeholders. Consultations build on this foundation but also encouraged even broader participation.

In 30 countries, consultations took place under the aegis of governments, UN country teams, and key actors of civil society, including women and youth groups, people with disabilities, people living with HIV/AIDS, academia and the private sector. Close to 350,000 stakeholders were consulted at the subnational and national levels.

Methods applied included face-to-face meetings, focus group discussions, stakeholder interviews, radio phone-in programmes, television panel interviews, and specific group and expert group meetings. Several countries used on-

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[44] In the 2030 Agenda, paragraph 74f, UN Member States explicitly noted that review mechanisms "will build on existing platforms and processes, where these exist, avoid duplication and respond to national circumstances, capacities, needs and priorities." The Secretary-General's 2016 report in paragraph 74 also emphasized the need for reviews to build on existing structures and draw on contributions from all stakeholder groups.

and off-line surveys, including MY World surveys, and text messaging, which resulted in feedback from 17,000 young people in Uganda.

Source: UN Development Group, 2013, *A Million Voices: The World We Want, Annex 1: Process Description of National Consultations,*
www.worldwewant2015.org/bitcache/a12912374467d541419521c7ab79c80e1a07f66c?vid=422333&disposition=inline&op=view.

Box 15. Major groups and other stakeholders at the United Nations

Since the first UN Conference on Environment and Development in 1992, known as the Earth Summit, the active participation of all sectors of society and types of people has been seen as a key component of sustainable development. Agenda 21, adopted at the Conference, formalized nine sectors of society as the main channels for participation in UN activities. These "major groups," many of which are now engaged in intergovernmental processes at the United Nations, include:

- Women
- Children and youth
- Indigenous peoples
- Non-governmental organizations
- Local authorities
- Workers and trade unions
- Business and industry
- Scientific and technological community
- Farmers

To learn more, visit: https://sustainabledevelopment.un.org/aboutmajorgroups.html

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4.3 Encouraging inclusive approaches to national SDG review processes

An inclusive SDG review process involves continual listening and learning. It focuses on what is important to someone now and in the future, and acts on this understanding, with the help of allies, to achieve common goals. An inclusive process requires being responsive to inherent power dynamics that privilege the voice and perspectives of those already holding power. From a human rights-based perspective, important elements are inclusiveness and non-discrimination, openness and transparency as well as accountability and participation.

Inclusive approaches meet at least four criteria:

- Visibility: to be noticed and recognized;
- Consideration: policy makers take into account one's concerns and needs;
- Cooperation and coordination, and
- Access and an enabling environment through ensuring financial resources, reducing social isolation and segregation, facilitating the establishment of proper platforms, increasing opportunities to engage, developing competencies and promoting respect.

This section briefly presents different methodologies and practical steps to make national SDG review and reporting processes inclusive.

Inclusive reporting

Inclusive national SDG reporting begins at the conceptualization stage, extending through the analysis of issues, the validation of findings and recommendations, and their dissemination.

Several practical steps to make reporting inclusive are:

- Set up a stakeholder steering committee/taskforce as the first step in preparing an inclusive country-led SDG report. It can develop an agreed mode of operation and work programme allocating responsibilities and timelines for each activity, and then guide the preparation of the report. Ideally, the committee would include representatives from national human rights institutions and parliaments.
- Outsource background research to local researchers who understand local needs and challenges, and can design local solutions. Recommendations based on this research will then be less likely to be seen as imposed.
- Establish a multistakeholder review group to synthesize research findings in a balanced way and produce a coherent first draft of the national SDG review report.
- Organize multistakeholder consultations and workshops to obtain feedback on the draft report and validate its findings, as well as to design the best dissemination strategy.

Developing an advocacy plan

An advocacy plan is a strategic management tool that uses communication to promote change, whether of a behavioural, organizational, societal or policy nature. It is a core component of an inclusive national SDG review process, and may require dedicated human and financial resources.

It should support three stages:

- Promoting the consultations leading to the development of the report;
- Disseminating the report's results; and
- Backing implementation of key recommendations.

Strategic advocacy planning defines advocacy goals and how to reach them, with enough flexibility to adapt to changes that arise over time. An advocacy plan typically contains:

- ✓ A set of clearly defined advocacy goals and objectives, which might cover the process of engagement as well as specific changes related to particular issues or sectors;
- ✓ An analysis of context and target audiences, including those who can influence relevant decision makers, those who might participate directly in the SDG review process, and those who lack information despite their right to have it;
- ✓ An analysis of channels to reach target audiences;
- ✓ Key messages to inform, influence and drive change;
- ✓ Communication and advocacy products that will persuade different audiences; and

✓ A clearly defined and articulated implementation strategy defining timelines, activities and key milestones, along with any risks and required mitigation measures.

Leveraging different forms of media

In many countries, diverse forms of media, from radio stations to online forums, can broaden engagement in the SDG review and follow-up process. Outreach through the media can bring in people who otherwise might not be able to participate, and potentially uncover issues that might be overlooked. Media can also be key to widening the dissemination of findings and mobilizing people to act on different issues.

Strategies for effective media engagement are elaborated in more detail in Annex III, but some core considerations, within a broader advocacy plan, are to:
- Identify media engagement goals;
- Define major audiences and media channels most likely to reach them;
- Engage with leading media personalities willing to expand coverage on SDG issues they feel strongly about; and
- Include media associations in multistakeholder steering committees and consultations.

Online platforms and social media can offer tremendous opportunities to make the SDG review process participatory, open and inclusive.[45] Facebook, Twitter, YouTube and Instagram, to name a few, have become critical platforms for advancing social and economic change, transforming how governments, businesses and individuals interact, and offering new ways of addressing development challenges. UN developed platforms such as WFP's *mVAM*, UNICEF's *U-Report* and UNESCO's *Generation What?* have been specifically designed to collect people's feedback and perceptions on development issues and challenges, and can also assist efforts to increase stakeholder engagement and involvement in SDG review processes.

These platforms could be used to gather perspectives from a cross-section of people during SDG review processes, as well as for advocacy and consensus-building on findings and recommendations, in accordance with national guidelines. Boxes 9-12 present some examples.

Keep in mind that many populations remain excluded from online access, for reasons such as extreme poverty, rural locations or being part of indigenous communities. The risks of social media platforms also need to be factored in, including those related to violence online and the spread of misleading information.

Box 16. The Forum on Sustainable Development in Southern Africa

This is an example of how countries can institutionalize knowledge sharing in the region for mutual benefits. The Forum on Sustainable Development in Southern Africa was organized by the UNDP/Southern Africa Sub Regional

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[45] When setting up platforms/strategies for engagement, the UN country team and Resident Coordinator should be aware of protection concerns and how to ensure safety.

Resource Facility with the support of the UNDP South Africa, the Regional Bureau for Africa and the Bureau for Development Policy. The Forum brought together participants from Southern African countries representing government, parliament, private sector, academic and research institutions, civil society organizations, regional groups, donors and UN agencies. The main objective of the Forum was to place the MDGs within the policy environment of Southern Africa in order to provide a platform for further action to promote sustainable development and poverty reduction.

The Forum was organized around the following three key themes:
- <u>Policy Reforms and the MDGs</u>: Aimed to explore the links between the MDGs targets and national development objectives and instruments such as Poverty Reduction Strategies and National Long Term Perspectives.
- <u>Sustainable Development and the MDGs: Parameters for measuring sustainable development</u>: Explored how best to integrate sustainable development issues into the areas of poverty reduction and economic development.
- <u>Partnerships and the MDGs</u>: Reviewed developmental partnerships at the global, regional, national and local levels.

Source: http://www.sarpn.org/documents/d0000514/MDG_Forum_Report_August_03.pdf

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Box 17. UNITAR's National Briefing Package

The UNITAR Post-2015 National Briefings are "a self-explanatory integrated toolkit designed to support national facilitators in planning and delivering briefings at the country level. The package includes:

- Detailed programme, organized in six modules with guidance for facilitators;
- Discussion questions prepared with guidance from the UNDG Sustainable Development Working
- Group;
- Kit with presentations, quizzes, videos, participants' manual and methodologies for discussion groups.

