2015 ECOSOC High-level Segment

Conference Room Paper

Contributions from the United Nations System

Report of the Secretary General on the
2015 ECOSOC theme

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

Report of the Secretary General on the
2015 thematic debate of the ECOSOC High-level Segment

"Strengthening and building institutions for policy integration in the post-2015 era"

Table of Contents

Introduction

The United Nations system submitted contributions to the Secretariat for the preparation of the reports of the Secretary General on the 2015 ECOSOC theme and the theme of the 2015 thematic debate of the ECOSOC High-level Segment.

The Report of the Secretary General on the 2015 ECOSOC theme, *"Managing the transition from the Millennium Development Goals to the sustainable development goals: What it will take"*, focuses on key aspects that can promote the successful transition from the Millennium Development Goals to the unified and universal post-2015 development agenda integrating the Sustainable Development Goals, including policy integration and coherence, adaptation by institutions, fostering effective multi-stakeholder partnerships and enhancing follow-up and review.

The Report of the Secretary General on the 2015 thematic debate of the ECOSOC High-level Segment is on the theme *"Strengthening and building institutions for policy integration in the post-2015 era"*. The report highlights institutions as essential enablers of development, providing and maintaining the rules of the game that shape and regulate human action. The role of institutions will be fundamental to the adoption of more integrated approaches to policy-making, necessary to implement the vision of the post-2015 development.

This conference room paper reflects the verbatim contributions received from the UN system for both reports.

Department of Economic and Social Affairs (UN DESA) - Population Division

UN DESA-Population Division input to report of Secretary-General on the 2015 ECOSOC theme

Topic: Civil registration and vital statistics for monitoring and institutional capacity development

Suggested placement: Report on transition from MDGs to SDGs, chapter V. Monitoring and accountability, and/or Report on Strengthening institutions, chapter IV. Capacity issues in institutional preparedness.

The area of civil registration and vital statistics offers a prime example of the necessity of institutional coherence for both achieving and monitoring SDGs. The outcome document of the Open Working Group stresses the importance of legal identity and civil registration through target 16.9 ("by 2030 provide legal identity for all including birth registration"). Moreover, the vital statistics produced by aggregating registration records are an important input for monitoring, both directly for monitoring survival targets for health goals, and indirectly by ensuring accurate population denominators for per capita indicators in other spheres. Aspects of civil registry are often under the purview of multiple ministries and departments, including health, interior, justice and national statistical offices[1]. Promoting coordination between institutions, including through enabling legislation, and capacity within institutions is crucial to improving both the coverage of registration and the compilation of statistics.

Additionally, the 2020 round of population censuses will be an important waypoint in monitoring short-term progress toward the goals set in 2015. Countries and international partners must ensure that capacity is in place for countries to carry out censuses according to international standards, with timely processing and dissemination of the results. More generally, investment is needed to build and strengthen the capacity of developing countries and countries in transition to analyse and evaluate demographic information for the formulation and implementation of strategies and policies.

UN DESA-Population Division input to report of Secretary-General on the 2015 thematic debate

Topic: Migration in the post-2015 development agenda

Suggested placement: Strengthening institutions, chapter V. Multi-stakeholder institutional arrangements and partnerships.

The 2013 High-level Dialogue on International Migration and Development, adopted by consensus, the General Assembly highlighted the role of migration in global development and recommended that it be considered in the elaboration of the post-2015 UN development agenda. The outcome document of the Open Working Group on Sustainable Development Goals (SDGs) identified a number of migration-related targets, including on the protection of migrant worker rights, ending human trafficking, reducing remittance transaction costs and facilitating safe, regular, orderly and responsible migration and mobility. The Secretary-General's synthesis report also acknowledged the contribution of migration to global sustainable development. Migration was not explicitly included in the Millennium Development Goals.

