

“Addressing on-going and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining gains in the future”

# Summary

UNDESA Training Workshop  
and Expert Group Meeting in  
Preparation for the 2014  
Annual Ministerial Review of  
the UN Economic and Social  
Council (ECOSOC)

16-17 December 2013, New York



**Expert Group Meeting and Workshop in preparation for the  
2014 Annual Ministerial Review**

*“Addressing on-going and emerging challenges for meeting the MDGs by 2015 and for  
sustaining development gains in the future”*

16-17 December 2013, UN Women Headquarters, New York

## **I. INTRODUCTION**

Since the Millennium Summit in 2000, new major global development challenges have emerged and some existing ones have become more severe. These include rising inequality, a worsening environment, poor prospects for jobs and growing demands for better governance. Conflicts and instability have halted or reversed progress in many countries and climate change impacts threaten to undermine development progress. A major challenge for a post-2015 development scenario will be to translate this more complex reality into simple, measurable, and easy to communicate time-bound goals and targets, as called for by Rio+20 for the sustainable development goals, which are underpinned by scientific evidence and can be modified in response to emerging needs and challenges.

The report of the Secretary-General for the 2014 ECOSOC Annual Ministerial Review (AMR) will attempt to contribute to addressing this challenge with respect to the 2014 AMR theme of *“Addressing on-going and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining development gains in the future”*. As the theme is quite broad, and to avoid duplication of previous and on-going efforts, the report will focus on three broad priority areas:

- a) Institutional facilitators for sustainable development;
- b) Inclusive development; and
- c) Measuring development progress.

In particular, the National Voluntary Presentations of the ECOSOC Annual Ministerial Review have served as a mechanism for reviewing and monitoring progress in all internationally agreed development goals, including the MDGs. With the expectation that the post-2015 development agenda will be a single universal framework, the report will need to consider ways to build on the NVP mechanism and inform the monitoring and measurement system that could accompany it.

The Office of ECOSOC Support and Coordination (OESC), in collaboration with the Division for Sustainable Development and the Capacity Development Office of DESA, organized a Training Workshop and Expert Group Meeting in preparation for the 2014 Annual Ministerial Review of the UN Economic and Social Council (ECOSOC). The Meeting was held at the UN-Women Headquarters in New York on 16-17 December 2013. It brought together representatives and senior experts from Member States, UN system partners and independent experts to share expertise, knowledge and lessons learned from their perspectives and/or national contexts on the three focus areas.

## II. OBJECTIVES AND EXPECTED OUTCOMES

The main objectives of the Training Workshop and Expert Group Meeting were to:

- ❖ Increase knowledge of the prevailing issues captured by the AMR theme;
- ❖ Identify key priority areas to be addressed in the Secretary-General's report and in activities leading to the 2014 AMR session; and
- ❖ Identify and propose new ways to measure development progress in keeping with ECOSOC's mandate, building on the experience of the NVPs.

The Meeting aimed to: refine the outline of the 2014 AMR report of the Secretary-General; identify technical issues to be considered by the report; discuss findings of the technical review of the NVPs carried out by DESA; and suggest ways to strengthen global and national reviews in support of the High-Level Political Forum (HLPF) and a new, universal post-2015 development agenda.

It also aimed to provide some insights into a more fundamental question: how do we build on lessons learned from the MDGs - simplicity, measurability, and time bound nature of the MDGs, which attracted the attention of everyone and de facto changed the development discourse – to ensure that the post-2015 development framework delivers on the following three Ms:

1. Monitor, measure and report: regular monitoring through a rigorous framework of targets and indicators reported on regularly to engage political leaders;
2. Mobilize support: simple messages and campaigns to build and maintain momentum towards the realization of the goals;
3. Modify: flexibility to allow for adjustments and course corrections.

The answer to this question will be critical to identify how we can build on the AMR/NVP platform for monitoring and reviewing progress in all IADGs/MDGs to establish an effective system for monitoring and measuring progress towards a post-2015 development agenda.

## III. KEY MESSAGES AND SUMMARY OF DISCUSSION

The discussion on the three main focus areas identified in the 2014 AMR report outline was structured around five sessions on:

- Institutional Facilitators for Sustainable Development,
- Inclusive development,
- Measuring Development Progress,
- Lessons Learned from Existing National Reporting, and
- Next Generation of National Reviews: Towards a New Analytical Framework.