Modules 1 and 2 are particularly suited to the Introductory Workshop Series on the 2030 Agenda and SDGs. An easy 10-step process is outlined to help UNCTs organize a national briefing.

Source: UNITAR (2015). Post-2015 National Briefings Package, Module 6: Translating Global Agenda into National Goals, https://www.learnatunitar.org/course/view.php?id=517&section=1; also see UNDG (2015) Mainstreaming the 2030 Agenda for Sustainable Development: Interim Reference Guide to UN Country Teams, October

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Box 18. The Sustainable Development 2015 website

The Sustainable Development 2015 website was developed to provide the latest news, information and expert analysis around the global decision-making process to define a new set of global goals to eradicate poverty through sustainable development, known as the post-2015 development agenda. The website formed part of a wider multi-stakeholder engagement programme run by *CIVICUS* (a global network of CSOs and activists) and *Stakeholder Forum* (an international organization working to advance sustainable development and promote democracy), in collaboration with UNDESA, known as *SD2015*. The programme provided tools and opportunities for all stakeholders to input to the process and help build a more sustainable future, through five focus areas: raising awareness; increasing engagement; empowering stakeholders; coordinating advocacy; and strengthening governance.

SD2015 also supported 12 partners to develop national level advocacy plans for influencing the post-2015 development agenda. It aims to equip stakeholders with relevant information and tools to enable them to develop and implement an effective post-2015 advocacy strategy. A companion to the toolkit, 'Engaging with the Media' provides a guide to the strategic use of the media and social media in the context of post-2015 advocacy. The media guide provides advice and guidance on how to target messages for broadcast, press and social media; identify and build relationships with journalists; conduct interviews and hold press conferences, in order to deliver post-2015 advocacy messages to a wider audience.

Source: http://www.sustainabledevelopment2015.org/.

ANNEXES

Annex I – Beyond monitoring: encouraging analytical SDG reporting

The following analytical approaches could prove useful in the preparation of SDG country reports[46]:

- ✓ Analytical narratives
- ✓ Trend analysis
- ✓ Focus Group discussions
- ✓ Poverty and Social Impact Analysis (PSIA) and Benefit Incidence Analysis (BIA)
- ✓ Microsimulations
- ✓ MDG Acceleration Framework (MAF) and similar approaches
- ✓ Growth Diagnostic approaches
- ✓ Systems and Economy-wide modelling
- ✓ Environment Impact Assessment
- ✓ Assessment of Inequalities and Discrimination [47]
- ✓ Budget Analysis[48]

Analytical narratives

Analytical narratives – as the phrase suggests – brings together analyses and narratives. It is a "tripartite method of comparative research," which integrates statistical analysis, formal theory and narrative. While paying as much attention as possible to statistical rules of causal inference, analytical narratives search for a means to understand instances of change not susceptible to many, standard empirical techniques, such as econometrics. In many cases, especially with diverse conditions, generalization is more difficult, but satisfying causal explanation should be more possible, using analytical narratives. What is essential is "plausibility" of causal links – do they make sense – or, to be able to reflect on proximate cause(s). Analytical narratives are more suitable for case studies which recognize diversities and can be generated by using a variety of heterodox methods.

Box 21 describes how analytical narratives were generated through peer ethnography as part of the monitoring of empowerment of youth in Jamaica. Similarly Box 21 illustrates how social movement

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[46] While this list is of relevance, this is not meant to be exhaustive and there are other approaches which could be of relevance to a particular country context.

[47] See proposal from the international human rights mechanisms to monitor inequalities and discrimination (available at: http://ohchr.org/Documents/Issues/MDGs/Post2015/EqualityAndNonDiscrimination.pdf). Three perspectives of human rights assessment, average, deprivation and inequality perspective.See (Human Rights Indicators: A Guide to Measurement and Implementation, HR/PUB/12/5, pp. 126-128.; available at: http://www.ohchr.org/Documents/Publications/Human_rights_indicators_en.pdf)

[48] Budget analysis can be used to align State's budget with its human rights obligations, including gender equality. The same analysis could be used to make the budget process more effective for the implementation of the SDGs. For more information, see: Human Rights Indicators: A Guide to Measurement and Implementation, HR/PUB/12/5, pp. 121-126 (available at: http://www.ohchr.org/Documents/Publications/Human_rights_indicators_en.pdf)

members in Bangladesh produced analytical narratives of change using theatrical performances to dramatize and shed light on changing power relations resulting from social movement membership.

Box 19. Monitoring and evaluation of police-youth relations in Jamaica

In Jamaica, the Cabinet Office, with financial support from DFID, promoted a system of locally-generated indicators designed to improve social policy design and implementation. This system of community-based policy monitoring involved community members across different localities identifying their own indicators, and teams of volunteers measuring and monitoring progress against these indicators in comparison with other localities. The first policy area selected for collecting such information was that of "youth inclusion", and specifically police-youth relations.

Young people met in small groups in their communities to produce community score cards of police-youth relations. Sessions began with the group being split into two smaller groups and each performing a short role-play, one depicting good police-youth relations from the perspective of youths and the other from the perspective of police officers. The whole group was then asked to describe what constitutes "good" police-youth relations. Following the description and characteristic linkage, the groups were asked to discuss further their general understanding of each characteristic, i.e. defining and coming to a common understanding of each characteristic to be scored and analysed. The participants were then asked to score the current situation using the community score card. They were asked to justify these scores and to discuss causes, effects and possible solutions.

The following five indicators were identified that captured three elements of empowerment in the relationship between youth and police (the existence of choice, the exercise of choice and the outcome of choice) and scored using a 5 point score (1= Very poor; 2= Poor; 3= Fair; 4= Good; 5= Excellent):
▪ level of youth access to information about police activities and services
▪ level of youth willingness to use police services (e.g. reporting incidents)
▪ ability of youth to officially complain about inappropriate police behaviour/action
▪ level of youth willingness to officially complain about inappropriate police behaviour/ action
▪ level of youth hope that police-youth relations can improve

Source: Holland J., et al. (2007), Monitoring Empowerment in Policy and Programme Interventions: Combining Qualitative and Quantitative Approaches, Q Squared Working Paper No. 45, November, University of Toronto.

Box 20. Participatory M&E within a social movement in Bangladesh
A participatory grassroots review of a land rights social movement in Bangladesh generated a set of quantitative indicators for monitoring and evaluating empowerment. The review used tried and tested participatory rural appraisal (PRA) methods – including the mood meter, well-being analysis, scoring, network mapping, timelines, flow diagrams, drawings and drama – to facilitate local analysis of changes in power relations. The review generated more than 8,000 key statements from groups and committees within the movement. These were clustered into four categories of group empowerment (political, social, economic and capability) and cross-tabulated against three levels of developmental progression (awareness, confidence and capability, and effectiveness and self-sustaining). Some 132 indicators were mapped onto this matrix as a baseline for annual participatory M&E, with a happy face assigned to those indicators that had been achieved and an unhappy face to those that had not been achieved, prompting an action plan for making better progress on those indicators. One participant from a men's group commented: "The process is very important – it is like looking in a mirror. When we find out what we have not been able to achieve we make a plan to take action. We have been a group for nearly 23 years and if we had done this before it would have made a big difference. We would have been able to pick up our lackings earlier". While forming the basis for reflection and action for the "primary stakeholders" within the movement, some indicators were also useful for "secondary stakeholders", including movement field staff, programme staff and external donors.

Source: Jupp D. et al.(2010), "Measuring Empowerment? Ask Them: Quantifying qualitative outcomes from people's own analysis. Insights for results-based management from the experience of a social movement in Bangladesh", Sida Studies in Evaluation 2010, Vol. 1.