The Special Representative of the Secretary-General for Migration, Peter Sutherland, has championed the inclusion of migrants and migration in the post-2015 development agenda. Member States have organised meetings such the Global Experts Meeting on Migration and Post-2015 in Dhaka in 2014 to further explore

---

[1] World Bank and WHO (2014). Global Civil Registration and Vital Statistics Scaling up Investment Plan 2015–2024. Accessed at http://www.worldbank.org/content/dam/Worldbank/document/HDN/Health/CRVS%20Scaling-up%20plan%20final%205-28-14web.pdf on 11 February 2015.

how best this could be achieved. Civil society has also actively advocated for the inclusion of migration in the SDGs by developing a "Stockholm Agenda" on migrant and migration-related goals and targets in post-2015 global and national development agendas.

DESA and other members of the Global Migration Group (GMG)— an inter-agency group comprising 17 entities of the United Nations system and the International Organization for Migration (IOM)—have provided technical advice to the OWG through the Task Team. The GMG also prepared a communiqué on migration and post-2015, which was circulated to the Secretary-General and Member States. DESA and IOM contributed to the technical discussions on possible migration-related targets and indicators by organizing two technical seminars in 2014. Several members of the GMG have also been working on an illustrative list of indicators which satisfy the criteria of being specific, measurable, attainable, realistic and timely (SMART).

Food and Agriculture Organisation of the UN (FAO)

FAO input to report of Secretary-General on the 2015 ECOSOC theme

(i) analysis of the issues covered by the report from FAO perspectives;
Institutional requirements at all levels and their implications for Post-2015 Agenda implementation.

The institutional arrangements needed to ensure policy convergence and consistency. Main elements and added value

In order to support countries in implementing the Post-2015 agenda, institutional changes to smoothen the transition to the new SDGs, and to enhance a coherent and coordinated approach to sustainable development will be required. From an FAO point of view, it is of particular importance to analyse institutional arrangements needed to ensure integrated approach to policy formulation at national, regional and global levels, ensuring a coherent and efficient governance of Food and Agriculture, as well as the monitoring structure required to track progress. It is of key importance to **capitalize on already existing mechanisms**, as to ensure continuity and smooth transition between the current development framework to SDGs. It is also crucial to ensure appropriate institutional arrangements for tracking progress, ensuring timely and efficient collection of data, as well as institutional capacity at national, regional, and global levels to analyse data and make it available to decision makers, as well as those supporting their efforts.

To effectively support implementation of a transformative post-2015 development agenda, the UN will need to **consistently plan and manage for results, and review and align its results framework and priorities with the SDGs**, once the Post-2015 Development Agenda is adopted. Country support for policy development and governance will be crucial, as UN agencies will need to better respond to country needs while fostering country ownership in the implementation phase. FAO believes that it is important to **ensure an informed dialogue between the technical and policy levels**, whereby each reinforces and feeds into the other: on the one hand, it is essential to translate sound global norms into appropriate, developmentally relevant and actionable assistance and guidance at country level, and on the other hand, it is equally important to be able to monitor and assess progress at the technical and operational levels in order to inform policy decisions and actions.

Monitoring and accountability

In terms of accountability and monitoring, the process should have a strong focus on strengthening existing accountability and monitoring mechanisms at national level. The process should be inclusive whereby various stakeholder groups beyond government, i.e. civil society, private sector, academia, development partners, etc. are fully engaged. It should be evidence-based, building on existing information systems rather than creating parallel systems. And it should be connected to ongoing policy dialogue so that lessons learned feed back into decision-making processes.

Monitoring and accountability at international levels should build on and add value to national monitoring and accountability mechanisms. It should involve existing regional and international organizations, inter-governmental as well as other stakeholder organizations. Existing mechanisms that bring stakeholders together around policy dialogue, monitoring and accountability should be leveraged.

Businesses, as well as **all** other **non-state actors** including civil society, cooperatives and producer organizations, and academic and research institutions, **should all be included in any accountability framework** developed to monitor implementation of the post-2015 development agenda. Some leading private sector firms have expressed strong commitment and are making major investments in developing

new accounting frameworks to track and benchmark their own corporate progress toward achieving sustainable development goals. But these same entities report significant challenges in finding appropriate professional accounting standards for their efforts. The UN could explore the development of common standards and best practices for sustainability accounting and reporting, perhaps through a mechanism such as the Global Compact, but also with the participation of entities such as FAO in their respective areas of expertise. The UN Global Compact could also collect and aggregate the reports and submit them for review by Member States, which, in turn, could measure the contribution by the private sector towards achieving the goals of the post-2015 development agenda.