### KEY MESSAGES

- i. Strong institutions are a prerequisite for successful development; strong leadership is a critical driver and enabler of sustainable development.
- ii. Engagement of citizen participation and building of community resilience is crucial for successful and inclusive development. These are, together with

- effective parliamentary oversight, an effective system of checks and balances for governments and citizens at all levels.
- iii. Expanding people's opportunities is at the core of inclusive development. It requires addressing income and structural inequalities and their drivers and promote equality in its own right.
  - iv. A sound scientific approach to measuring and reviewing development results is critical to accelerate progress towards sustainable development beyond 2015.
  - v. Monitoring and reporting options for a post-2015 framework should include setting appropriate targets and indicators, identifying measurement tools that are qualitative and quantitative, addressing gender, inequality and discrimination, and calibrating local, national, regional and global applicability.
  - vi. Strong monitoring and evaluation features, through a mutual review system, should be central to ECOSOC's role to promote accountability towards development goals, and should include follow up implementation and report-back mechanisms.
  - vii. Capacity development should be a critical component of national monitoring and reporting

#### **a) Institutional Facilitators for Sustainable Development**

The discussion in this session focused on the role of institutions in promoting sustainable development. It examined which institutional factors, and to what extent have been instrumental in promoting a virtuous circle of political stability, sustained growth and development in many countries at different stages of development. Lessons learned point to strong institutions, effective legal and policy frameworks, a stable economic, social and political environment conducive to sound policy-making, peace and security, good governance, and the rule of law. The session examined some of these factors and how their interplay and sequencing can help address ongoing and emerging challenges, accelerate progress towards the MDGs, and sustain gains beyond 2015.

*Institutions are critical in addressing the challenges of sustainable development both as enablers and development outcomes in their own right.* – Institutions provide the rules of the game and the incentives that shape human action and make it possible for markets to function. Institutions that promote peaceful resolution of conflict, access to justice, political participation, and good governance are also fundamental outcomes for human well-being and sustainable development. A capable state that can effectively carry out basic functions of security and access to justice, protect human and property rights, ensure delivery of services, facilitate citizen's engagement and mobilize participation of other actors is indispensable for sustainable development.

*How do we measure institutional competence for sustainable development and what specific institutional dimensions should be measured?* - A starting point for measuring institutional competence would be the degree to which citizens are empowered and engaged to promote government accountability, and institutions work for the benefit of all. Drivers of institutional change and competencies should also be considered. Key dimensions of institutional competence would include: strong leadership; citizen's

engagement; parliamentary oversight that provides checks and balances; and institutional flexibility and resilience to adapt and respond to emerging needs.

*What kind of reform is required and feasible to make institutions more amenable to sustainable development?* - Participants emphasized that there is no one-size-fits-all model. Historical, political, cultural, socio-economic, and geographical factors all play a role in the evolution of national institutions. Institutional reform should thus be framed and rooted in the national context to be able to build on a country's specific structure, community-based coping mechanisms and resilience. Small changes can have a big impact—for example, quotas for women in parliament in Rwanda led to pro-poor gender-sensitive laws, and the mere threat of audits in Indonesia reduced embezzlement of public money.

*The success of institutional reform should be measured by its outcomes* - Reform should lead to institutions that reach both rural and urban areas and are accessible to populations of all income levels, especially the poor, who are often neglected by institutional structures. Legal reforms should make institutions more accessible to the poor by facilitating access to justice and peaceful settlement of disputes; and providing law and order. Rule of law should embed values, provide constraints to the exercise of power, and protect property rights, allowing people to demarcate and protect the use of land. This is especially important in countries where informal property rights exist but special sensitivity and caution must be exercised as they can be abused by corporate land-grabs. The success of institutional reform should also be measured by its ability to promote institutional coherence.

*Human rights cannot be fulfilled without strong institutions* - Institutions, along with geography and culture, capital accumulation, innovation, education and policies are identified as main determinants of economic development. In modern institutions theory, there are two kinds of institutions: 1) inclusive institutions that secure property rights, law and order, markets, state support and regulations; and 2) extractive institutions, controlled by elite groups for the purpose of extracting resources for the benefit of small elites. The report of the High Level Panel on the Post-2015 development agenda reaffirms the important role of institutions and the need to focus on inclusion, calling for “open and accountable institutions for all” that deliver peace and foster economic and social sustainability.

*Institutional analysis should expand to be able to identify effective/competent institutions for sustainable development* - Institutions that worked for the MDGs might not be suited for the SDGs and the post-2015 development agenda, as they might no longer be sufficient to address current realities and challenges. The Rio+20 Outcome Document calls for effective, transparent, accountable and democratic institutions at all levels, breaking down barriers at international, regional, national and community levels. There is a need to shift the focus of analysis from macroeconomic institutions to institutions that promote more inclusive development and citizen's engagement, particularly at the community level.

