

	United Nations		E/2015/68
	Economic and Social Council		Distr.: General 10 April 2015 Original: English Word Count: 11,124

Substantive session of 2015

New York, July 2015

High-level Segment: annual ministerial review

“Managing the transition from the Millennium Development Goals to the sustainable development goals: What it will take”

Report of the Secretary-General

Summary

The transition from the Millennium Development Goals to the transformative, united and universal post-2015 development agenda integrating the Sustainable Development Goals will be a historic opportunity to advance global development. The present report, provided in response to General Assembly resolutions 61/16 and 68/1, explores what it will take to manage this important transition. The report emphasizes that policy integration based on the three dimensions of sustainable development will need to become the new operational standard, supported by a greater emphasis on achieving integration and coherence across actors and sectors. It suggests that institutions at all levels will need to undertake adaptations to implement the new development agenda, requiring a fundamental shift in mindsets and attitudes accompanied by strong leadership and vision. It highlights the importance of ensuring that the efforts of the growing diversity of development actors are effectively aligned with the objectives of the post-2015 development agenda and the underpinning revitalized global partnership for sustainable development. The report also underscores that a multi-tiered and inclusive follow-up and review of implementation will be required to ensure an effective exchange of experiences, advancement of progress and ownership and engagement by all development stakeholders.

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I. Introduction

1. The adoption by the General Assembly in September 2015 of a unified and universal post-2015 development agenda integrating the sustainable development goals (SDGs) will mark a transformation in the global development paradigm. The agenda's overriding twin objectives will be to eradicate poverty and complete the unfinished business of the Millennium Development Goals (MDGs) while transitioning to and advancing sustainable development. The agenda will bring together poverty eradication and the integration of the three dimensions of sustainable development – economic, social and environmental – into a unified and universal development framework. The agenda will be for all countries, leaving no one behind while protecting the planet.

2. The MDGs provided a compelling framework to address the needs of the world's poorest. Yet they have not encompassed all of the issues covered by the conferences and summits that make for a more broad-based, integrated sustainable development. The transition from the MDGs to the SDGs will require a clear vision of the implications and preparedness at all levels and among all partners for their implementation.

3. The international community faces a very different set of development challenges at the outset of the post-2015 era than when the Millennium Declaration was adopted in 2000. The new agenda will be implemented in the context of the growing interdependence of countries and global development action. Globalization and interdependence have opened up remarkable opportunities for development but also extraordinary needs, as many people have been excluded from their positive impacts. Additionally, the world has seen food, energy, financial, health and environmental challenges across countries in the past decade amplifying global systemic risks. These have had far-reaching consequences for all countries and local communities.

4. In this context, achieving poverty eradication and sustainable development will require significant transformations at all levels. These will include the strengthening of policy integration and coherence, adaptation by institutions, fostering of effective multi-stakeholder partnerships, and enhancing follow-up and review of implementation, which are addressed in the present report.

5. This report is complemented by the report of the Secretary-General for the 2015 thematic debate of the Council on “Strengthening and building institutions for policy integration in the post-2015 era.”

II. The evolution of global development policy from the MDGs to the SDGs

6. The United Nations' landmark 2000 Millennium Declaration affirmed the international community's commitment to a number of important values, including freedom, equality, solidarity, tolerance, respect for nature and shared responsibility. The subsequently formulated Millennium Development Goals became the key framework for advancing development with the primary emphasis on reducing extreme poverty and improving education and health outcomes in developing countries. Environmental sustainability is addressed in MDG7 and MDG8 encapsulates the concept of a global partnership for development.

7. At the International Conference on Financing for Development held in Monterrey, Mexico, in 2002, countries recognized the importance of pursuing poverty eradication, sustained economic growth and sustainable development in a coherent manner. The Monterrey Consensus emphasized that in an increasingly globalized, interdependent world economy, a holistic approach to the interconnected national, international and systemic challenges of financing for development is essential. It also called for a new partnership between developed and developing countries to realize the internationally-agreed development goals, including the MDGs.

8. At the 2002 World Summit on Sustainable Development, governments further defined the concept of sustainable development as comprising three overarching objectives: poverty eradication, changing consumption and production patterns, and managing the natural resource base for economic and social development. A key message of the 2002 Summit was that these three objectives would need to be pursued in an integrated manner. Prior to 2002, the defining moment for sustainable development as a concept and global priority had been the United Nations Conference on Environment and Development, known as the Earth Summit, held in Rio de Janeiro in 1992. The Earth Summit emphasized the three dimensions of sustainable development – economic, social and environmental – and resulted in a number of international instruments that continue to provide the framework for sustainable development policies.

9. Despite the high-level political commitment to sustainable development and the accompanying optimism at the Earth Summit in 1992, the 1990s and 2000s paradoxically saw the separation, rather than the integration, of the economic, social and environmental pillars that characterized the sustainable development agenda.¹ The Earth Summit+5 held in New York in 1997 and the 2002 World Summit sought to keep sustainable development on the international development agenda, yet many agree that the implementation of their outcomes generally favoured the environmental dimension more than the other areas of sustainable development. Sustainable development became more synonymous with environmental sustainability rather than with the broad three-dimensional approach established at the Earth Summit in Rio.

10. At the 2005 World Summit, world leaders committed themselves to the timely and full realization of the MDGs, as well as all the international development goals agreed at the major United Nations conferences and summits. ECOSOC was entrusted with several new tools to pursue the integrated follow-up and review, including the Annual Ministerial Review and the Development Cooperation Forum.

11. The global financial crisis of 2008 brought to the fore the increasing need for inclusive, collective action, particularly through measures for global macroeconomic policy coordination. The crisis and its aftermath pointed to the increasing interconnectedness of economic and social development issues and the need to address them through global norms and rule setting, such as by the rights-based approach to development and coordination in international trade and development. The threat of climate change to global prosperity and security has also triggered recognition of the need to further strengthen the integration of environmental sustainability into the international development architecture and global action.

12. Taken together, these concerns influenced the outcome of the 2012 United Nations Conference on Sustainable Development (Rio+20) on the need to advance poverty eradication within the context of sustainable development. A major achievement of Rio+20 was to bring sustainable development back to the centre of global policy-making. Member States recognized that the world faced a situation where continued and sustained human progress is contingent on their collective ability to reduce economic volatility and address social disparities within and between countries, while simultaneously limiting environmental deterioration.

13. Member States also agreed to strengthen the institutional framework for sustainable development. They called on the General Assembly to further integrate sustainable development as a key element of the overarching framework for UN activities². They reaffirmed the role of ECOSOC for policy review, dialogue and recommendations on economic and social development as well as its key role in achieving a balanced integration of the three dimensions of sustainable development and coordinating the UN system³. The outcome document created the High-level Political Forum

¹ Higgins and Chenard (2012). <http://www.nsi-ins.ca/wp-content/uploads/2012/10/2012-Rio20-what-it-might-mean-for-international-development.pdf>

² Rio+20 para 80

³ Rio+20 paras 82 (coordination) and 83

convened under the auspices of the General Assembly and ECOSOC to provide political leadership and recommendations for sustainable development.