Trend analysis

Trend analysis is a tool for rigorous thinking to look at how a potential driver of change has developed over time, and how it is likely to develop in the future. Several trends, under different possible scenarios – such as with and without interventions – can be combined to picture a possible future for the sector of interest, such as schooling. Trend analysis is a powerful tool for planning and policy analysis by creating plausible, detailed pictures of what the future might look like with different policy interventions.

Trend analysis has to meet the following key criteria for developing robust scenarios:

- Plausible: Logical, consistent and believable
- Relevant: Highlighting key challenges and dynamics of the future
- Divergent: Different from each other in strategically significant ways
- Challenging: Questioning fundamental beliefs and assumptions

Trend analysis is vital to identify those SDG targets where progress is slow and/or shows a declining trend (that is, not likely to reach a particular SDG target by 2030), or adequate and accelerating (that is, will likely reach or surpass expected progress). This is the first step towards pin-pointing the key factors that constrain or enable SDG progress so strategic decisions can be taken to address constraints and accelerate progress. The trend analysis can be undertaken using an Excel template as follows:

- Enter for each SDG target the 2015 (or closest year with reliable data) as baseline data and the target data (for 2030). This will generate a line from the baseline to the target.
- Enter the trend column data points at three or five-year intervals (e.g. 2018, 2001, etc.), or those for which data are available (**do not** include zero values in either columns).
- The template will automatically generate the respective graphs against each target.

Focus group discussions

Focus group discussion (FGD) is a good way to bring together people from similar backgrounds or experiences to discuss a specific topic of interest. Thus, it is a tool for designing interventions for specific sections of the population, such as youth, or people with disabilities, and assessing their effectiveness. The strength of FGD relies on allowing the participants to agree or disagree with each other so that it provides an insight into how a group thinks about an issue, about the range of opinion and ideas, and the inconsistencies and variation that exists in a particular community in terms of beliefs and their experiences and practices.

FGD sessions need to be prepared carefully through identifying the main objective(s) of the meeting, developing key questions, developing an agenda, and planning how to record the session. The crucial element of FGD is the facilitation – the facilitator while need to guide the discussion, must maintain neutrality.

Some important points to bear in mind in facilitating FGDs are to ensure even participation, careful wording of the key questions, maintaining a neutral attitude and appearance, and summarizing the session to reflect the opinions evenly and fairly. A detailed report should be prepared after the session is finished. Any observations during the session should be noted and included in the report.

FGDs can be also done online. This is particularly useful for overcoming the barrier of distance. While discussion is constrained, the written format can help with reporting on the discussion. Useful guidance for organizing focus group discussions can be found in:

(i)   Guidelines for Conducting a Focus Group; https://assessment.trinity.duke.edu/documents/How_to_Conduct_a_Focus_Group.pdf

(ii)   Overseas Development Institute (ODI) Research tools: Focus group discussion; https://www.odi.org/publications/5695-focus-group-discussion

(iii)   Community Tool Box, Conducting Focus Groups, http://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/conduct-focus-groups/main

Poverty and Social Impact Analysis (PSIA) and Benefit Incidence Analysis (BIA)

A central redistributive or anti-poverty policy instrument in developing countries is public spending on social services such as education and health care. However, evaluating the impacts of such social expenditures on distribution and poverty is challenging. In an effort to aid in this regard, the World Bank's Research Department has prepared "A User's Guide to Poverty and Social Impact Analysis".[49] It addresses seven key areas:

- What is being analysed?
- What is the welfare measure being assessed?
- Whose welfare is being analysed?
- How are impacts channelled?
- How do institutions affect outcomes?
- When do impacts materialize?
- What are the risks of an unexpected outcome?

The User's guide also notes that there is no methodological template for analysing the poverty and social impacts of policy. However, it identifies ten elements that can make for good-practice PSIA. They are:

1. Asking the right questions
2. Identifying stakeholders
3. Understanding transmission channels
4. Assessing institutions
5. Gathering data and information
6. Analysing impacts
7. Contemplating enhancement and compensation measure

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[49] http://siteresources.worldbank.org/INTPSIA/Resources/490023-1121114603600/12685_PSIAUsersGuide_Complete.pdf

8. Assessing risks
9. Monitoring and evaluating impacts
10. Fostering policy debate and feeding back into policy choice.

Box 21. Asking the Right Questions

The analysis of a fiscal reform ideally includes an evaluation of the short-term impact as well as the expected longer-term impact and the assumptions underlying the realization of long-term benefits. But beyond the dynamic impact of the reform, the analyst should also consider whether structural issues are affecting the country's fiscal performance.

In PSIA work in the Pakistan energy sector, the initial focus was on an electricity tariff increase to cover costs that represented a significant and chronic fiscal drain. Further problem analysis revealed that questions about the increased costs of power generation and non-tariff charges, and the imbalance between distribution and generation investments, were equally important to achieving a more sustainable energy sector.

Reform of the sugar sector in Guyana is being analysed because of its fiscal cost and the number of people affected by the reform. The analysis is comparing the reform's direct impacts on employment and indirect effects on municipal services and dependents with the long-term employment and fiscal losses that would likely occur if the sector were to continue in its current state, given the continuing decline in world sugar prices and the phasing out of preferential prices under the Lomé Accord.

Source: World Bank, "A User's Guide to Poverty and Social Impact Analysis", p. 10

Microsimulations

Microsimulation models are computer models that operate at the level of the individual behavioural entity, such as a person, family, or firm. In general terms, microsimulation refers to modelling changes in the state or behaviour of micro-level units due to policy interventions. That is, microsimulation models are often concerned with current and future policies. Microsimulation methods are increasingly used to study the effects of policies on the income distribution.

A number of methodologies have been used in many countries. Some methodologies, for example, use sector employment impacts derived from economy-wide simulations to estimate changes in household income. Some are suitable to analysis by gender, area of residence and other sociodemographic indicators. Other micro simulation exercises directly impose the expected effects of policies and shocks on the relevant variables in household surveys and administrative data to draw detailed pictures of their effects.

A good discussion of various aspects of microsimulation for policy analysis can be found in Milton, Lavinia, Holly Sutherland and Melvyn Weeks (eds.) (2000) *Microsimulation Modelling for Policy Analysis*, Cambridge: Cambridge University Press.

Figari, Francesco, Alari Paulus, Holly Sutherland (2014), "Microsimulation and Policy Analysis" discusses how microsimulation modelling contributes to the analysis of the income distribution more broadly, pointing out that it can enrich survey and administrative data by checking its consistency, adding further details and enhancing analytical flexibility. In addition, it provides the basis for calculating indicators that

cannot otherwise be estimated directly from micro-data such as measures of work incentives, net support for children and automatic stabilizers embedded in tax-benefit systems.

Statistics Canada has developed a number of microsimulation models as well as general purpose tools that assist in their construction. Some of these models and tools can be downloaded from the Statistics Canada's webpage.

MDG Acceleration Framework (MAF) and similar approaches

The UNDP's MAF – endorsed by the UN CEB – provided national stakeholders with a systematic approach to identify and analyse bottlenecks that were causing the MDGs to go off-track or to advance too slowly (see Box 28 for Uganda MAF). It generated shared diagnostics to recommend comprehensive, collaborative and focused actions, based on prioritized 'acceleration' solutions. The MAF was intended to be a relatively easy and straightforward way to build upon country knowledge and experiences and to support the increased focus that will be needed to accelerate progress in the years remaining to 2015.

The MAF Toolkit still remains highly relevant in the SDGs era. It can easily be used to conduct similar analyses for the SDGs to identify first the unfinished business with regard to the MDGs and then to track the progress in the SDGs, identify bottlenecks and to recommend policy interventions and resource reallocation. The MAF provides four systematic steps that governments, UN Country Teams (UNCTs) and other stakeholders can apply:

- Step 1 – Intervention identification: Determine the strategic interventions required to achieve the MDGs by 2015 (informed largely by country/sector plans and focused on the MDG targets that are off-track or unlikely to be met by 2015 at current rates of progress).
- Step 2 – Bottleneck prioritization: Identify and prioritize bottlenecks preventing the selected interventions from being implemented effectively and at scale.
- Step 3 – 'Acceleration solutions' selection: Determine 'acceleration solutions' for these bottlenecks.
- Step 4 – Implementation planning and monitoring: Create a shared implementation and monitoring plan for the 'acceleration solutions' (including an accountability matrix for the government and its partners).