*ECOSOC should promote institutional coherence both at the national and international levels* - The Council should become a forum for reviewing institutional reforms undertaken by Member States and sharing experiences and lessons with a view to promoting institutional coherence at the international, regional and national levels. This will require bridging existing deficits in UN entities to enable them to develop actionable tools and policy advice for national governments. For example, there is need to go beyond rhetoric on the rule of law and institutions as enablers and be specific about how they will work in practice, including a reflection on indicators and targets.

## **b) Inclusive Development**

Inclusive development is critical to accelerating progress towards the MDGs and promoting sustainable peace, security and development. Promoting inclusion requires reducing barriers of all kinds (social, cultural, legal, administrative and financial) for people to participate freely and productively in society. The discussion analyzed systemic, institutional and policy factors that are responsible for creating exclusion; and the extent to which integrated and participatory approaches can help promote more inclusive and sustainable development.

*Social inclusion, through a people-centered, participatory approach is a game changer for inclusive development*- Social inclusion, or integration, is a process to address social and economic inequalities through participation. It requires a people-centered approach founded on the notion that everyone should have the right and capability to be part of society and that social exclusion is unjust and leads to poverty, social unrest and political instability. An integrated and participatory approach is critical to formulate effective national policies for inclusive development.

*People's empowerment is at the core of a more inclusive development approach*- People's empowerment means making people active agents of the development process that affects their lives, giving them a stake in the outcome. This requires shifting the attention from the macro to the micro dimension of the economic discussion and on the changing structure of society, focusing on policies that integrate the social and economic dimensions. In this regard, employment creation and decent work for all combined with social protection policies have emerged as powerful instruments to achieve social inclusion (e.g. conditional cash transfers (CCTs) programmes were responsible for about a 21% fall in the Gini income index both in Brazil and Mexico between the mid-1990s and mid-2000s). However, there is need to move beyond productive employment and redistribution and focus more on promoting equal opportunities, especially for women.

*Inclusive and sustainable development also requires promoting inclusive growth and reducing inequality*-economic transformation is generally associated with an initial widening of inequalities at various levels –income, spatial, gender, inter-generational - with different levels and patterns of inequality across countries. Since the 1960s, however, inequalities have continued to increase dramatically as growth, while necessary for poverty reduction, does not trickle down automatically. There is a widespread recognition that inequality must be reduced by addressing its drivers and promoting

inclusive growth. Several factors can be identified as the main drivers of inequality, including initial ownership and distribution of assets, technological change, international trade and finance, macroeconomic frameworks for public revenues and expenditures, climate change, natural disasters, environmental degradation, migration and labour market regimes, among others. Access to education, finance and public services, discriminatory practices and lack of representation and voice are all contributing factors.

*Addressing inequality requires actively addressing not only differences in opportunities, but also differences in capacity to take advantage of such opportunities-* There is a wide range of inequalities that goes beyond income. Inequality is structural and thus more difficult to understand and address. This requires going beyond economic analysis to consider cultural and social issues behind structural inequality. It also requires moving beyond the discussion on inequality of opportunities and social exclusion to focus more on inequality of outcomes, which better reflect human development capabilities. Disparities in socio-economic conditions, together with ethnic and gender biases and differences in health and education, especially in early childhood, tend to shape the very capability of individuals to take advantage of opportunities and actively participate in the economy. This raises the question of whether equality of opportunity is possible and how might it be measured, versus equality of outcomes.

*Promoting inclusive growth and equality of outcomes by boosting individual capabilities creates a more solid ground for sustainability* - both growth and redistribution policies are critical to help mobilize the resources necessary to promote structural economic transformation and jump-start development. There is, however, a need to actively focus on improving equality of opportunity through skills development and other programmes that are mindful of gender, spatial and ethnic disparities. Macro-economic policies that prioritize growth and employment should also be pursued. Enforcing social protection programmes and labor standards and pursuing development planning to promote balanced regional development and narrow rural-urban disparities, actively shape equality outcomes.

*Policies that effectively reduce inequalities should target macroeconomic frameworks, access to health, education and representation, and investment in human capital, especially for women and other marginalized groups* – Such policies should focus on: asset redistribution (e.g. fiscal reform, taxation, land reform); removing barriers to education and training; improving access to financial markets; establishing macro-economic policies with anti-cyclical stabilizers of public expenditure; adaptation and mitigation programmes; balanced rural and regional development; access to micro-credit and financial inclusion; and the promotion of democratic governance and inclusive institutions.