14. The Rio+20 outcome initiated the elaboration of sustainable development goals to be coordinated and coherent with the processes to consider the post-2015 development agenda, which is expected to be adopted at the United Nations Summit in September 2015. The agenda is currently being elaborated through informal consultations of the UN General Assembly.

15. There have been numerous inputs to this process, notably: the set of 17 Sustainable Development Goals and 169 targets proposed by the General Assembly Open Working Group, which will be the main basis for integrating SDGs into the post-2015 development agenda; the report of the Intergovernmental Committee of Experts on Sustainable Development Financing; the General Assembly dialogues on technology facilitation; as well as other related UN intergovernmental processes and events. The General Assembly called upon the Secretary-General to synthesize the full range of inputs and present a synthesis report, which has served as a contribution to the intergovernmental negotiations in the lead up to the Summit.⁴

III. Pursuing policy integration for a unified development agenda

A. The imperatives of policy integration

16. The broadening of the development agenda, including the proposed SDGs, is a significant transformation in global development policy. Actions to achieve poverty eradication and sustainable development are interdependent and require integrated policy responses that maximize opportunities for synergy and balance trade-offs. This is different from the Millennium Development Goals, where actors generally pursued individual goals independently from each other.

17. The demand for policy integration will grow significantly with the transition to the post-2015 development agenda. Integration is at the core of sustainable development and the proposed SDGs – the economic, social and environmental dimensions will need to be effectively integrated during policy formulation as well as in implementation. Policy integration will need to be carried out within and across sectors, and supported by policy coordination and coherence between national, regional and global level development efforts.

18. In view of the interlinkages between the different sustainable development objectives, financing strategies should also be designed to use opportunities for synergy while taking account of potential trade-offs. The need for integration of financing was highlighted by the Intergovernmental Committee of Experts on Sustainable Development Financing.

19. According to analytical studies undertaken for Rio+20, a broad pursuit of sustainable development will perform better in terms of promoting global prosperity and equity while protecting the planet when compared to a strategy based on achieving single-issue objectives in isolation.

20. For example, policy approaches can be tailored to support the objective of poverty eradication by integrating the three dimensions of sustainable development. Brazil's Bolsa Verde programme, for instance, addresses the economic, social and environmental dimensions through conditional cash transfers to indigenous and rural households in order to support ecological, sustainable livelihoods in regions that are environmentally sensitive.

21. Similarly, there are synergies among efforts toward expansion of education, ensuring gender equality, and enhancement of women's employment. Women who participate in the work force have been shown to reinvest their income in improved nutrition, health and education for household members, thus increasing living standards and reducing "non-income poverty". Better nutrition for all family members and reduced infant, child, and maternal mortality are among the social gains from

⁴ *The road to dignity by 2030: ending poverty, transforming lives and protecting all lives and the planet* - Synthesis report of the Secretary-General on the post-2015 sustainable development agenda (A/69/700)

integrated employment policies that take into account the gender dimension. Women have also been supportive of more sustainable pathways, such as advocating for bans on unsustainable products, better labelling of the environmental impacts of products and their production and showing support for green energy and comprehensive recycling programmes.

22. Policy integration and cooperation in the post-2015 era will also become a more complex undertaking than before. Achieving sustainable food production, for example, requires a host of inter-linked activities, such as agronomic interventions to boost yields, investments in rural infrastructure, greater efficiency in water use and better choices in allocating additional land to agricultural production. Other similarly complex development challenges, such as sustainable urbanization, biodiversity protection, and the shift to low-carbon energy systems, also require integrated policies and approaches.

23. Formulating and implementing integrated policies is also challenging and important for countries emerging from conflict or in vulnerable situations. Policy choices in this context and the competition for productive resources can create tensions and lead to prolonged or additional conflicts.

24. Policy integration will also need to be pursued by all actors and stakeholders, public and private, including civil society, academia and the private sector. An important challenge will be to ensure that the efforts of the growing diversity of development actors are effectively aligned to support policy integration, including within a revitalized global partnership for sustainable development. South-South cooperation among governments has especially come to the fore as a significant force in development, and the number and type of public and private actors involved in development is also likely to continue to grow.

Integrated responses to global development challenges

25. In the past decade, the distinction between national and global level development challenges has become less distinct as the process of globalization and interconnectedness of countries has accelerated. The world has seen an increasing trend of financial, health and environmental disruptions in one country cascading over national borders and amplified into systemic risks. This has meant that small locales and individuals can become globally significant, just as global events can have major consequences for the most remote locality or community. Information and communication technologies, trade and financial transactions are the principal mediums for interconnectedness, giving rise to a new reality of interdependence in today's world.

26. The interdependence of development action means that areas will need to be pursued in combination in an integrated manner, rather than individually or sequentially. For example, the proposed SDG1, End poverty in all forms everywhere, establishes the income level of \$1.25 per day as a minimum for everyone, to be accomplished by all countries by 2030, including through social protection systems (target 1.3) as well as global action to enhance the resilience of the poor and those in vulnerable situations and reduce their vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters (target 1.5). Action to mitigate and adapt to climate change will therefore also be part of realizing SDG1.

27. In the post-2015 development agenda, efforts to realize both common and collective development challenges will become highly integrated. Examples of common country-level development challenges include provision of basic services in such areas as education, health, water, sanitation and disability services. Global development challenges, such as climate change impacts, biological diversity loss, ocean conservation and pandemics, affect every country and require collective action.

28. In the pursuit of the post-2015 agenda, the provision of basic needs and the global response to interlinked challenges will need to be advanced simultaneously and in an integrated manner. While continued strong provision of assistance for basic needs will be at the heart of the new agenda,

developing countries will also continue to need support to allow them to benefit from globalization or enable them to deal with global collective challenges, including adaptation to climate change.

29. Realizing sustainable development objectives in this new era is therefore also about managing the interdependence of countries and of issues in an integrated manner. Post-2015, policy integration can be expected to play an important role in supporting all countries, particularly developing countries, to benefit from globalization and interdependence as well as to respond effectively to global development challenges.

B. Advancing policy integration: what it will take

National level

30. The realization of poverty eradication and sustainable development will require effective mechanisms at all levels to foster policy integration. There are numerous, feasible pathways for advancing sustainable development, and measures and policies will need to be tailored to each issue and sector, as well as to each region and country, as applicable.