(ii) concrete examples of institutional adjustments that can be expected, drawing on specific issues in policy integration that may feature in the post-2015 development agenda;

Elements of global institutional adjustments

The post 2015 development agenda offers an historic opportunity to shape the future role of the UN system to ensure that it contributes effectively to implementation of the SDGs. The UN must build on its successes and comparative advantages, and overcome remaining institutional and operational obstacles to delivering collaboratively.

Looking beyond 2015, the UN system started to review its working methods in the framework of the UN Fit for Purpose process. UNDG has recently agreed on a common vision on the longer-term positioning of the UN development system, which is also looked at by Member States within the context of this ECOSOC Dialogue, leading to adoption of the next QCPR in 2016 which will decide on the future strategic direction of the UN development system.

Reforms have been taken place in the HLCP and HLCM inter-agency coordination mechanisms as well to ensure further synergy between the work plans/activities, avoiding duplication/overlap, and better integration of humanitarian and development issues.

Over the past two years, FAO has undergone a thorough internal strategic review process aimed at improving the delivery and impact of FAO's work by effective translation of its normative work into country-level impact, and of its global knowledge products into tangible change in policy and practice. With the adoption of the new FAO strategic framework, a series of institutional improvements and operational measures are being put in place, including building enhanced capacity and functioning of the decentralized offices network, while engaging its decentralized offices in the Post-2015 process, anticipating that they will assume a greater role in implementation at country-level and foreseeing the value of having in place dedicated staff conversant in the SDGs in decentralized offices.

Given that the purpose of country programming is to ensure that FAO responds to the priority needs of the country in a manner that mobilizes and optimizes the use of operational capacities and knowledge of all concerned FAO Units, irrespective of their location, the preparation of the Country Programming Frameworks is considered a corporate effort. While the process is led by the country office, support, following the principle of subsidiarity, is provided by the relevant technical officers in the (sub) regional offices, and the Headquarters. The sub (regional) offices, through a decentralized network of Country Programming Framework (CPF) focal points, play key support and coordinating roles to ensure the inter-disciplinarity of proposed approaches and that key quality standards are met – the relevance of FAO's results for the national agenda, the feasibility of achieving results as well as ensuring their potential sustainability. SDGs may lead to a review of this structure to ensure timely support to country offices.

A concrete example: The Committee on World Food Security - A multi-stakeholder, evidence-based approach to policy making

In the context of assessing the suitability of existing global institutions to effectively handle the transition to an ambitious, integrated, coherent, and universal post-2015 SDGs- development agenda, the inclusive

and evidence-based CFS model is hereby put forward with the objective of contributing to the advancement of such policy making mechanisms at the global, regional and national level. Elements required for an effective and integrated multi-stakeholder policy-making are highlighted with information on how CFS successfully addressed those issues.

Promoting an enabling environment for integrated policy formulation and implementation

All areas covered by the SDGs require an integrated and comprehensive approach to multidimensional aspects of sustainable development. Food security, like other areas included in the SDGs, has multiple dimensions – availability, access, utilization and stability. These four dimensions cover all aspects of sustainable development. Eradicating hunger requires policy action that addresses all four dimensions. Depending on the specific context, actions may be required to increase productivity, promote rural development and incomes, strengthen social protection mechanisms, improve infrastructure and invest in education and health. These multiple actions involve a variety of stakeholders who often have diverging views and goals. The challenge is to improve stakeholder coordination to enhance the effectiveness of actions to promote food security and nutrition. Such coordination requires an enabling environment that creates incentives for all stakeholders and empowers them to participate in policy formulation and implementation. The Committee on World Food Security (CFS) promotes such an enabling environment at global level.