*There is a need to further analyse policy trade-offs and implications of a more inclusive development path, and identify policies that have greater knock-on effects* - Not all policies that matter are undertaken or managed at the national level. There is need to understand and balance policy trade-offs between growth and redistribution policies nationally, regionally and globally, and to manage these in a way that is sustainable and

leaves room for each country to examine its own agenda. There is also need to understand the financial cost of promoting equality of opportunity and interventions that have the greatest knock-on effects.

### **c) Measuring Development Progress**

This session focused on the broad range of analytical and statistical challenges to access real-time, relevant, and reliable data for the rigorous measuring, monitoring and reporting on development progress. It examined whether and how existing tools, methodologies and data sources are sufficient to address these challenges at various levels of analysis (national, regional and global). It also examined what new tools and analytical frameworks are needed to report on development results in the context of the HLPF and the emerging development agenda. The starting point of this discussion is that rigorous measurement, monitoring and reporting on progress are the basis for effective, evidence-based policy-making and accountability for results.

*The MDGs have had a positive impact from the perspective of statistics and data collection, but availability, sustainability, harmonization, and quality of data continue to be a critical challenge -* Despite efforts by the UN to gather data, build national statistical capacity and improve coordination of international support, one-third of countries have difficulty reporting on half of the MDG indicators. The MDGs were helpful in setting performance standards, but such standards need to be supported by strong data and indicators. The gap in coverage has prevented many countries from establishing meaningful comparisons between past and present results. Insufficient data on a particular goal has also often led to inadequate policy attention or distortions in priority setting.

*Data and indicators shape policies and priorities and redefine rather than address important issues; rather than “treasure what we measure” “we should measure what we treasure”.* The focus on limited goals had a negative impact on understanding gender issues and on collecting data on critical women’s rights dimensions, such as violence against women, unpaid housework, and the impact of the financial crisis on female employment and well-being, dimensions that remain invisible. Strong data and appropriate indicators are critical to effectively address emerging important dimensions of development, such as gender, inequality, jobs, and education. A strong framework addressing these issues should not only include them as goals but also advocate strong statistical indicators and good data, especially micro-data. This would apply also to sustainable development and governance, together with disaggregation of data by gender and by other categories.

*Rigorous monitoring and reporting for a post-2015 development agenda should include more robust and broader measures of progress, including in all dimensions of sustainable development -* It should cover all statistical fields (economic, social, environmental, governance). It should be universal, but with differentiated indicators to account for different levels of development to strike a balance between global, regional and national monitoring. It should be results-based, including outcome and intermediate

indicators, as well as output and input indicators to account for and manage progress. Indicators should be clearly linked to targets and be well defined statistically; they should be both aggregated and disaggregated (to capture new areas important for development, such as gender, inequality, geography, income, disability, and other categories), measurable overtime, cost-effective, clear and easy to communicate, and limited in the overall number. The UN Statistical Commission should have a central role in ensuring a robust statistical measurement approach in the post-2015 development agenda and in overseeing coordination among UN statistical programmes and building of national statistical capacity

*Reporting on progress towards sustainable development and the new development agenda will require a data revolution in the production of statistics that taps into all data sources and builds capacity, coordination and partnerships among all relevant actors - A strong monitoring framework to track development progress towards a post-2015 development agenda will require new methods of production, collection and dissemination of data. This will entail strengthening existing statistical tools (household and agricultural surveys, census/vital statistics), developing and implementing new methodologies (system of environmental-economic accounting) and methods for data capture and dissemination (open access, working with users). It will also require tapping into all new and unused data sources and methods (e.g. integrated surveys, administrative records, and big data), allowing for a greater role for civil society, private sector and academy to contribute data. It will integrate statistical and geospatial information.*

Data quality control will be critical and should aim towards a holistic approach to data collection, storage, treatment, dissemination, and capacity building. It will require developing strong global statistical standards and methods and building statistical capacity, coordination and partnership among a broad range of official and unofficial data collectors to create a new culture on data. Financial incentives for the collection of data would also need to be revisited to promote a new global partnership on development statistics that strikes a balance between global and national reporting; official/non-official; real time data and vetted statistics; innovative approaches and global standards; open data and privacy protection. Issues of data capacity, comparability, reliability of sources, and trust will be critical in building an effective global partnership on development statistics.