Details on the MAF can be obtained from:

http://www.undp.org/content/undp/en/home/librarypage/mdg/mdg_accelerationframework0.html

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Box 22. The MDG Acceleration Framework in Uganda

The application of the MAF involved four basic steps. In the **first step**, priority MDG targets were selected. The MDG 5 targets were selected specifically because progress towards them has been slow in recent years. In the **second step**, interventions were prioritized. In the prioritization process, key issues and questions were addressed. For example, are all relevant, evidence-based, cost-effective and country-specific interventions necessary to address maternal health being fully and effectively implemented in Uganda? If not, which ones are currently not being effectively implemented? Which ones should be urgently implemented to accelerate progress towards MDG 5 targets? In this context, an intervention is the delivery of a package of goods, services, and/or infrastructure to achieve development goals and targets within a set timeline. For example, is skilled attendance during birth being fully and effectively implemented? If not, is it an intervention that should be implemented fully and effectively as a matter of urgency?

In the **third step**, bottlenecks, broadly defined as "proximate and removable constraints that impede implementation of MDG-related interventions," were identified. For the prioritized interventions, such as skilled attendance during birth, what bottlenecks impede their effective implementation? In identifying bottlenecks, the analysis of nationally representative survey data, administrative records from government departments, and published and unpublished papers, articles and reports were relied upon. Policies, plans and other government documents were also analysed. Interviews with key stakeholders from Government, development partners, and civil society also informed the identification of bottlenecks.

The **fourth step** was the identification of solutions, whereby a solution is defined as "an action taken to resolve an intervention bottleneck in the near-term to produce quick impact on the ground." What could the Government of Uganda, in collaboration with its national and international development partners, do to address these bottlenecks? Since a key objective of the MAF is to support implementation of existing national strategies and policies, each step was guided by key documents such the National Development Plan (2010/2011-2014/2015), the Roadmap for Accelerating the Reduction of Maternal and Neonatal Mortality and Morbidity in Uganda (2007-2015), the National Health Policy II (2010-2019), and Health Sector Strategic Plan III (2010-2014).


Source: Uganda MDGs Report 2010
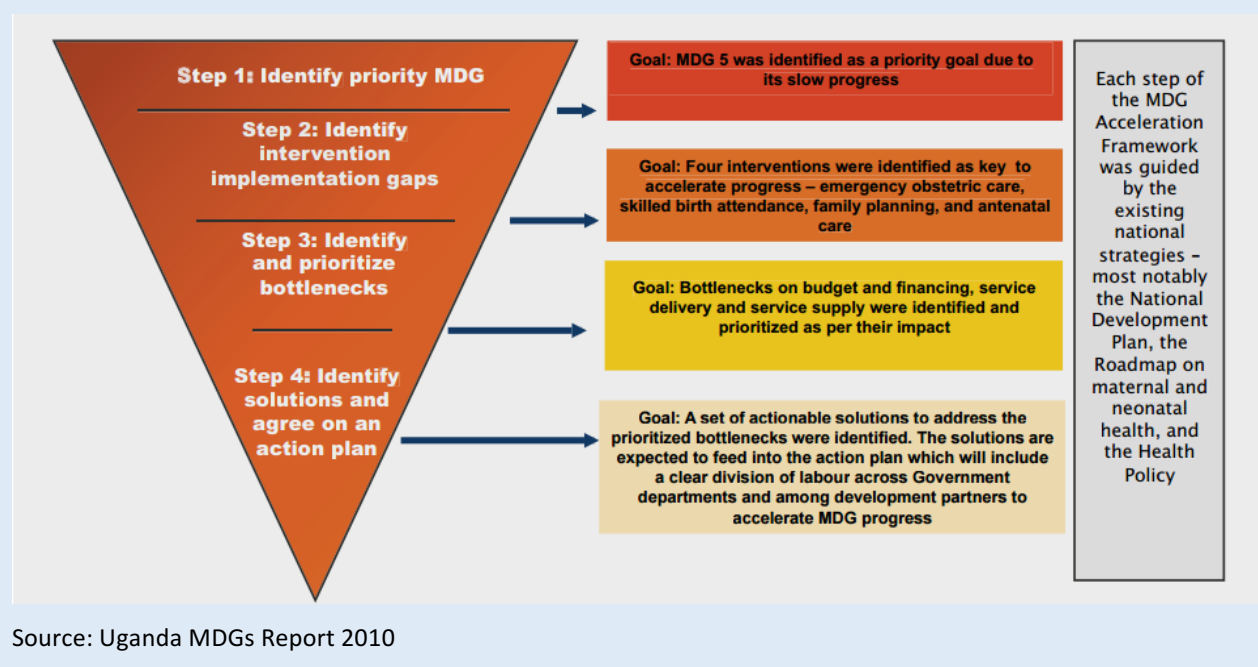
Growth diagnostic approaches

In some sense growth diagnostics are similar to the MAF; they are good for identifying policy priorities – e.g., what should we fix first? Growth diagnostics approaches can also expose assumptions behind different reform strategies, and allow systematic use of economic theory and evidence.

The approach suggests an analytical framework to identify the most binding constraints that hamper economic growth in a specific country at a specific point in time, so that policymakers can creatively develop policy designs to address the most binding constraint while taking into account relevant factors of their country's economic, political and social context. Most importantly, it considers both orthodox and heterodox policies as possible solutions to ignite growth.

The schematic flow chart below shows the diagnostics of why a country's growth rate could be low. Once some consensus is formed about the findings, especially about the underlying causes behind the constraints, policymakers can design appropriate policy interventions.
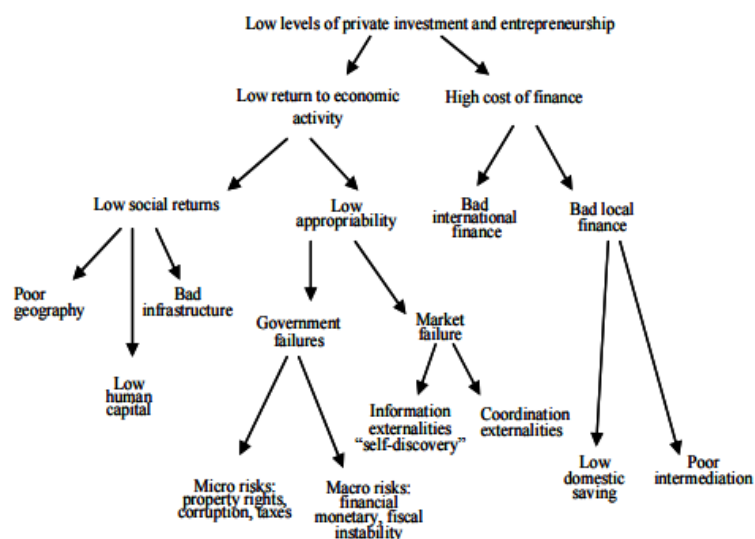
The World Bank has produced a paper, entitled, "Doing Growth Diagnostics in Practice: A 'Mindbook'",[50] that describes the meta-steps that a persuasive growth diagnosis should have, and elaborates on the strategies and methods that may be used. Rather than a step-by-step instruction manual or handbook, the World Bank paper suggests how to think about the problem of identifying a country's constraints to growth.

Lant Pritchett (with Preya Sharma) prepared "Implementing Growth Analytics: Motivation, Background, and Implementation"[51] as a background to assist DFID in adopting a "growth analytics" approach in fostering its goal of promoting inclusive growth in the countries in which it works.