CFS was set up in 1974 as a United Nations intergovernmental body to serve as a forum for review and follow up of food security policies. In 2009, CFS agreed on a substantial reform package to increase its effectiveness and legitimacy as a decision-making body for global governance of food security. More than five years after the reform, CFS is often referred to as a model for inclusive policy decision-making at the global level.

In this room, we find a coordinated process that is inclusive, international, and intergovernmental. […] I encourage you to share more of your knowledge and experiences […]. Yours is one of the best "untold stories" of modern development. - UN Secretary General Ban Ki Moon's address to the CFS, May 2014

The CFS framework

Governance, in any form, requires legitimacy. Achieving and maintaining legitimacy implies a perception by all relevant stakeholders that there is a value-added component. Three elements can be identified as distinctive and unique to the CFS framework and which contribute to its legitimacy:

1) The multi-stakeholder institutional structure;

2) The regular inclusion of structured food security and nutrition-related expertise;

3) The linkage of multi-stakeholder consultation and state of the art knowledge to decision-making.

1) The multi-stakeholder institutional structure

The effectiveness and authority of an institution depends on the architecture of the system, the level of inclusiveness and the sense of ownership of its results.

There is increasing recognition by the international community that participation can enhance the quality of decision-making, increase ownership of the decisions, improve accountability and transparency of processes, and enrich outcomes through a variety of views and experiences. However, participation needs to be organized around clear institutional structures and rules of engagement in order to find the right balance between inclusiveness and effectiveness.

The CFS vision is to be "the foremost inclusive international and intergovernmental platform for a broad range of committed stakeholders to work together in a coordinated manner" (CFS Reform Document). To achieve this vision, CFS has gone beyond the traditional UN grouping of "Members vs. Observers" and

created a new space for active engagement to "ensure that the voices of all relevant stakeholders – particularly those most affected by food insecurity - are heard" (CFS Reform Document). The new "Participants" category includes representatives from UN agencies with a specific mandate in the area of food security and nutrition, civil society and non-governmental organizations, private sector associations and philanthropic foundations, international agricultural research systems as well as international and regional financial institutions.

Recognizing that different stakeholders have different roles and responsibilities when it comes to addressing food insecurity and malnutrition, the reformed CFS establishes clear rules of engagement for the different actors involved in the work of the Committee.

CFS Members:

- *have the right to intervene in plenary and breakout discussions*
- *approve meeting documents and agendas*
- *submit and present documents and formal proposals*
- *have exclusive voting and decision taking rights, including drafting the final report of CFS Plenary sessions.*

CFS Participants:

- *have the right to intervene in plenary and breakout discussions*
- *contribute to preparation of meeting documents and agendas*
- *submit and present documents and formal proposals*
- *contribute regularly to intersessional activities of the Committee through the Advisory Group and Open-Ended Working Groups established by the Bureau*

This means that while transitioning from "a business as usual" to "an inclusive multi-stakeholder" model, CFS has retained its intergovernmental character whereby Member countries remain the ultimate decision makers as well as principal actors in the attainment of food security.

2) The regular inclusion of structured food security and nutrition-related expertise

In addition to acknowledging that ***effective policy-making on food security and nutrition issues requires the active participation of multiple actors***, CFS has also recognized that due to the complex, multidisciplinary nature of food security, ***decision making needs to be based on solid inter-sectoral expertise.***

The production of CFS policy work is technically supported by a multi-agency Secretariat (FAO, IFAD, WFP), and by The High Level Panel of Experts for Food Security and Nutrition (HLPE). The HLPE was established as an outcome of the CFS reform in response to the need to complement existing research and knowledge already conducted by various institutions with global multi-sectoral and multidisciplinary analysis.

The HLPE contributes to facilitating CFS policy convergence work by separating the political objectives from technical issues, and by building a common understanding of the different causes of food insecurity among different stakeholders.

The ability of the CFS Secretariat to capitalize on the three agencies' expertise and comparative advantages, complemented by the science and knowledge-base provided by the HLPE, allow CFS to conduct its consultation and negotiation processes with a solid science and knowledge base.