*Measuring progress is critical to promote accountability, but not all that is important is measurable and/or can be captured in a new development framework - A rigorous data and analytical framework to monitor and report on a post-2015 development agenda will need to identify measurement tools that are both quantitative and qualitative in order to strike a balance between the need to track progress and promote accountability and the need to capture more complex realities that are not always measurable, but critical to setting the right policy priorities. This will require a dialogue between statisticians and development specialists to decide what needs to be measured and to identify appropriate quantitative and qualitative measurement tools according to a suitable analytical framework. Composite indicators, such as the HDI and other complex indexes, will help capture complex realities and should be complemented with indicators on gender,*

inequality and deprivation. A proper analytical framework will also better integrate the discussion on goals with the policies needed at the global, regional and national levels for their implementation, thus enlarging the focus on the “what” and the “how”.

#### **d) Lessons Learned from Existing National Reporting**

This session focused on lessons learned from national reviewing and reporting on development progress through the NVP exercise. It analysed specific challenges encountered by NVP countries in measuring and monitoring development results for the formulation of evidence-based development policies and strategies to accelerate progress. The session also discussed whether and to what extent the NVPs can be used as an effective tool to help countries align their national development strategies with the IADGs/MDGs and the future UN development agenda.

##### Lessons learned from the NVP process

*1) The NVPs are a good platform for the international community to assess and advance progress towards the internationally agreed development goals (IADGs) at the national level. They provide an opportunity to revamp national MDG policies and programmes, promote in-country sharing of experiences, development knowledge and good practices and address national disparities across regions and groups. 2) Participation and coordination among all arms of government is critical to address the multi-dimensional nature of NVP reporting. This often requires complex mechanisms to mobilize and engaged all relevant stakeholders for the preparation of the NVPs. Countries with their own coordination mechanism or body, such as the Economic and Social Council in Brazil, are better off in this regard. 3) The structure of the NVP meetings should be more dynamic and provide a clearer link between the MDGs and the AMR theme. The Trade Policy Reviews conducted by WTO and the Universal Periodic Reviews (UPR) conducted by the Human Rights Council, although carried out in different settings with a more specific focus than the NVP reviews, could serve as models to improve the structure of future meetings. They are also good examples of constructive dialogue between major bodies and reporting countries. 4) The NVP reports are not easily comparable as they do not use the same indicators. The NVP guidelines should identify a common template with a core set of indicators for all NVPs in addition to country-specific indicators. 5) Policy dialogue and an open review process with the participation of all national stakeholders can help identify relevant data sources. It also promotes development learning and facilitates broad-based engagement. Shadow reports from other stakeholders –e.g. UN agencies, private sector, CSOs, bilateral donors - could be encouraged to provide a host of additional information, data and analyses. 6) Follow-up mechanisms should be established to monitor implementation and assess the impact of policy recommendations identified by the NVPs on national planning. A monitoring and evaluation strategy, in particular, should be built into the national reporting process from the outset.*

##### Lessons learned from the NVP analytical framework

*Measuring national progress towards the UN development agenda requires indicators and data from all domains and a transparent method to calibrate numerical weights with*

*policy weights*- More qualitative and context-driven data are needed together with a better balance between social dimensions captured by the MDGs and other emerging dimensions - such as economic, environmental, climate change, and security - to address the full complexity of development. Indicators and data from all domains – e.g. statistical, technical and institutional– should be included to obtain a rich picture of national contexts and reality. Data sources should include official data and metadata obtained from NSOs and regional and international sources assigned relevant responsibility under national law. Existing indicators, such as MDGs, CSD and others, can be updated with indicators resulting from background scientific work. Mixed models should be applied to calibrate the numerical and policy weights of various indicators (from global and country-specific initiatives) as reference for qualitative inputs, complemented by multi-level weight calibration to understand and balance the weight of each indicator in the country reality. Broad-based participation is critical to reaching consensus on the set of MDGs and other goals to be reviewed nationally.

#### Lessons learned from DESA and the UN system support to NVP countries

*A more rigorous analytical and data framework for national reporting should be accompanied by stronger guidelines and capacity development support* – The objective should be to help NSOs produce comparable data on MDGs as well as on sustainability indicators (which could be piloted in a few NVP countries). This should aim to calibrate indicator and policy weights, and national, regional and global weights to be able to adapt a global framework to national realities. This will require establishing inter-agency technical teams to work on basic weights for the national, regional and global levels; developing and marketing a common and holistic vision of information needs, as well as improving and harmonizing data for policy; preparing a single, coherent, and multilevel report on indicators and weights as a general guide for the NVPs and data annexes; and launching the report at various levels, employing a comprehensive information sharing, communication and advocacy programme. NVP guidelines, in particular, should specify NVP information needs. They should clarify that there are no standard data requirements for all countries as national reporting should be tailored to national context and culture and that donor countries are expected to report on country specific progress and not only on their development assistance programmes. The NVP process should lead to the continuous update of indicators and weights.