Systems and Economy-wide modelling

Development policy must address the way policies and economic shocks affect multiple variables such as public budgets, the external sector, economic activity and employment in sectors, poverty and inequality. Economy-wide models are useful tools to investigate these effects. As the terminology tells amply, these exercises try to model the working of the entire economy. Some of the more widely used economy-wide models are Social Accounting Matrices (SAMs), Input-Output (I-O) and Computable General Equilibrium

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[50] http://siteresources.worldbank.org/INTDEBTDEPT/Resources/468980-1218567884549/mindbook.pdf

[51] https://www.hks.harvard.edu/fs/lpritch/NEW%20docs,%20ppts,%20etc/Implementing%20Growth%20Analytics.pdf

(CGE).[52] Input-output relations are at the core of both SAM and CGE. Besides tracking the flows of goods and services by sectors and economic agents, they can also simulate or analyse impacts of policy interventions. For example, economy-wide models examine how significant tax changes affect key economic indicators, taking into account interactions between different taxes and the second round effects on incentives.

However, one needs to keep in mind that economy-wide models are necessarily a simplification of the economy, and cannot account for all of the diverse effects of a policy intervention on an economy. Despite significant simplifications, these exercises are very data demanding even for a developed country. Many developing countries cannot produce the required data in sufficient frequency. Moreover, assumptions underlying most of these modelling exercises, especially in the case of CGE, are not suitable for developing countries.

Nevertheless, countries confront the need to harmonize policies in the economic, social and environmental dimensions. In doing so, it is critical to identify the inter-linkages that influence trade-offs and synergies across these dimensions. So, the UN-DESA with its partners has developed a suite of tools to address the complex interrelations underlying sustainable development. The website, *Modelling Tools for Sustainable Development Policies* (https://unite.un.org/analytics/desa/modellingtools) introduces practitioners to these tools, provides an interactive platform for policy analysts, and, to the extent possible, it makes available the data and model codes to promote further research and policy dialogue. In addition, specific system modelling tools that capture interrelations between selected economic, environmental and climate change variables, for example the ForFITS tool that is aimed at reducing CO_2 emissions from transport, can support informed decision-making while enhancing cooperation between relevant stakeholders and planning towards sustainable development policies.

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[52] See, Chowdhury, Anis and Colin Kirkpatrick (1994), *Development Policy and Planning: An Introduction to models and techniques*, London: Routledge

Annex II - Communications, dissemination, advocacy and capacity development

The value of communication, dissemination and advocacy

Communication, dissemination, and advocacy activities help ensure that country-led national SDG reports and reviews are undertaken in an open, participatory and transparent manner that encourages multistakeholder engagement and inclusive policy dialogue. These activities can also drive progress towards the achievement of the SDGs by:

- Ensuring the full and effective engagement of all relevant actors in national SDG reporting and review exercises;
- Disseminating knowledge around the SDGs and awareness on progress made in implementing the 2030 Agenda at the national level;
- Ensuring continuity in national dialogues around the SDGs throughout the full 15-year SDG implementation period; and
- Advocating evidence-based change, and providing a platform fostering informed, evidence-based policy-making for sustainable development.

Communication, dissemination and advocacy should be core components of national SDG review and reporting processes. An advocacy plan should be in place to support three stages:

- Promoting the consultations leading to the development of the report;
- Disseminating the report's results; and
- Backing implementation of key recommendations.

Developing an advocacy plan

An advocacy plan is a strategic management tool that uses communication to promote change, whether of a behavioural, organizational, societal or policy nature. The plan enables a structured, systematic and logically framed approach to communication, advocacy and dissemination work to achieve stated goals in an effective way.

Strategic advocacy planning defines advocacy goals and how to reach them. It should be an open, interactive, non-linear process that requires regular engagement, so plans adapt to changes in context, and remain effective and relevant.

An advocacy plan typically contains the following elements:

- ✓ A set of clearly defined advocacy goals and objectives for policy action and change;
- ✓ An analysis of context and target audiences comprising actors who can drive and/or influence relevant decision makers;
- ✓ An analysis of channels to reach target audiences;
- ✓ Communication and advocacy products to be developed according to different audiences and engagement channels;

 ✓ A set of key dissemination and advocacy messages to inform, influence and drive change; and
 ✓ A clearly defined and articulated implementation strategy, which defines timelines, activities and key milestones.

The following sections look at these elements in terms of advocacy plans for country-led national SDG review and reporting exercises.

Communication and advocacy objectives

Communication and advocacy plans should not confuse activities with communication objectives. A communication objective should express the outcome of an activity or set of activities. All objectives should be SMART: simple and clear, measurable, achievable, reasonable and time-bound.

A country-led national SDG reporting and review exercise should typically include communication and advocacy objectives such as:

- Assisting Member States to build general public awareness on the 2030 Agenda and the importance of achieving the SDGs by 2030;
- Support Member States in engaging specific actors, including those most at risk of being left behind;
- Different stakeholders use SDG-related data and other relevant information for their action planning once an SDG review report is launched;
- Data related to the report are understood and used by key institutions and social actors, including the media after the launch of the report;
- Encouraging a forward-looking, inclusive and truly participatory approach to national reporting that contributes to SDG follow-up and review work.[53]

Defining and reaching target audiences

Different countries and cultures have different ways of engaging in policy dialogues; key policy actors vary as well. An effective advocacy plan for country-led national SDG reporting and review exercises will require a deep understanding of these specificities and nuances.

Typically, target audiences will include government and state actors, such as national and regional governments, local authorities, parliaments, civil society, the private sector, traditional and cultural leaders, women's organizations, representatives from ethnic minorities and communities affected by displacement, faith-based organizations, trade unions, mass organizations, young people, the media and international development partners.

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[53] There should be clear parameters governing participatory and inclusive processes such as respecting and protecting rights to assembly and expression, and access to information.

In the context of the 2030 Agenda and its ambition to be a truly universal agenda for all and by all, it will be important to find ways of ensuring the full participation of all actors. This may require tailoring messages to specific audiences and languages, and using different communication channels, from social media to local dialogues.

Box 23. UNICEF's U-Report social platform

UNICEF pioneered U-Report, a system based on text messaging, to engage young people, empower communities and hold governments more accountable. It started as a local innovation to help young Ugandans engage on issues that affect their lives. Today, young U-Reporters from around the world use it every day to voice their opinions, connect to their leaders and help change conditions in their communities.

To become a U-Reporter, users equipped with even basic mobile phones text the word "join" to a toll-free short-code. Within moments, they can share their opinions on everything from the job skills they want to the best way to tackle epidemics. This information is instantly mapped and analysed, yielding vital information and real-time insights about how young people see their world and what they think is most important. Aggregated views are used by development partners in their advocacy with governments—and even shared directly with elected leaders.

For example, every Member of Parliament in Uganda has signed up for U-Report to monitor and respond to what young people in their districts are saying about key issues. Some leaders have used it to strengthen immunization and other health campaigns.

With more young people in a growing number of countries joining U-Report every month, UNICEF is working to scale it up to reach particularly disadvantaged and vulnerable communities.

Source: UNICEF, www.unicef.org/media/media_82583.html.

> **Box 24. the 'MY World' Survey: a global outreach tool for the SDGs**
> Launched in 2012 as part of the global consultations leading to the adoption of the Agenda 2030, MY World 2015 was a survey, led by the United Nations and more than 1,000 partners around the world. It was designed to bring the voices of diverse people into the negotiation process, inform global leaders about people's priorities and views, and advocate for these to be considered in the definition of the next development agenda.
>
> Through creative offline, online and mobile phones methods, MY World 2015 reached citizens of all ages, genders and backgrounds, including in poor and marginalized communities. It helped build a collective vision of what matters to people. In total, over 9.7 million individuals from around the world expressed their priorities. Eighty percent of the votes were collected through pen and paper. Over 70 percent came from the global South, from countries with medium or low human development, and 77 percent came from respondents age 30 or under. The initiative enabled leaders of the world to go beyond traditional means of public debate and policy dialogue, and reach out directly to individuals across the planet from all walks of life.
>
> Building on this experience, the UN SDG Action Campaign and partners have developed MY World 2030, an adaptable platform for citizen-generated data to track progress on the SDGs over the next 15 years, according to public perception. While collecting globally comparable data, the project also aims to build local dialogue between decision makers and citizens in order to contribute to a "people's perspective" on how to implement the new agenda at different levels.
>
> MY World 2030 can be adapted to create national chapters like MY Jamaica, thanks to a citizen-focused set of 60 SDG questions that can be used by UN country offices in consultation with civil society and policy specialists; it has been tested with polling agencies in Kenya, Thailand and the United Kingdom. Allowing flexibility to adjust the survey to local contexts and to monitor SDGs that are more relevant to local realities means the survey can be further localized, even to create versions for cities, like MY Kingston in Jamaica.