31. At the national level, a variety of strategies have been prepared over the past two decades, including poverty reduction strategies, national sustainable development strategies (NSDS), and the establishment of related coordination and implementation bodies. In the post-2015 era, a revitalized process of formulating NSDS through multi-stakeholder engagement can be expected to play a key role in the achievement of the universal development agenda.

32. An NSDS has been defined as “a coordinated, participatory and iterative process of thoughts and actions to achieve economic, environmental and social objectives in a balanced and integrated manner”.⁵ Agenda 21 called on each country to develop an NSDS. The High-level Panel of the Secretary-General on the post-2015 development agenda has also recommended that countries should establish their targets for contributing to the post-2015 sustainable development goals through participatory planning processes at the national level. The NSDS can integrate the global targets and selected indicators that will apply to all countries, as well as establish and integrate the additional indicators to be set at the national level taking into account country circumstances and progress.

33. The United Nations Department of Economic and Social Affairs (DESA) identified 106 countries implementing a NSDS in 2009, based on reporting to the United Nations Commission on Sustainable Development. Through the NSDS, countries have identified priority actions that can deliver win-win outcomes in an integrated way for economic growth, employment creation, food security, access to essential services, and climate change adaptation and mitigation, as well as broader environmental outcomes, such as biodiversity protection and conservation. Integration of the three dimensions of sustainable development was identified as a critical issue, along with the inclusion of all stakeholders and actors, coherent planning and decision making at various levels, and implementation.

34. Policy integration can also be achieved through other overarching strategies guiding the various policies and through the way development plans and sectoral and other policies are designed and implemented. Integration should be sought from various avenues and at different levels, such as national and sub-national, whenever feasible. In practice, strategic priorities will differ across countries.

35. Supportive institutions are important for the implementation of NSDS and integrated policies at the national level. Institutions need to promote the adoption of a holistic approach to achieving common targets and formulating policies that capture the inter-linkages between different sectors. Institutional structures may need to be reformed to support inter-sectoral cooperation and incentives will be needed for sectors to develop joint work plans towards common goals.

⁵ UNDESA, 2002, http://www.un.org/esa/sustdev/publications/nsds_guidance.pdf

36. Several countries have taken steps to integrate policy by establishing national sustainable development commissions or similar bodies to advise the government, review progress and promote public knowledge of, and support for, sustainable development in all its dimensions. Members often include multiple stakeholders, who can share their expertise to contribute to integrated policy making. In some countries, a state planning commission or development commission is responsible for policy integration and integrated approaches.

37. These integrated approaches include the “triple-win strategy”, which seeks to achieve benefits across all three dimensions and serves to mainstream sustainable development into the policy making process. Another example is the “nexus approach”. The climate-land-energy-water-development nexus, for example, provides insights for policy integration targeting climate, land, energy and water and externalities on other sectors.

38. There are several other instruments available for policy integration, including laws and regulations, taxes and subsidies, and effective communication for promoting inclusive, integrated implementation. Given the complex interlinkages of contemporary development challenges, the assessment of impact, trade-offs and efficiency of policy tools is key to fostering resilience and knowledge creation about policy instruments that work. To leverage their impact, policy tools need to be tailored to country-specific needs, circumstances and capacities.

39. In the post-2015 era, building national capacity is central for effective state ownership and the promotion of sustainable development. National statistical offices and planning agencies have a key role to play in providing the tools for the assessment of integrated policies at the national level. The UN development system can provide support through policy analysis, exchanges of a broad range of experiences on successful approaches to integration and capacity building.

Regional level

40. At the regional level, the transition from the MDGs to the SDGs signals a much stronger role for regional entities, as reiterated by the Rio+20 outcome document. Their role needs to be seen in light of implementation of the agenda through cross-sectoral cooperation and by focusing on transboundary, regional and sub-regional solutions, measurement of progress through regional monitoring facilities and encouraging and building on regional analysis.

41. Regional platforms, including through the convening powers of the Regional Commissions, could help countries to translate global goals into policies, guidelines, recommendations and standards that can be implemented at the national level, as well as mobilize partnerships and promote South-South and inter-regional cooperation. Regional platforms could also enable countries that face similar development challenges to share lessons learned from the implementation of integrated policy approaches.

42. Regional platforms could support integrated policies and approaches, facilitate sharing of information, knowledge and experiences, and strengthen capabilities. This is likely to lessen the burden of global-level requirements and can support policy integration and strengthen integration between global analysis and national efforts. The regional level is also the natural platform to address regional, sub-regional or transboundary integration challenges, which are important aspects of sustainable development.

Global level

43. At the global level, addressing the growing interconnectedness of development challenges and the need for integrated policy approaches will require strong policy cooperation and coherent contributions of different global institutions.

44. The proposed SDGs and targets reflect the integrated nature of current development challenges. Translating the SDGs into concrete strategies, programmes and initiatives will require an effective global system for furthering policy coherence at both intergovernmental- and system-wide

levels to set and prioritize objectives, coordinate policy and implementation and conduct follow-up and reviews. Member States have mandated that such reviews, to be carried out by the HLPF, should build on the lessons from the National Voluntary Presentations held in the context of the ECOSOC Annual Ministerial Reviews as well as other relevant existing review mechanisms.

45. Global institutional elements for furthering policy coherence in the post-2015 era are already in place. The capacity of the various global institutions will be critical for policy coherence. Effective global support will also depend on the political will to strengthen integration through a shift in mindset at the global level. This shift will need to take the form of engaging in policy dialogue that cut across sectoral or political interests with inputs from a cross-section of groups.

46. The need for policy integration underlines the importance of a global environment that allows a broad range of stakeholders, who may not necessarily be natural partners, to share information and create knowledge that can be leveraged for policy-making. Research and academic institutions have a vital role to play in developing instruments for policy integration. International and national civil society groups will continue to play an important role in promoting sustainable development, and the private sector will have a growing role in financing and implementation.

C. A fit for purpose UN development system

47. When the United Nations development system was first established, it was envisaged that development challenges would be primarily addressed at the sector level. The economic, social and environmental changes that accompanied globalization and the increased interconnectivity among countries were largely unforeseen.

48. In the post-2015 era, the UN development system will need to continuously adapt to support policy integration and coherence in the implementation of the new agenda. The transition to a unified and universal development agenda calls upon the UN development system to encompass a broad range of issues related to integration. Developing countries will require continued strong country-level support. Other Member States will rely on the UN development system primarily for addressing global challenges, coordination and the provision of norms and standards.

49. The UN system should use an integrated approach to capture synergies in programming and operations and should include a strong focus on partnerships with public and private actors. This approach is broader than that used in MDG implementation, where the focus was placed mainly on setting goals and targets in the poorest countries and regions.