*The sub-regional and regional levels are also emerging as critical to support national action and to help build national monitoring and reviewing capacity* - Cooperation mechanisms at the regional level can help support national reviews as well as build and retain national capacity by tapping into national diaspora and South-South cooperation mechanisms.

The regional level could serve as an outlet for piloting new policies, supporting complex data collection, analysis, and dissemination, and adapting complex data and analytical framework to national contexts. This can help promote and share the costs of building national statistical capacity as well as greater regional coordination and cooperation. The preparation of national reviews and reporting could be connected to existing regional peer-review mechanisms, such as the African Peer Review Mechanism (APRM), which

generally enjoys broad political support and provide more incentives for countries to participate. These offer opportunities to build national and regional capacity to review and report on progress.

#### **e) Next Generation of National Reviews: Towards a New Analytical Framework**

Building on the experience of the NVPs and other national reporting mechanisms, the session discussed what kind of analytical framework, methodology and data set would be needed to effectively analyze results in a post-2015 context, as a basis for the formulation of effective national development strategies. The discussion focused on existing approaches and models to review and monitor progress towards poverty eradication and sustainable development and their suitability for a post-2015 framework. The discussion took the view that national and global reporting on development progress must move beyond the “sharing of experiences and lessons learned” approach and embrace a more rigorous, evidence-based and comparable reporting framework. National reporting to the HLPF should be a central component of a post-2015 accountability framework.

*The next generation of national reports should serve as an attractive tool for all countries to report on progress and challenges in implementing a new and more universal development agenda* – This will require a more effective, comprehensive and rigorous reporting framework, as well as a conducive format for national presentations that enjoy political support from all stakeholders and promote genuine dialogue at the national regional, and global level.

*Lessons learned from the past 13 years show that the MDGs as analytical framework do not assist countries in designing effective development policies* – While the MDG framework was helpful in supporting countries in setting development priorities and formulating MDG-based National Development Plans, it is not conducive to assess impact and costs associated with the achievement of individual goals on national plans and budgets. This often resulted in micro-interventions at unnecessarily high-costs. A more holistic approach to the MDGs, which include MDG8 as defined by the financing for development agenda, is needed to provide a more comprehensive analysis of progress and challenges.

*Focus on good governance as a means to accelerate progress towards the MDGs.* – The African Peer Review Mechanism (APRM) is a self-monitoring tool that aims at fostering governance policies, standards and practices that can lead to: political stability; high and sustained rate of economic growth; and accelerated regional economic integration as key enablers for the achievement of the MDGs and other goals. It uses a socio-economic framework of analysis that goes beyond governance issues to address governance challenges.

The APRM process is voluntary, broad-based and highly participatory, involving stakeholders at all levels (ministerial, civil society, private sector, and research institutions). Monitoring and evaluation are embedded in the process to ensure the

implementation of national agreed priorities and commitments in taking steps to address the gaps identified in the review. Progress is validated at the local, national and regional levels. Capacity development is a key objective of the APRM as a means to create research capacity in Africa, together with a culture of performance, accountability and transparency, dialogue, sharing of information and good practices, and partnership.

*A holistic approach to the analysis and solution of problems related to the achievement of the MDGs-* The MDG Acceleration Framework (MAF) is a methodology to assist governments that are off-track in meeting the MDGs to roll-back the country's policies to meet the goals. It has been endorsed by UNDG and is being implemented by United Nations Resident Coordinators in 50 countries, of which ten are in special development circumstances. The MAF adopts a holistic approach to address bottlenecks in the implementation of individual MDGs, which is carried out in four steps: 1) identification of interventions; 2) identification and prioritization of bottlenecks; 3) identification and prioritization of solutions; 4) development of MDG Action Plan.

The MAF assesses bottlenecks at various levels of implementation (policy and planning; budget and financing; service delivery; service utilization) within specific sectors, but also focuses on cross-cutting dimensions. The MAF analysis utilizes data available from all sources and action plans are monitored and updated as data becomes available. UNRC leadership facilitates the broadening of national engagement (from sectoral ministers to local authorities and CSOs) and technical support. The MAF intervention responds to national/local political determination to tackle identified off-track MDGs. It draws upon country experiences and ongoing processes to identify and prioritize bottlenecks, uses lessons learned to determine objective and feasible solutions for accelerating MDG progress and creates partnerships with identified roles for all relevant stakeholders to jointly achieve MDG progress.