3) The linkage of multi-stakeholder consultation and state of the art knowledge to decision-making

Many expert-based and dialogue-focused processes have their weak points when it comes to identifying their linkages to official decision-making. In CFS, all multi-stakeholder consultations feed into the CFS

plenary decision making processes whose outcome is then reported yearly to the UN General Assembly through the Economic and Social Council (ECOSOC). This means that within the CFS framework, inclusiveness and sound expertise are not considered an end, but rather a means for the Committee to better deliver on its roles as a global governance body for food security and nutrition:

- Co-ordination at the global level
- Policy convergence
- Support and advice to countries and regions

Promoting policy convergence is the primary role of the reformed CFS. Throughout its relatively short history, CFS has transformed itself from a "policy review and follow-up body" to a "policy making and knowledge provider".

Since 2009, CFS has produced several policy outputs aiming at mainstreaming food security and nutrition through sector-specific guidance. These include recommendations developed on the basis of HLPE reports, as well as stand-alone guidance tools (see graphic below).

The inclusive and evidence-based process through which CFS policy products are developed, combined with their formal endorsement by a legitimate UN body, provide the basic framework for effective implementation by a variety of actors at global, regional and national level.

FAO input to report of Secretary-General on the 2015 thematic debate

Policy and institutional arrangements

The transition from the MDGs to the SDGs requires a change in the mind set of all development partners, including the UN system. It will need **alignment of functions, funding practices, governance structures, capacity and impact of the UN** development system, partnership approaches and organizational arrangements, with the changing functions of the UN system. There will also be a need for further strengthening the linkages between normative and operational activities, also in light of the fact that the proposed SDG framework will further highlight the importance of the UN's normative work.

Processes are underway through the ECOSOC Dialogues to look at the different aspects of the UN development system and its necessary changes as well as through the discussions and reform processes of the three pillars of the CEB (UNDG, HLCP and HLCM). Most relevant is the ongoing review by the UNDG of the current set-up of the UN development system as well as recent changes in the working methods of the UNDG. Of particular interest is the establishment of the Sustainable Development Working Group, which will continue to support accelerated achievement of the MDGs throughout 2015, and at the same time, will advance preparations for successful implementation of the SDGs.

The Post-2015 Development Agenda will need to be further streamlined, and the UN will need to utilize its full capabilities to preserve and realize a strategic orientation and ambition of the agenda while also remaining consistent with the respective organizations' Member-endorsed vision. As far as FAO's specific mandate is concerned, the vision for ending hunger, food insecurity and malnutrition and for promoting sustainable use (beyond conservation) of natural resources, reflected in our strategic planning, is also adequately reflected in the proposed SDGs, and the work done by the Committee on World Food Security ensures that this comprehensive vision is discussed at policy level, advancing coordination and policy consistency at country level. **Strengthening of already existing intergovernmental bodies facilitating policy convergence and consistence**, in particular the ones including multi-stakeholder participation, would be of essence to ensure coherent implementation of the agenda at all levels.

FAO is now fully engaged in discussions leading up to the July 2015 third International Conference on Financing for Development in Addis Ababa, and is taking an active role in the process to define appropriate "means of implementation"—including financing, technology sharing, trade access and exemptions, capacity development and other forms of international assistance—and an over-arching framework for "a new global partnership for development" to support implementation of the sustainable development agenda. The related deliberations afford a unique opportunity to demonstrate UN capacity to **bring technical, policy and program/project financing assistance into alignment** to ensure effective and efficient use of resources and to improve outcomes and achieve Member State objectives. The short time available may only leave time to address financial aspects of MoI, but not other key enablers for the Post-2015 agenda to be fully implemented at country level. It is of crucial importance that the discussion on MoI addresses the requirements for policy integration and consistency at country level, and that this is fully reflected in the Post-2015 global architecture.

Institutionally, it is important that UN entities put in place bold mechanisms to support UN country teams in delivering the assistance required to implement the Post-2015 agenda. Beyond UN coordination mechanisms, it is important that **individual entities also strengthen their institutional capacity to support country and regional efforts**. **Global and regional initiatives** may also help in catalyzing support, sharing good practices, and advancing integrated implementation of the Post-2015 development agenda. Preparation of FAO regional and country offices to engage fully in UN system implementation of the new sustainable development agenda, linking the new goals, targets and indicators to FAO's own Strategic Objectives and to powerful institutional partnerships such as the High Level Task Force on Global Food Security (HLTF) and its comprehensive support of the Zero Hunger Challenge (ZHC) are good examples of this effort.