50. A universal agenda also means that the UN development system needs to identify means of engagement and implementation that allow it to have a universal and unified response to supporting policy integration and cooperation. The UN system will engage on integration with countries having a broad range of development experiences. The system's resource base will therefore need to be strengthened and diversified, with the introduction of new tools and technical capacities. The UN system will increasingly need to work as one, which will require it to develop a strong capacity for internal and external coordination. A number of major initiatives are on-going, including the UN Delivering as One.

51. Several potential key functions of the UN development system in response to the integration requirements for the post-2015 development agenda and other key drivers of change, include the following:

- i. Supporting better integrated and coordinated responses, at all levels, to national development challenges in a wide range of areas, including through the United Nations intergovernmental bodies and inter-agency mechanisms;
- ii. Conflict prevention, humanitarian assistance, recovery and resilience-building;

- iii. Support to address the challenges of, and draw benefits from, globalization;
- iv. Strengthening country-level responses to global and trans-boundary challenges, such as protection of biological diversity and mitigation of and adaptation to climate change;
- v. Support in norm and standard-setting, particularly with respect to the human rights-based approach to development, inequality, addressing systemic risks, and supporting implementation at all levels;
- vi. Support to enhancing North-South cooperation, as well as South-South and triangular cooperation; and
- vii. Guidance on policy integration.

52. The range of functions provided by the UN development system can be expected to grow in response to the interconnected development environment and differentiated demands of countries and will require considerable capacity, flexibility and expertise. The diversity of the UN development system and its ability to provide support in an integrated and coordinated manner are key assets.

53. The ECOSOC Dialogue on the long-term positioning of the UN development system offers Member States a platform to forge a common vision to ensure that the UN development system is ‘fit for purpose’ for the broadening of its functions in the post-2015 era.

IV. Institutional requirements for the transition from the MDGs to the SDGs

A. The role of institutions

54. One of the key transformative changes of the post-2015 development agenda will be how the capacities of institutions and systems are either adjusted or created anew to support translation of the new agenda’s vision into practical and actionable legislation, policies and programmes at all levels.

55. The synthesis report of the Secretary-General underscores the urgent need to recognize and address the trust deficit between governments, institutions and people. It emphasizes that providing an enabling environment to build inclusive and peaceful societies, ensuring social cohesion and respect for the rule of law will require rebuilding institutions at all levels. The need to address institutional gaps by introducing the necessary legal and policy reforms that will mediate the transition from the MDGs to the SDGs and support implementation, follow-up and review is well recognized in SDG16.

56. This continues the recognition of the fundamental need for effective institutions in maintaining sustained growth and contributing to poverty eradication and sustainable development. Undertaking institutional reforms involves modifying procedures and norms that may have been entrenched and difficult to change without resistance. The structural changes that will be necessary are examined in the report of the Secretary-General for the 2015 Thematic Debate.

57. Integrating the economic, social and environmental dimensions of sustainable development will require an integrated policy strategy or framework, such as a national sustainable development strategy, for all policy-making. While countries may not necessarily set up new centralized institutions or bodies to establish and oversee such a framework, an institutional structure that fosters coordination and integration will be necessary to ensure that the three dimensions are fully taken into account and integrated. This may require significant changes in institutional interactions and policy-making, as well as strong and focused institutional leadership.

58. Building effective institutions for sustainable development can be particularly challenging for conflict-affected countries. Once peace and stability are restored, making significant progress in poverty eradication and sustainable development requires restoring good governance and building the legitimate and effective institutions that are suitable to their specific contexts.

B. Institutions in the transition to the SDGs

59. Institutional adaptation will be necessary to deliver on the SDGs. The changes should be introduced at multiple levels to enable the transition from the MDGs to the SDGs in such a way that the gains made from implementing the MDGs are sustained and consolidated. They should also facilitate the effective and successful implementation of the SDGs by fostering domestic and international policy integration, collaboration, and coherence; resolving conflict; minimizing implementation constraints; and influencing and shaping the behaviours, preferences, capacities and strategies of key actors.

60. Changing mindsets and attitudes is critical in the adaptation and change of institutions. While institutions guide the behaviour and practice of individuals, groups and countries at all levels, they are also a product of the efforts of people, governments and other stakeholders. It will therefore take a significant shift in the mindsets and attitudes of development actors to modify and create new institutional frameworks to effectively drive the transition from the MDGs to the SDGs. It also requires accepting a new vision and the challenges of implementing it and bringing together all available resources, including tools and operational plans and programmes, to undertake such a shift. The task should be seen as a collective effort to be undertaken at all levels, with the involvement of all stakeholders.

61. The issue of leadership and human resource capacity is central. Institutions require visionary leaders and capable staff who will take the necessary appropriate actions to lead transformation and implement the new commitments, which are key conditions for achieving the vision of the SDGs.

62. The task of strengthening or creating institutions and systems is often complicated by low capacity, particularly in terms of the human, technological and financial resources required to implement such changes. The transition from the MDGs to the SDGs will therefore require translating global aspirations and vision into well-resourced and practical regional, national and sub-national priorities and programmes.

63. Appropriate legislation and policies may be needed to guide and support the mindset change that is required. In particular, public institutions responsible for managing the development process should be impartial, equipped with appropriate capacity and should function transparently. These attributes could be enshrined in legislation and policy.

64. At the national level, institutional reforms must lead to outcomes that leave no one behind. Institutions must be accessible to all and address the needs of populations in both rural and urban areas. Legal reforms must aim to promote institutions and policies that provide access to justice and peaceful solutions. The rule of law must embed values, enable checks to the exercise of power, protect property rights, lower transaction costs and allow all citizens to own and make effective use of their assets.

65. A strong global cooperation and governance architecture, centred on the role of the United Nations in maintaining policy coherence, identifying new and emerging priorities and monitoring and tracking progress, is critical both for the realization of the MDGs and for shaping an ambitious post-2015 development agenda. The transition from the MDGs to the SDGs demands a coherent and coordinated approach across the United Nations inter-governmental and inter-agency machinery.

66. This global development cooperation and governance system should also recognize that the United Nations operates in a broader context that includes other multilateral institutions and entities, regional development banks, as well as international, regional and bilateral trade and cooperation arrangements, all of which have different working methods. The interaction of this complex international institutional architecture contributes to tracking the achievement of development results.

67. The institutional requirements for creating synergies among public-private institutions to ensure integration and harmony in the support for delivering on a universal agenda have not yet been fully understood or determined. The Ebola crisis, for example, exposed fragilities in the institutional

underpinnings of current structures, exposing the need to further develop national and international frameworks to foster sustainable and inclusive development in health systems. It showed the need to increase investments in strengthening Africa's institutions.