The first report on lessons learned with MDGs acceleration unveiled unfinished business in many countries. It demonstrated the value of adopting a holistic approach to problems in specific sectors, the need to pay greater attention to the demand side of service delivery and the need to look at the situation of specific subnational and population groups within a country in order to target inequalities. While the MAF methodology seems to be useful in addressing problems and identifying solutions related to the implementation of individual MDGs, it does not specifically address potential synergies and trade-offs among all MDG interventions.

*A human rights-based focus can strengthen the post-2015 monitoring and evaluation framework/process -* The MDG framework is no longer sufficient to capture development progress in a context of slow economic growth and growing inequalities, especially in middle income countries. There is a need to go beyond national averages of progress to capture and address more complex realities such as inequalities and discrimination. This requires a new framework that goes beyond economics and statistics to focus on the rights of the individual, including social and economic rights. It means integrating human rights concerns in the technical work on goals, indicators and targets and including new goals and targets on income inequality and social protection for all. However, questions

remain on the impact of a rights-based approach on development. One question, for example, is the impact of the right to a decent job on productivity and transformational change, especially at a time when countries have less fiscal space.

*An integrated system of analysis to assist countries to design coherent policies for sustainable development* - This will require addressing issues, such as, balancing market-based instruments with regulation and the use of taxes, subsidies and direct industrial policies. An analytical framework that can assist countries in designing coherent policies for sustainable development will require an integrated system of analysis and capacity development. Such a framework should build on the lessons learned from the MDGs and address the MDGs more holistically. For example, the impact of policies adopted for achieving groups of goals – such as education, mortality, sanitation – should be examined in order to identify correlations between goals and define the most effective policies to address them. Dynamic macro-micro linkages –such as between budget, labour markets, and market inputs – should also be analyzed in the framework. Policy coherence should be a key objective, supported by appropriate data, thematic studies, analyses of inter-linkages between various levels of intervention, and capacity building.

## ANNEX



### Training Workshop and Expert Group Meeting in Preparation for the 2014 Annual Ministerial Review of the UN Economic and Social Council (ECOSOC)

*“Addressing on-going and emerging challenges for meeting the Millennium Development Goals in 2015 and for sustaining gains in the future”*

UN Women Headquarters, New York  
16-17 December 2013

#### PROGRAMME

##### Monday, 16 December

8.45-9.30 Arrival and check-in at UN Women Headquarters, Daily News Building, 220 East 42nd Street, New York, 19<sup>th</sup> floor, Room 19-20

##### Opening

9.30-9:40 Opening remarks: **Mr. Navid Hanif**, Director, Office of ECOSOC Support and

9.40-10:00 Coordination (OESC), DESA

Setting the stage: **Ms. Monica Nogara**, Economic Affairs Officer, OESC/DESA

Chair: **Mr. Neil Pierre**, Chief, Policy Coordination Branch, OESC/DESA

##### Session I Role of Institutions in Supporting Sustainable Development

10.00-12.30 Moderator: **Ms. Marion Barthelemy**, Chief, Intergovernmental Support and Inter-Agency Branch, Division for Sustainable Development, DESA

10.00-11.00 Presenters:

- **Mr. Henk-Jan Brinkman**, Chief, Policy Planning and Application Branch, Peacebuilding Support Office
- **Mr. John-Mary Kauzya**, Chief, Government and Public Administration Branch, Division for Public Administration and Development Management, DESA
- **Mr. Pingfan Hong**, Chief, Global Economic Monitoring Unit, Development Policy and Analysis Division, DESA
- **Ms. Shelley Inglis**, Policy Advisor/Team Leader, Rule of Law: Access to Justice and Security, Legal Empowerment of the Poor, Democratic Governance Group, Bureau for Development Policy, UNDP

11.00-11.15 **Coffee Break**

11.15-12.30 Interactive discussion

Key Issues:

This session will take a broad look at the institutional dimensions of sustainable development to examine specific facilitators that have been instrumental in promoting a virtuous circle of sustained growth and development in many countries – e.g., strong institutions, effective legal and policy frameworks, a stable economic, social and political environment conducive to sound policy-making, peace and security, and the rule of law. The session will examine how the interplay and sequencing of these facilitators can help address ongoing and emerging challenges to accelerate progress towards the Millennium Development Goals (MDGs) and sustain gains beyond 2015.