Selecting the right channels

Once audiences for advocacy are identified, the next step is to select the most appropriate channels to reach them. Mass media should be included, but more targeted approaches should be considered as well, such as interpersonal communication, religious ceremonies or activities, local gatherings, school and cultural events, etc.

New technologies offer opportunities to engage people in sharing their views and learning more about the 2030 Agenda and the SDGs. Good practices examples in Benin and Montenegro, among other countries, suggest that this is an avenue to explore.

Communication and advocacy products to promote and disseminate the report

Communication and advocacy products should be tailored to the channels selected in the advocacy plan. While many options are available, those selected should make the clearest contributions to achieving advocacy objectives.

An SDG report is a key piece of the strategy and the advocacy plan. It should be developed to communicate results in a clear and concise way, to promote understanding and to leverage support. Creative, high-impact presentation of data is highly recommended to communicate key messages in a compelling way.

One-page fact sheets can capture key aspects related to each of the SDGs. Clear and concise facts shared in this kind of snapshot can be communicated to a diverse range of audiences, and be used as key reference guides for journalists and other advocates. Fact sheets can also be easily translated into local languages.

A web page to host the SDG report and other related materials is key to any advocacy plan. It may be hosted on a government or United Nations site. Social media outreach can be linked to the landing page.

Developing key dissemination and advocacy messages

Advocacy messages developed around a national SDG review and reporting exercise should incorporate two angles:

- **Messages to engage different actors in preparing the report:** These are aimed at building awareness of the 2030 Agenda and its goals, promoting participation around the SDG review and reporting process, and enhancing national ownership of the 2030 Agenda. They can capitalize on 'The World we want' messaging campaign, adapting them to the country context.

- **Messages linked to findings presented in the report:** Definition of these message should take, to the extent possible, a multistakeholder approach, involving key partners. This will aid in meaningful engagement of people who want to join the 2030 Agenda movement. It will help ensure that messages remain relevant, effectively feed into national policy dialogues and debates on sustainable development, and contribute to social, policy and behavioural change in support of the SDGs.

Advocacy and communication activities: implementing the plan

Implementation of the communications and advocacy plan should be anchored in key activities to achieve plan objectives and reach target audiences with tailored messages through identified channels. Activities should be action-oriented and easy to measure. Some examples of activities and related objectives are:

Objective 1: Engage specific actors, particularly the most excluded populations, so that they can actively contribute to 'the world we want' by 2030, and to ensure that no one is left behind.

Activity 1: Mapping key civil society organizations at country and regional level to ensure a targeted communication plan.

Activity 2: Reaching key civil society organizations to brief them on the SDG progress report.
Activity 3: Organizing action-oriented workshops to share the results of the report among civil society groups.
Activity 4: Developing key communication products (fact sheets, presentations, etc.) to facilitate the consultation process.

Objective 2: Build general public awareness on the 2030 Agenda and the importance of achieving the SDGs by 2030 during the elaboration phase of the report.

Activity 1: In collaboration with the government, agree on an information campaign to disseminate the 2030 Agenda and the SDGs among key audiences.

Activity 2: Implement the communication campaign, ensuring a participatory approach.

Objective 3: Inform journalists about achievements and challenges in implementing the 2030 Agenda and achieving the SDGs

Activity 1: National and regional media workshops can explain the reporting process and its importance, and show journalists how to use the data for reporting purposes.

Activity 2: Establish a journalists' network in support of the 2030 Agenda.

Activity 3: In collaboration with partners, identify human interest stories related to the issues being addressed in the report to pitch to the national media.

Objective 4: Frame evidence-based national communication strategies and public campaigns on the 2030 Agenda at the national and subnational levels

Activity 1: Identify key areas that are lagging behind according to the SDG results report; engage key ministries in discussing potential communication campaigns that can be developed to change or enhance certain behaviours.

Advocacy and communication resources to promote sustainable development
- Official UN Communication Materials – The 2030 Agenda and Sustainable Development Goals
- Sustainable Development Summit - Social Media Pack
- A week before the gavel drops: Raising public awareness of the Sustainable Development Goals – UNDG Webinar
- Communicating the SDGs: Guidance for UN Country Teams – UNDG Webinar
- Sustainable Development Goals - Frequently Asked Questions – UNDG
- At the heart of change: The role of communication in sustainable development, Panos London
- Getting started with the Sustainable Development Goals, Sustainable Development Solutions Network
- Project Everyone – The Global Goals for Sustainable Development
- World's Largest Lesson: An initiative to bring the SDGs to children in the classroom with freely available, multilingual lesson plans, videos, comics and other creative and educational content.

Training and learning tools:
- E-tutorial based on UNDG Reference Guide "Mainstreaming the 2030 Agenda for Sustainable Development.

Annex III – Checklist for preparing a SDG Report

Below is a suggested checklist of the steps to be taken in preparing a SDG Report.

Steps	Actions
1. Getting started	☐ Government's decision to produce a SDGR communicated to the UNRC Office ☐ Estimation of cost of preparing, producing and disseminating the SDGR ☐ Identification of funding and resource mobilisation ☐ Establishment of institutional arrangements – government-led process in partnerships with civil society, including employers' and workers' organizations, the private sector and donors, with facilitation from the UN Country Team ☐ In close collaboration with national offices of statistics, identification of data sources and assessment of quality
2. Consulting with key stakeholders	☐ Consultations with government to engage them in the process ☐ Selection of coordinator and drafting team, based on qualification, experience, credibility and impartiality ☐ Appointment of small Advisory Group led by government and integrated by civil society, media, UN Country Team and other relevant partners ☐ Broad public debate about tailoring the targets to country-specific circumstances ☐ Drafting of preliminary outline ☐ Decision on numerical targets, intermediate targets and their contextualisation within the specific situation of the country ☐ Decisions on length and structure ☐ Formulation of work plan and agreement on time-frame ☐ Strategic consultations with all stakeholders
3. Drafting process	☐ Review of inputs and identification of main messages – especially with members of drafting team and Advisory Group ☐ Agreement on relevant material – including boxes, maps, charts, photos, and success stories ☐ Draw on existing UN Thematic Groups or national working groups for specific sectoral inputs (It may be necessary to re-align existing thematic groups around the SDGs) ☐ Drafting of report/review ☐ Highlighting of key indicators, trends and findings with proper reference
4. Review process	☐ Quality control and technical review ☐ Sharing of draft with relevant colleagues in government and civil society and relevant UN Agency Headquarters ☐ Review for coherence of content and style ☐ Qualitative and quantitative review of boxes and stories ☐ Quality check of data and statistics, including full references and assessment of data quality ☐ Technical editing
5. Communicating	☐ Identify key target audiences ☐ Draft a plan to reach the media ☐ Plan/hold outreach events: campaigns, seminars, workshops, data hackaton etc. ☐ Plan/hold pre-launch activities ☐ Plan launch ☐ Consultation with selected stakeholders on main messages ☐ Incorporation of various comments and suggestions ☐ Translation in main local language(s) (if different than official language) ☐ Press kits and dissemination material ☐ Printing and publishing ☐ Media launch and other presentations for information and debate ☐ Decision on the dissemination ☐ Dissemination of report/review, including media launch ☐ Production of visual materials (brochures, posters, etc) to help draw public attention to the SDGs