68. At the regional and global levels, all relevant institutions will need to deepen their commitment to working more closely in support of country-led strategies and programmes, and develop the capacity to work more flexibly in partnership with others to support efforts to eradicate poverty and achieve sustainable development. For UN system organizations, this will mean partnerships both within and beyond the system and across a spectrum of issues, including economic, social, environmental, as well as peace and security and human rights.

V. A revitalized global partnership for sustainable development

69. In the transition from the MDGs to the SDGs, the global partnership for sustainable development will need to be strengthened both in scope and depth to meet the demands of the new, transformational agenda. The Secretary-General's synthesis report recognizes the need for a revitalized global partnership for development built on the foundations of the Millennium Declaration, the Monterrey Consensus and the Johannesburg Plan of Implementation to support delivery of an ambitious new SDG-based agenda for sustainable development. This global partnership should be built on strong political will and action, and involve domestic and international, as well as public and private constituencies, as core elements of a transformational approach.

70. In addition, the General Assembly, in its resolution 68/279, called for a single, comprehensive, holistic, and forward-looking approach, based on the Monterrey Consensus and the Doha Declaration, for addressing the financing needs across the three dimensions of sustainable development, in order to reinforce coherence, facilitate coordination, and avoid duplication of efforts.

71. The issues under consideration in the ongoing intergovernmental negotiations in both the Third International Conference on Financing for Development and the post-2015 development agenda process can build on lessons from the experience with the global partnership for development. This includes MDG8, which has focused attention on the degree to which commitments were being realized on aid, trade, debt relief, access to ICT and essential medicines, and other forms of support.

72. The proposals under discussion include issues of development cooperation under domestic resource mobilization and official development assistance, as well as systemic issues in finance, investment, technology transfer, trade and the overall enabling environment in both developing and developed countries. A more effective means of follow-up and review of the global partnership is also under consideration. Agreement on these issues will demonstrate a historically unprecedented level of ambition that will require the strongest political commitment from the international community.

73. The successful implementation of a transformative post-2015 development agenda hinges upon a revitalized global partnership for development and the means of implementation. A revitalized global partnership should mobilize the engagement of all stakeholders and the required amount of resources needed – domestic and international, public and private, through aid and trade, regulation, taxation and investment – to support the implementation of the post-2015 development agenda. These efforts should be based on strong political will, solidarity, cooperation and mutual accountability.

74. The interlinkages in the global partnership between the different levels will also need to be taken into account. For example, although most of the world's deforestation is occurring in developing countries, often in very low income countries, it is taking place to a significant extent to meet the needs for timber and other forest products of developed and some large emerging economies. The responsibility for the protection of resources, such as forests, lies not only with the countries in which they are located but with the international community as a whole.

75. Given the ambition of the post-2015 development agenda to support implementation of a set of goals that spreads across all three dimensions of sustainable development, and with the overarching goal to eradicate poverty in all its forms everywhere, the current approaches to financing for

development and other means of implementation will need to be better aligned and more coherent. The alignment of approaches to financing and other means of implementation will be central to the coordination and coherent management of resources at all levels, and for advancing on systemic issues that are key to achieving the ambitious new agenda. This is necessary to reduce transaction costs and promote synergy, and to make it easier to track commitments, achieve transparency and ensure integrated and effective approaches to sustainable development.

76. The emergence of many global funds during the MDG period, such as those addressing various global environmental issues, are a manifestation of the growing recognition of the necessity of global cooperation on the basis of the principles of solidarity and universality. The necessity of this type of global cooperation will be even more important for the achievement of the post-2015 agenda.

A. Multi-stakeholder partnerships: Roles and responsibilities of partners

77. A clear distinction is now widely recognized in the analysis of partnerships: a revitalized global partnership for sustainable development and multi-stakeholder partnerships are complementary sides of an effective delivery support architecture for a poverty eradication and sustainable development agenda.

78. In the context of the transition from the MDGs to the SDGs, multi-stakeholder partnerships and engagement are seen as a key element of the transformative agenda. Their critical role notwithstanding, multi-stakeholder partners cannot substitute for the role, commitment and responsibility of governments. Delivering on the ambitious, inclusive and universal post-2015 development agenda for all peoples and in all countries, however, will only be possible with the involvement of all partners and stakeholders weaving together national, regional and global solutions to common development problems.

79. The resolve to develop strong voluntary partnerships with all development actors to contribute to solving global challenges derives from the Millennium Declaration and has been repeated at major UN conferences and summits, particularly at the 2002 World Summit on Sustainable Development. This recognizes that the implementation of the mandates and goals set by the United Nations can best be achieved by leveraging catalytic partnerships with civil society, business, finance, philanthropic foundations, and academic and scientific institutions as well as through full citizen involvement at the individual and group levels. These partnerships will operate at the global, regional, national and sub-national levels, including around issue-based coalitions.

80. In the transition to the SDGs, it is important to clearly understand and define the specific roles, responsibilities as well as the conditions that are critical to building effective partnerships with all stakeholders. Some of these partnerships will be global, others regional and yet others will be at the national and sub-national levels, and involve citizens acting individually and in groups.

81. The role and responsibilities of the different stakeholders will vary. At the national and sub-national levels, multi-stakeholder partnerships will be critical for implementation and service delivery. These partnerships could be coordinated through national sustainable development strategies and around specific issues, such as employment, health-care and energy, bringing together governmental, civil society and the business sector, as well as UN development agencies. Other roles include the provision of technical and scientific information and creating awareness as well as advocacy on issues of poverty eradication and sustainable development. They can also make invaluable contributions to dialogue as well as to the follow-up and review of all development endeavors at all levels.

82. Civil society has played a major role in the promotion and attainment of development, emphasizing different approaches. For example, civil society advocacy for civil rights, minority rights, social protection, gender equality, environmental protection and corporate responsibility have made significant contributions to the development of the concept of sustainable development and to the elaboration and implementation of sustainable development policies. Members of civil society create awareness and encourage individuals, communities, government and business to improve their

disposition, performance and action. They are particularly important for advocating action on challenging or sensitive issues relating to human rights, poverty eradication, sustainable development, fairness and equality. They are also critical in their representation of disadvantaged groups.

83. The business sector, including large companies and multinational enterprises operating in developing countries, should contribute to poverty eradication and sustainable development in the communities in which it operates and beyond. Firms can provide resources to support and implement initiatives, such as for education and health care. They can contribute economically through wages and taxes and can purchase local goods and services and provide technical and management assistance to suppliers in local enterprises.

84. Academia, including educational and research institutions at all levels, are critical for providing research and scientific evidence for decision-making and action. They also play a vital role in educating the public on the principles and long-term benefits of sustainable development, on policies that have proven cost-effective in its promotion, and on ways in which individuals and communities can contribute to the process.