12.30-14.00 **Lunch Break**

## Session II Inclusive Development

14.00-15:45 Moderator: **Mr. Ousainou Ngum**, Executive Director, ACCORD International

Presenters:

- **Ms. Wenyan Yang**, Chief, Social Perspective on Development Branch, Division for Social Policy and Development, DESA
- **Mr. Willem van der Geest**, Chief, Development Strategy and Policy Analysis Unit, Development Policy and Analysis Division, DESA
- **Ms. Susanna Lundstrom Gable**, Consultant, PREM South Asia, World Bank
- **Mr. Richard Morgan**, Senior Advisor (Post-2015 Agenda), Executive Office, UNICEF
- **Dr. Bartholomew Armah**, Chief, Renewal of Planning Section, Macro-Policy Division, UNECA

Interactive discussion

Key Issues:

This session will focus on systemic, institutional and policy factors responsible for either promoting or reducing socio-economic inequalities within and between nations – e.g., labor policies; social protection systems; land distribution; access to financial assets; national macroeconomic policies; tax systems; international financial, development cooperation and trade regimes. The session will examine how integrated and participatory approaches can effectively take into account this broad range of factors in ways that can lead to more inclusive and sustainable development.

15.45-16.00 **Coffee Break**

**Session III****Measuring Development Progress**

16.00-17.30

Moderator: **Ms. Francesca Perucci**, Assistant Director, Population Division, DESA

Presenters:

- **Mr. Stefan Schweinfest**, Acting Director, Statistical Division, DESA
- **Mr. Jos Verbeek**, Lead Author, 2013 Global Monitoring Report, World Bank
- **Mr. Milorad Kovacevic**, Chief Statistician, Human Development Report Office, UNDP
- **Mr. Johannes Jutting**, Manager, PARIS21 Secretariat, Development Co-operation Directorate, OECD
- **Ms. Shahrashoub Razavi**, Chief, Research and Data Section, Policy Division, UN Women

Interactive discussion

Key Issues:

This session will focus on the broad range of challenges – e.g., statistical and analytical challenges to access and analyze real-time, relevant, and reliable data - at the global, regional and national levels to measure development progress. The session will examine how existing tools, methodologies and approaches can help address these challenges at various levels of analysis or whether new instruments are needed to support measuring and monitoring of development results as a basis to design effective strategies to accelerate progress towards the Internationally Agreed Development Goals (IADGs)/MDGs.

**Tuesday 17 December**

**Session IV****Lessons Learned from Existing National Reporting**

9.30-13.00

Moderator: **Ms. Ndey-Isatou Njie**, Chief, Water, Energy and Capacity Development Branch, Division for Sustainable Development, DESA

9.30-10.00

*Lead Presentation on the National Volunteer Presentation (NVP) Review*

**Mr. Vanus James**, Consultant

10.00-10.30

*Interactive discussion*

10.30-10.45

**Coffee Break**

10.45-13.00

*Round Table on Country Perspectives*

Presenters:

- **Mr. Shah MD Aminul Haq**, Joint Secretary, Economic Relations Division, Ministry of Finance, Bangladesh
- **Mr. Adeyemi Fajingbesi**, Economic Policy Analysis Centre, Nigeria

- **Dr. Tapera Chirawu**, Director, Policy Matrix and Development, Namibia
- **Mr. Sergio Rodrigues dos Santos**, Minister, Permanent Mission of Brazil to the United Nations

Interactive Discussion

Key Issues:

This session will focus on lessons learned from national experiences, including through the National Volunteer Presentation (NVP) and National Development Strategy (NDS) reviews, on the challenges to measure and monitor development progress and formulate evidence-based development policies and strategies. The session will also discuss the potential of the NVPs as an effective tool to align NDS with IADGs/MDGs and to accelerate sustainable development progress.

13:00-14:30

**Lunch Break**

**Session V**

**Next Generation of National Reviews: Towards a New Analytical Framework**

14:30-17:00

Moderator: **Ms. Jennifer Jones**, Monitoring and Evaluation Specialist, Justice Undertakings for Social Transformation (JUST) Programme, Ministry of Justice, Jamaica

Presenters:

- **Ms. Orria Goni Delazangles**, Policy Specialist, Bureau for Development Policy, UNDP
- **Mr. Simone Cecchini**, Social Affairs Officer, Social Development Division, ECLAC
- **Mr. Eduardo Zepeda**, Interregional Policy Advisor, Development Policy and Analysis Division, DESA
- **Mr. Dalmar Jama**, Corporate Governance Coordinator, African Peer Review Mechanism (APRM) Secretariat

Interactive discussion

Key Issues:

This session will focus on existing experiences and models to review and monitor progress towards poverty eradication and sustainable development and how they can be applied to a post-2015 development context. Building on the experience of the NVPs, the session will discuss what kind of analytical framework, methodology and data would be needed to effectively measure results as a basis to formulate effective national development strategies.

**Wrap-up and Next Steps**

17.00

- **Mr. Neil Pierre**, Chief, Policy Coordination Branch, OESC/DESA