Annex IV – Sample of sources, guidance and tools available to support SDG reporting

SDGs	Tool Name	Tool Description	Agencies	Online Link
SDG 1. No poverty	Human Development Reports	As the international community moves toward implementing and monitoring the 2030 agenda, the human development approach remains useful to articulating the objectives of development and improving people's well-being by ensuring an equitable, sustainable and stable planet.	UNDP	http://hdr.undp.org/en/2015-report
	The End to Poverty Initiative: The ILO and the 2030 Agenda	Report examines the responsibilities and opportunities of the ILO and its constituents in the implementation of the United Nations 2030 Agenda for Sustainable Development.	ILO	https://sustainabledevelopment.un.org/content/documents/10287ILO%20End%20of%20Poverty%20Initiative.pdf
	World Employment and Social Outlook 2016 – Transforming Jobs to End Poverty	The report also examines how decent work can contribute to the goal of ending poverty.	ILO	https://sustainabledevelopment.un.org/content/documents/10290ILO%20WESO(2016).pdf
SDG 2. Zero hunger	Achieving Zero Hunger	The report specifically considers how poverty and hunger can be eliminated through a combination of investment in social protection and targeted pro-poor investments in productive activities.	FAO	http://www.fao.org/3/a-i4951e.pdf
	Monitoring Food Security and Nutrition in Support of the 2030 Agenda for Sustainable Development - Taking stock and looking ahead	This information note reports on the state of food security and nutrition at the beginning of the 2030 Agenda for Sustainable Development. It identifies key measurement challenges for monitoring progress towards the second Sustainable Development Goal (SDG 2), which aims to end hunger, achieve food security and improve nutrition, and promote sustainable agriculture. It also identifies the most important linkages both across the elements comprised under SDG 2 and between SDG 2 and other SDGs and lays out the challenges in monitoring progress towards improved food security and nutrition and sustainable agricultural systems.	FAO, IFAD, WFP	http://www.fao.org/3/a-i6188e.pdf
SDG 3. Good health and well-being	Indicator and Monitoring Framework for the Global Strategy for Women's, Children's and Adolescents' Health (2016-2030)	This report presents the indicator and monitoring framework for the Global Strategy for Women's, Children's and Adolescents' Health, (2016-2030) focusing on its Survive, Thrive and Transform objectives and 17 targets.	WHO	http://www.who.int/life-course/publications/gs-Indicator-and-monitoring-framework.pdf
	World Health Statistics 2016	World Health Statistics 2016 focuses on the proposed health and health-related Sustainable Development Goals (SDGs) and associated targets. It represents an initial effort to bring together available data on SDG health and health-related indicators.	WHO	http://www.who.int/gho/publications/world_health_statistics/2016/en/

SDGs	Tool Name	Tool Description	Agencies	Online Link
SDG 4. Quality education	Sustainable Development Data Digest	Contributes to monitoring of SDG 4 and to address gaps in education data and monitoring. The Digest presents a global strategy for improving measurement of education quality and equity.	UNESCO Institute for Statistics (UIS)	The first edition of the Digest, 'Laying the Foundation to Measure SDG 4' is found at: http://sdg.iisd.org/news/unesco-uis-launches-monitoring-tool-for-sdg-4/?rdr=sd.iisd.org
	Global Education Monitoring Report	The GEM Report is the mechanism for monitoring and reporting on SDG4 and on education in the other SDGs, with due regard to the global mechanism to be established to monitor and review the implementation of the 2030 Agenda for Sustainable Development.	UNESCO	http://en.unesco.org/gem-report/ http://unesdoc.unesco.org/images/0024/002457/245752e.pdf
SDG 5. Gender equality	Monitoring gender equality and the empowerment of women and girls in the 2030 Agenda for Sustainable Development: Opportunities and challenges	This position paper sets out UN Women's suggestions for global indicators to effectively monitor how the SDGs are being implemented for women and girls. - See more at: http://www.unwomen.org/en/digital-library/publications/2015/9/indicators-position-paper#view	UN Women	http://www2.unwomen.org/-/media/headquarters/attachments/sections/library/publications/2015/indicatorpaper-en-final.pdf?v=1&d=20150921T140212
	data2x	Data2X works with UN agencies, governments, civil society, academics, and the private sector to close gender data gaps, promote expanded and unbiased gender data collection, and use gender data to improve policies, strategies, and decision-making. We are also a gender data lead within the new Global Partnership for Sustainable Development Data.	United Nations Foundation	http://data2x.org/
SDG 6. Clean water and sanitation	Joint Monitoring Programme (JMP) for Water Supply and Sanitation	The mission of the JMP is to be the trusted source of global, regional and national data on sustainable access to safe drinking-water and basic sanitation, for use by governments, donors, international organizations and civil society.	UNICEF and WHO	http://www.wssinfo.org/
	Integrated Monitoring Guide for SDG 6 - Step-by-step monitoring methodology for 6.3.1	This guide is in two parts: Part A covers the methodology for wastewater generated by households (in common with Indicator 6.2.1) and Part B covers the methodology for hazardous-economic activities (industrial wastewater) pre-treated at source before discharge to either the sewer for further treatment or directly to the environment.	WHO	http://www.who.int/water_sanitation_health/monitoring/coverage/stepbystep-631-20161021.pdf?ua=1

SDGs	Tool Name	Tool Description	Agencies	Online Link
	Global Analysis and Assessment of Sanitation and Drinking-Water (GLAAS)	The report monitors the inputs required to extend and sustain water, sanitation and hygiene (WASH) systems and services.	UN Water	http://www.unwater.org/publications/glaas/en/
	Integrated Monitoring Guide for SDG 6 Targets and global indicators		Integrated Monitoring of Water and Sanitation Related SDG Targets – GEMI is an inter-agency initiative composed of the UNEP, UN-Habitate, UNICEF, FAO, UNESCO, WHO and WMO, operating under the umbrella of UN-Water.	http://www.unwater.org/fileadmin/user_upload/unwater_new/docs/SDG%206%20targets%20and%20global%20indicators_2016-07-19.pdf
	Metadata on Suggested Indicators for Global Monitoring of SDG 6 on Water and Sanitation	The initiative's focus is to integrate and expand existing monitoring efforts on wastewater treatment and water quality, water use and use-efficiency, integrated water resources management and water-related ecosystems (SDG targets 6.3 to 6.6, and 6.a and 6.b).		http://www.unwater.org/fileadmin/user_upload/unwater_new/docs/Goal%206_Metadata%20Compilation%20for%20Suggested%20Indicators_UN-Water_v2016-04-01_2.pdf
	Monitoring Water and Sanitation in the 2030 Agenda for Sustainable Development – An introduction			http://www.unwater.org/fileadmin/user_upload/unwater_new/docs/Monitoring%20Water%20and%20Sanitation%20in%20the%202030%20Agenda%20%C2%AD%20An%20introduction_2016-08-04.pdf
SDG 7. Affordable and clean energy	Sustainable Energy for All: the gender dimensions	Prepared specifically for the regional and country offices of UN Women and UNIDO, the Note aims to provide guidance for UN programming and work with policy makers around sustainable energy that integrates the gender dimensions.	UNIDO, UN Women	http://www2.unwomen.org/~/media/headquarters/attachments/sections/library/publications/2013/5/guidancenotefinalweb%2011.pdf?v=1&d=20150909T144012
SDG 8. Productive employment and economic growth	World Employment and Social Outlook 2016 – Transforming Jobs to End Poverty	The report also examines how decent work can contribute to the goal of ending poverty.	ILO	https://sustainabledevelopment.un.org/content/documents/10290ILO%20WESO(2016).pdf
SDG 9. Industry, innovation, and infrastructure	*Monitoring Framework Forthcoming*	ICAO Secretary General Dr. Fang Liu confirmed that the UN specialized agency for civil aviation will be contributing important data to help monitor progress towards the achievement of UN Sustainable Development Goal (SDG) 9, which specifies the need for resilient infrastructure to be developed in order to promote inclusive and sustainable industrialization and foster innovation.	ICAO	http://www.icao.int/Newsroom/Pages/ICAO-confirms-role-in-monitoring-progress-toward-UN-SDG-9-for-infrastructure.aspx