85. Particular groups, such as indigenous peoples, should be consulted on projects that affect them and their ecosystem. Indigenous peoples generally have a special relationship to particular regions and ecosystems, and are often disproportionately poor. They are likely to be particularly affected by the unsustainable use and degradation of land, forest and water resources. Their special knowledge should be used in assessing the impacts of development activities and in developing policies to protect ecosystems and biodiversity and promote their wellbeing.

86. In the MDG era, civil-society participated with the United Nation in multi-stakeholder partnerships, many of which were led by the Secretary-General, including *Every Woman Every Child*, *Sustainable Energy for All*, the *Global Education First Initiative*, *Zero Hunger Challenge*, the *Scaling Up Nutrition Movement*, and the *Call to Action on Sanitation*. These initiatives are highly focused collections of voluntary partnerships involving Governments, multilateral and regional institutions, foundations, civil society organizations and for-profit enterprises, and serve to encourage multi-stakeholder collaboration on specific issues.

87. In the post-2015 era, innovative and entrepreneurial multistakeholder partnerships may evolve continuously as new issue- or sector-based coalitions emerge to address new development challenges and offer new solutions. Stronger and more effective partnerships around issues, such as health, energy and water, or around groups, such as youth, women and indigenous peoples, among others, can be anticipated. In addition to advancing specific substantive objectives, they are also an integral part of the overall effort to respond to development challenges and provide solutions.

88. The ongoing elaboration of the SDGs and the post-2015 development agenda, including the means of implementation, has had an unprecedented level of participation of these stakeholders. It is also anticipated that they will play an important role in its follow-up and review.

B. Policy and coordination issues relating to multi-stakeholder partnerships

89. The increasingly important role and responsibilities of multi-stakeholder partners, which are voluntary in nature, is generally not yet mediated by any formal arrangements but by flexible and non-binding provisions in many conference and summit outcome documents and similar legislation. Differences of opinion remain about the exact role and impact of their engagement and on whether the expectations about their contributions will be fully met. There are policy and guidance as well as legitimacy and governance issues regarding partnerships and multi-stakeholder engagement on which discussions must continue in order to better manage and tap into their full potential for the transition from the MDGs to the SDGs.

90. There are also concerns about the right balance in the assignment of roles and responsibilities to different partners, while respecting the primary role of governments. There will need to be

discussed and addressed urgently, as delivering on the transition from the MDGs to the SDGs will depend upon the active involvement of all partners and stakeholders.

91. For multi-stakeholders partnerships to assume and perform their anticipated roles and responsibilities, a minimum of factors will need to be in place, including:

- i. A fundamental change in mindset and attitudes recognizing the vital role of multi-stakeholder partnerships and the involvement of community-based constituencies in poverty eradication and sustainable development outcomes;
- ii. A clear common vision and agenda to motivate coordinated and coherent action by all partners and stakeholders. It will be critical that the SDGs and the integration of the three dimensions of sustainable development become the shared vision and call to action that is accepted and understood in terms of its scope, ambition and impact;
- iii. Clarity in the primary role and responsibility of governments vis-à-vis the roles and responsibilities of multi-stakeholder partners in order to promote synergy and complementarity, and reconcile perceived conflicts of interest and purpose;
- iv. Clarity about the comparative advantage and strengths of the different multi-stakeholder partners at all levels, taking into account that there will be power asymmetries, such as between business and civil society contributions, that should be harnessed for stronger and more effective results;
- v. The need to recognize that conflict of interest issues may still arise and that there is a need for dialogue to resolve them;
- vi. Commitment to continuous learning, in recognition of the complexity of the transition from the MDGs to the SDGs and the intricacy of effective partnerships;
- vii. A need, arising from all of the above, to agree on ways and means to follow-up and review the contribution from multi-stakeholder partners, as well as to take into account their contributions in the overall follow-up and review of progress of the post-2015 development agenda.

92. The above policy considerations raise the question of where the coordination and coherence, as well as the learning and development, should take place of the policies and guidance necessary to maximize the impact of the contribution of multi-stakeholder partners. A new understanding and consensus needs to emerge on suitable arrangements for undertaking dialogue and developing policies and guidance on the roles and responsibilities of different multi-stakeholder partners.

93. Currently, there is discussion and activity on these issues in many partnership fora and in some sectors, yet these remain voluntary and informal and are not necessarily linked to a common agenda or vision. These undertakings will need to conclude in time to contribute to the transition to the SDGs and to support the effective implementation of the post-2015 development agenda.

C. Partnerships for South-South and triangular development cooperation

94. The global cooperation landscape has undergone significant changes, and South-South cooperation has become increasingly important as many developing countries have become more economically powerful. South-South development partnerships in trade, foreign direct investment (FDI) and technology flows and exchanges have increased considerably. Since 2008, for example, developing countries have exported more to one another than to developed countries.

95. International organizations, including the United Nations agencies, funds and programmes, have been strengthening their support for South-South development partnerships, and in many cases

have formed triangular development partnerships involving developed countries. The Food and Agricultural Organization, for instance, has established a broad trust fund framework agreement with China and works with African partners to scale up the impact of South-South cooperation on food security and nutrition.

96. Another example is the UNEP-China-Africa Cooperation on the Environment partnership, which provides technical support to African countries to scale up a number of solutions that have proven successful in China, such as dry land agriculture and water treatment. Other examples include a number of innovative and inclusive partnerships developed by WIPO to promote access to knowledge and technology in the context of South-South cooperation in the field of intellectual property.

97. The establishment of new institutions of South-South cooperation, such as the New Development Bank and the Asian Infrastructure Investment Bank, present new opportunities to finance investments in sustainable development.

VI. Follow-up and review

98. The emerging post-2015 development agenda will be universal in its applicability and much broader than the MDGs in its substantive scope, requiring a broader, participatory, multi-layered follow-up and review of implementation. The international community has a unique opportunity to support a more streamlined review and follow-up process to support and improve upon the implementation of the new development agenda.

99. At the 2005 World Summit, heads of State and Government committed themselves to the timely and full realization of the MDGs as well as the international development goals agreed at the major United Nations conferences and summits. ECOSOC was entrusted with a number of new tools to pursue integrated follow-up and review, including the Annual Ministerial Review (AMR).

100. Important insights can be drawn from the ECOSOC reviews since 2007. By embracing a broad vision of development, the AMRs have deepened the integration of development issues, fostered a unified approach and advanced thematic coherence. The AMR has drawn on a combination of global and regional reviews, thematic assessments, and national voluntary presentations (NVPs) to deliver on the UN development agenda. The reviews at the global, regional and national levels have enabled the international community to focus on a number of cross-sectoral areas, capturing critical issues for action emphasized in the outcomes of conferences and summits. They have served to develop an integrated policy framework for action at the national, regional and international levels.

101. Through the AMRs, ECOSOC has given sustained political and substantive significance to the integrated follow-up of conferences. The ECOSOC reviews have served to offer a comprehensive process that provides a full picture of overall progress in implementing the UN Development Agenda and to provide the basis for the formulation of policies that effectively cover inter-linkages between the different development goals.

A. Multi-tiered follow-up and review of implementation

102. As the contours of the post-2015 development agenda have taken shape, discussions on follow-up and review are on-going within the context of the post-2015 negotiations. Exact arrangements for a future framework to support this will depend on the agreed agenda, including the financing and other means of implementation.

103. Discussions have emphasized the need for a voluntary, state-led, participatory, evidence-based, and multi-tiered process to track progress. A universal review process constructed on these principles could be initiated at the national level, and would inform the regional and global level reviews. At all levels, follow-up and review discussions should be public, participatory, broadly accessible, and based on data, scientific findings, and evidence-based evaluations.

104. The universal agenda will require broad participation, which could be pursued through a multi-tiered review and follow-up of implementation at the national, regional and global levels. The follow-up would need to incentivize all actors to engage, take ownership of the agenda, mobilize action and stimulate mutual learning and constructive exchanges on how to make progress and necessary policy adjustments.

105. At the national level, global commitments will need to be translated into country-level commitments and actions, with specific targets to which all development partners can commit. To ensure inclusiveness and participation, the follow-up and review would need to be rooted in a decentralized, people-centred and bottom-up approach, driven by the national level through which governments are answerable to parliament and people.

106. Parliaments, local governments and citizens have an integral role to play in promoting domestic follow-up and review and, by extension, implementation of the international development commitments. Follow-up and review of implementation would also need to connect national experiences to the regional and global levels. This would facilitate Member States and other actors to share insights and deliver on results in a unified and integrated manner.

107. Ultimately, the main focus of the follow-up and review would be to support the achievement of the development agenda at the country level. Many mechanisms already exist to review progress, and these mechanisms and efforts could be adapted to fit the new requirements of the post-2015 development agenda. This would require feedback from country efforts to the regional and global levels, and vice versa.

108. At the regional level, a multi-tiered follow-up and review should take into consideration the different roles and mandates of regional institutions and entities. The United Nations Regional Commissions recently convened regional consultations on an accountability framework for post-2015. The consultations underscored that regional platforms could provide space for sharing national experiences on the implementation of the agenda.

109. The regional dimension could play a critical role since countries within regions share common experiences and challenges. A regional review and follow-up could be supportive of countries' efforts to deliver on development commitments. The regional dimension could facilitate sharing of knowledge and experiences and support coherent policies and approaches.

110. The regional level is also the natural platform to address regional challenges in sustainable development. The regional level can help countries to translate global goals into policies, guidelines, recommendations and standards that can be implemented at the national level, as well as mobilize partnerships and South-South cooperation.

111. At the global level, follow-up and review will need to offer a comprehensive view of the state of implementation of the wide range of commitments for the post-2015 development agenda. The global framework would need to bring together elements from all levels and sectors regarding progress on specific goals, including on financing and the means of implementation, as well as incentivize implementation and promote the sharing of lessons, data and information.

112. The post-2015 development agenda offers a unique opportunity to establish a coherent global follow-up and review framework that engages all stakeholders. To ensure coherence, inter-linkages will need to be established. The framework would also need to support an integrated approach to poverty eradication and sustainable development, in its economic, social and environmental dimensions.

113. At all levels, effective use could be made of the various existing mechanisms operated by various organizations. Such mechanisms, especially at the regional level, may be best placed for drawing lessons from national implementation and bring together findings on progress on specific goals and targets. Existing multi-tiered follow-up and review mechanisms at all levels could be used.

Mechanisms would need to be broad, flexible and built on the national level as the primary focus of both action and drawing lessons and insight.

114. To support follow-up and review, collecting good and reliable information and data will be important. Reviews rely on robust and high quality data, which should be made available publicly, along with broad and inclusive information. There is a need to ensure that data is timely, reliable and sufficiently disaggregated. Good coverage and quality of data is essential. Disaggregated data at the national, regional and global levels and in terms of poverty characteristics will be critical for formulating effective and well-targeted policy responses. Technologies could be used to make data more accessible.

115. Improvements in data quality and collection could provide information and evidence for follow-up and review of implementation post-2015. There may be a need for increased transparency and open access to public data. Co-creation of data by different stakeholders could complement official data collection and statistics. These priorities have already been reflected in the recommendations of the Secretary-General's Independent Expert Advisory Group on the Data Revolution.

B. Role of the United Nations

116. The United Nations has a critical role in supporting a unified follow-up and review at all levels. The review of the implementation of conference outcomes involves the General Assembly and the Economic and Social Council system, including its functional, regional and expert bodies. As the United Nations' highest intergovernmental policy-making organ, the General Assembly will continue to fulfil a crucial role in providing high-level policy guidance that can serve to strengthen and sustain commitments towards the implementation of the individual conference outcomes and the post-2015 development agenda.

117. The Economic and Social Council and the High-Level Political Forum (HLPF) under the auspices of the General Assembly and ECOSOC will support the formulation of global integrated policy-making for the post-2015 development agenda.

118. ECOSOC has a key role in achieving a balanced integration of the three dimensions of sustainable development at the global level. Its annual main theme provides the focus for the integration of analysis within the ECOSOC system, which supports intergovernmental integrated policy formulation. Every part of the ECOSOC system aligns, to the extent possible, its work to the main theme, and the analysis and policy recommendations inform the deliberations on the outcome of the High-level Segment of ECOSOC. The Council serves as a unifying platform to consolidate the contributions and analysis of the ECOSOC system, as well as the UN development system, into integrated policy guidance.

119. The HLPF is designed to provide political leadership, guidance and recommendations for sustainable development, follow-up and review progress in the implementation of sustainable development commitments, and enhance the integration of the three dimensions of sustainable development in a holistic and cross-sectoral manner at all levels. In the Rio+20 outcome document, Heads of State mandated the HLPF to conduct regular reviews of follow-up and progress in the implementation of sustainable development commitments and objectives, including those related to the means of implementation, within the context of the post-2015 development agenda. These reviews, which will begin after the post-2015 development agenda is adopted and replace the ECOSOC NVPs, will include developed and developing countries and the UN system entities.

120. The HLPF when meeting under the auspices of ECOSOC has a thematic focus reflecting the integration of the three dimensions of sustainable development in line with the thematic focus of the activities of the Council and consistent with the post-2015 development agenda. It also takes into account the work of the Development Cooperation Forum, as well as other activities of the Council relating to the integration and implementation of sustainable development. The HLPF meets every

four years at the level of Heads of State and Government under the auspices of the General Assembly and every year under the auspices of the Economic and Social Council for eight days, including a three-day ministerial segment.