SDGs	Tool Name	Tool Description	Agencies	Online Link
SDG 10. Reduced inequalities	Progress of the World's Women 2015-2016 - Transforming Economies, Realizing Rights	This Report focuses on the economic and social dimensions of gender equality, including the right of all women to a good job, with fair pay and safe working conditions, to an adequate pension in older age, to health care and to safe water without discrimination based on factors such as socio-economic status, geographic location and race or ethnicity.	UN Women	http://progress.unwomen.org/en/2015/pdf/UNW_progressreport.pdf
	2016 Human Rights-Based Approach to Data: Leaving No One Behind in the 2030 Development Agenda	Guidance note on a Human Rights-Based Approach to Data (HRBAD), consistent with the Fundamental Principles of Statistics. It aims to provide general guidance and common understanding on a HRBAD, with a focus on issues of data disaggregation and collection. An HRBAD is expected to bringing together relevant data stakeholders and develop communities of practice to improve the quality, relevance and use of data and statistics consistently with international human rights norms and principles.	OHCHR	http://www.ohchr.org/Documents/Issues/HRIndicators/GuidanceNoteonApproachtoData.pdf
SDG 11. Sustainable cities and communities	SDG Goal 11 Monitoring Framework	A guide to assist National and Local governments to monitor and report on SDG Goal 11 indicators	UN Habitat	http://unhabitat.org/wp-content/uploads/2016/02/SDG-Goal%2011%20Monitoring%20Framework%2025-02-16.pdf
	World Cities Report 2016	The Report unequivocally demonstrates that the current urbanization model is unsustainable in many respects. It conveys a clear message that the pattern of urbanization needs to change in order to better respond to the challenges of our time, to address issues such as inequality, climate change, informality, insecurity, and the unsustainable forms of urban expansion.	UN Habitat	http://wcr.unhabitat.org/wp-content/uploads/sites/16/2016/05/WCR-%20Full-Report-2016.pdf
	Getting Started with the SDGs in Cities – A Guide for Local Stakeholders	Jointly developed by SDSN and the German government, "Getting Started with the SDGs in Cities" outlines how cities can get started with implementing the Sustainable Development Goals (SDGs) in cities and human settlements.	Sustainable Development Solutions Network, a Global Initiative for the UN	https://sdgcities.guide/
SDG 12. Responsible consumption production				
SDG 13. Climate action

SDG 14. Life below water

SDG 15. Life on land | The United Nations Environment Programme and the 2030 Agenda Global Action for People and the Planet | A document that entails UNEP's approach for the implementation and monitoring of SDGs, as about half of the SDGs are directly environmental in focus or address the sustainability of natural resources: poverty, health, food and agriculture, water and sanitation, human settlements, energy, climate change, sustainable consumption and production, oceans, and terrestrial ecosystems. | UNEP | http://www.unep.org/pdf/UNEP_and_the_2030_Agenda.pdf |
| | Global Environment Outlook | UNEP's flagship report that is published every five to six years. | UNEP | http://web.unep.org/geo/ |

SDGs	Tool Name	Tool Description	Agencies	Online Link
	Indicator Reporting Information System (IRIS)	Online tool, the Indicator Reporting Information System (IRIS), that facilitates national-level data management, data sharing amongst Ministries, indicator-level visualizations and reporting on Multilateral Environmental Agreements, SDGs or national obligations.	UNEP	http://uneplive.unep.org/portal#synergies
SDG 16. Peace, justice, and strong institutions	SDG+1 Series	This series will focus on various aspects of a new monitoring tool designed to measure impact and hold governments to account.	UN University	http://www.merit.unu.edu/sdg1-series/
SDG 17. Partnerships for global development	Indicators and a Monitoring Framework	Through this web platform, you can easily view the list of Global Monitoring Indicators (GMI) by goal and by target, as outlined in Tables 1 and 2 of the report.	Sustainable Development Solutions Network, a Global Initiative for the UN	http://indicators.report/
	Monitoring of the Effective Development Co-operation (Global Partnership monitoring framework)	The tool/framework consists of (1) a set of indicators and measurement methodology that tracks progress on effectiveness of cooperation and enabling environment for multi-stakeholder partnerships; (2) guidance note for country-led monitoring; (3) biennial global progress report (2016 report is available with data and analysis from 81 developing countries); and (4) 81 monitoring profiles that that summarize country and territory-level progress, opportunities and challenges in implementing the effective development co-operation principles, taking into account country context and typology. It can help to identify progress and challenges in countries and territories' efforts to create or strengthen policy or institutional frameworks; develop or improve country-level co-ordination mechanisms for more inclusive partnerships; and spark multi-stakeholder conversation to maximise development impact.	UNDP, OECD, UN Women (for monitoring of gender responsive financing)	http://effectivecooperation.org/monitoring-country-progress/explore-monitoring-data/
Relevant for SDG 1-17	The Sustainable Development Goals Report 2016	This inaugural report analyses selected indicators from the global indicator framework for which data are available as examples to highlight some critical gaps and challenges.	United Nations Statistics Division (UNSD), a division of the Department of Economic and Social Affairs (DESA)	http://unstats.un.org/sdgs/report/2016/The%20Sustainable%20Development%20Goals%20Report%202016.pdf
	Report of the Secretary-General on Follow up and Review of the 2030 Agenda, A/70/684	This report explores how to put in place a coherent, efficient and inclusive follow-up and review system at the global level, within the mandates outlined in the 2030 Agenda.	UN Secretariat	http://www.un.org/ga/search/view_doc.asp?symbol=A/70/684&Lang=E

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	Human Development Reports	As the international community moves toward implementing and monitoring the 2030 agenda, the human development approach remains useful to articulating the objectives of development and improving people's well-being by ensuring an equitable, sustainable and stable planet.	UNDP	http://hdr.undp.org/en/2015-report
	World Development Indicators Database	The primary World Bank collection of development indicators, compiled from officially recognized international sources. It presents the most current and accurate global development data available, and includes national, regional and global estimates.	World Bank	http://data.worldbank.org/data-catalog/world-development-indicators
	Indicators and a Monitoring Framework for the Sustainable Development Goals	This report is offered as a contribution to the multi-stakeholder debate in support of the SDGs. It outlines how a comprehensive indicator framework might be established to support the goals and targets proposed by the Open Working Group on the SDGs (OWG).	Sustainable Development Solutions Network, a Global Initiative for the UN	http://unsdsn.org/wp-content/uploads/2015/05/150612-FINAL-SDSN-Indicator-Report1.pdf
	UNEP Live	UNEP Live provides data access to both the public and policy makers using distributed networks, cloud computing, big data and improved search functions. It also supports the streamlining of national monitoring, reporting and verification of data for global and regional environmental goals, including the post-2015 agenda and the Sustainable Development Goals.	UNEP	http://uneplive.unep.org/
	SDG Compass - The guide for business action on the SDGs	The SDG Compass explains how the SDGs affect your business – offering you the tools and knowledge to put sustainability at the heart of your strategy.	GRI, UN Global Compact, WBCSD	http://sdgcompass.org/
	The Sustainable Development Goals Are Coming to Life – Stories of Country Implementation and UN Support	This publication provides a glimpse into the early efforts of 16 countries to bring the global SDGs to life, and the role United Nations Country Teams (UNCTs) play in the process. It illustrates how these countries are beginning to integrate the 2030 Agenda into visions, strategies and plans at the national, subnational and local levels. The country efforts include raising public awareness, seeking engagement of different stakeholders, adapting the SDGs to national and local contexts, increasing coherence across policy areas and between levels of government, assessing risk and strengthening monitoring and accountability mechanisms.	United Nations Development Group	https://undg.org/wp-content/uploads/2016/07/SDGs-are-Coming-to-Life-UNDG.pdf