121. The ECOSOC Integration Segment has been tasked to promote the integration of the economic, social and environmental dimensions of sustainable development within the UN system and beyond. The Segment serves as a platform to consolidate the inputs of Member States, the functional commissions and expert bodies of the Council, the UN system and other relevant stakeholders; promote the balanced integration of the three dimensions of sustainable development by engaging policy makers from various ministries; and bring together the key messages from the ECOSOC system on the annual ECOSOC main theme and develop action-oriented recommendations for follow up.

122. The Integration Segment addresses the interplay of the three dimensions of sustainable development as well as cross-cutting issues such as gender, science and technology, and trade and finance, particularly in relation to policy options and their implications. The work of the Segment can thus facilitate policy integration and the transmission and incorporation of policy guidance.

123. The ECOSOC Development Cooperation Forum (DCF) serves as a key forum for the review of trends in international development cooperation. With its engagement of a wide range of stakeholders, the DCF could review the development cooperation aspects of a revitalized global partnership for development and successor arrangements for MDG8. It can also continue to review national mutual accountability and transparency in development cooperation and promote policy coherence.

124. The ECOSOC system is an interlocking framework that connects functional and regional commissions, expert bodies and specialized agencies. All have clear distinctive yet inter-linked roles and together will support the setting of new norms and standards applicable to all countries and the overall follow-up and review of implementation. The ECOSOC system could provide policy recommendations for the implementation by all countries of all SDGs and targets.

125. The transition to the post-2015 development agenda will also demand adaptation and change for follow-up and review from the UN development system as a whole. The integration requirements of the post-2015 development agenda will also demand the UN development system to develop capacity to shift seamlessly between specialization and integration.

126. For the UN development system to be fit for supporting implementation, follow-up and review at the country level, there is a need for expertise, flexibility and agility in responding to the changing development context. This will require a significant strengthening of coordination capacity at both the inter-agency and intergovernmental levels.

127. Through the ECOSOC Dialogue on the longer-term positioning of the UN development system, Member States have a platform to forge a common vision for repositioning of the UN development system and renewing capacity for follow-up and review of implementation. The Secretary-General is expected to reflect the outcome of the ECOSOC Dialogue in his report for the quadrennial comprehensive policy review (QCPR) of the General Assembly of operational activities of the UN system to be held in late 2016.

VII. Policy recommendations

128. The following policy recommendations to enhance the transition from the Millennium Development Goals to the realization of the Sustainable Development Goals and the broader post-2015 development agenda are submitted to the Economic and Social Council for its consideration.

Pursuing policy integration for a unified development agenda

129. Countries will need to review their various development strategies, policies and plans in order to ensure that they are adequately aligned with the post-2015 development agenda, when adopted.

130. The broadening of the post-2015 development agenda demands integrated policy responses to complex country and global development challenges and the growing systemic risks associated with accelerating globalization and interconnectedness of countries. In response, countries need to deepen policy integration and cooperation at all levels.

131. Supportive institutions at all levels need to enable diverse actors to effectively align their efforts with the objectives of the post-2015 development agenda and the global partnership for sustainable development that will underpin it.

132. Greater awareness and understanding of the post-2015 agenda and the integrated approach it requires needs to be achieved at all levels through a strong scientific analysis and widespread and multi-sectoral communication effort.

133. Regional organizations, with the support of UN regional entities, should support the implementation of the post-2015 development agenda and the tracking of progress.

134. The ECOSOC system should promote policy integration and coherence in response to the need to eradicate poverty and promote sustainable development in the context of the post-2015 development agenda.

135. The UN development system needs to support countries' efforts to formulate and implement integrated policies through a broad range of forms of cooperation with a strong focus on partnerships.

136. The UN system should be prepared to assist, on the request of Member States, in the assessment of existing mechanisms at national levels, such as national plans and reports, and their fitness for purpose for national planning and measuring progress of SDGs, and recommend principles and elements for a common approach to tailoring the global agenda to national circumstances.

137. Integration requirements of the post-2015 development agenda call for working methods at the national, regional and global levels that enable the UN system to allocate resources and share the knowledge of different entities in an efficient manner and adjust programmes to focus on joint results achieved by a UN development system enabled to deliver results together.

138. The diversity of development needs and the implication of universality requires broad engagement by the UN system that responds to specific national contexts.

The institutional requirements for the transition from the MDGs to the SDGs

139. There is an urgent need to build trust between governments, institutions and people by strengthening institutions at all levels to provide an enabling environment to build inclusive and peaceful societies.

140. Institutional arrangements should be dynamic and adapt to change whenever necessary in order to keep up with the new and emerging challenges of development as well as new approaches to addressing them. These arrangements should be country- and time-specific, and suit local circumstances.

141. At the national level, institutional reforms must lead to outcomes that leave no one behind, are accessible to all, and address the needs of the population. This may require designating or instituting new national bodies to strategize, plan, follow-up and review implementation. To address low capacity, particularly in terms of the human, technological and financial resources required to strengthen or create institutions and systems, the transition from the MDGs to the SDGs will require translating global aspirations and vision into practical and adequately resourced national and sub-national priorities and programmes.

142. A continued multilateral process centred around the UN to maintain policy coherence, identify new and emerging priorities, and follow-up and review progress, is critical both for delivering on an ambitious post-2015 development agenda.

A revitalized global partnership for sustainable development

143. The revitalized global partnership for sustainable development should be built on strong political will and action, and involve domestic and international, as well as public and private constituencies, as core elements of a transformational approach.

144. To further define, clarify and enhance the roles and responsibilities that multi-stakeholder partnerships should fulfil and the contributions they should make in the transition from the MDGs to the SDGs:

- i. More analysis needs to be undertaken to understand and clarify the roles and responsibilities of multi-stakeholder partnerships at the national, regional and global levels;
- ii. A review may be undertaken within existing resources of the existing mechanisms for coordinating the multi-stakeholder partners with a view to drawing relevant lessons;
- iii. A framework will need to be agreed for the promotion, follow-up and review of the contribution of multi-stakeholder partnerships; and
- iv. The dialogue on multi-stakeholder partnerships should continue to be pursued in the Economic and Social Council, as well as in the High-level Political Forum under its auspices, among other existing partnerships fora.

145. The contributions of South-South and triangular cooperation, including regional and sub-regional organizations, should be developed further in the transition from the MDGs to the SDGs, including through the support of the United Nations and other international organizations, while recognizing that it is not a substitute for, but rather a complement to, the broader global partnership for sustainable development.

Follow-up and review

146. As Member States are deliberating upon a follow-up and review mechanism, the UN development system needs to ensure that it provides the relevant data, information and analysis to enable Member States to reach informed conclusions, recommendations and decisions.