Monitoring

Full implementation will be ensured by **appropriate monitoring and accountability mechanisms**, and therefore, much of the work described above will be directed toward narrowing the list of targets and indicators, which FAO is continuing to support through the UN Technical Support Team and the inter-agency Committee for the Coordination of Statistical Activities (CCSA) that advises the UN Statistical Commission. As far as indicators are concerned, FAO confronts key opportunities and challenges to improve the statistical measures for hunger and malnutrition and to capitalize on extensive work during past years to monitor the sustainable management and use of natural resources for hunger and poverty eradication. The same challenge is currently faced by the UN system as a whole, namely on the integrated and holistic approach promoted by the SDGs, and measures are to be put in place for ambitious monitoring mechanisms for the implementation phase. This will require strengthened coordination among agencies, timely delivery of data and analysis, implying investment of appropriate human and financial resources.

There are three areas where the working of the UN statistical system could have a significant impact:

1. Establish an Inter-Agency and Expert Group on SDGs that should report yearly to the UN Statistical Commission

2. Coordinate efforts in developing standards, methods and tools for integrated data collection. For example, coordinating action towards devising multipurpose household surveys that integrate as much data as possible relevant to the Post 2015 monitoring framework, avoiding - even if inadvertently – duplicative data collection efforts. This could be part of the work programme of the Inter Agency and Expert Group on SDGs.

3. Include all data collection initiatives in the National Statistical Master Plan (NSDS). This is essential to ensure that on-going national statistical data collection efforts include data relevant to the Post 2015 agenda, using internationally agreed methods and standards, of which countries have full ownership, and

compatible with Post-2015 monitoring framework needs. For this purposes, UN agencies should consider closely coordinating their statistical capacity development activities among themselves and with national authorities. Instrumental to all this is work under the auspices of the UN Statistical Commission.

Elements of Partnerships for Implementation of SDGs

FAO supports the establishment and facilitation of inclusive and participatory multi-stakeholder partnerships related to food security policy and decision-making processes at global, regional and national levels. In this way, FAO can more effectively contribute to global efforts to eradicate hunger and reduce poverty, improving food access for the poor and vulnerable.

A renewed global partnership for development should ensure space for dialogue and joint action among all actors at global, regional and national levels, including through multi-stakeholder platforms and partnerships. It needs to **engage all relevant non-state actors**, including civil society and social movements, the private sector, cooperatives, producer organizations, and academia and research institutions. **Governments, at all levels, should provide an enabling environment that facilitates multi-stakeholder involvement** in partnerships in order to support effective implementation of the post-2015 agenda. There is a need to strengthen institutional and technical capacities to ensure that through partnerships the best available knowledge and capacities can be effectively mobilized to achieve food security and the other sustainable development goals.

The private sector has been recognized as a major contributor to international development. The private sector role in fostering the global post-2015 Development Agenda will require sustainable economic growth across the developing world, innovative ways to deliver basic needs for the poor as well as major investments to tackle global challenges such as hunger and poverty eradication. The private sector—from farmers' organizations and cooperatives to SMEs and the largest international corporations – plays a critical role in fostering improvements in industry-specific value chains, public goods, and policy and regulation which have a direct impact on the viability and profitability of businesses.

Agricultural cooperatives and producer organizations are critical to reducing poverty, improving food security and generating employment opportunities. Their unique nature, which combines both economic and social goals, makes them special types of sustainable enterprises not solely motivated by profit gains but also carrying out functions that serve the interests of their members and often of the wider community. Agricultural cooperatives and producer organizations need to be empowered to fully play their critical role as agents of change in meeting the multifaceted challenges of realizing sustainable development and securing food needs in the world.

Civil society organizations (including NGOs, social movements and member-based organizations) are key partners in the fight against food insecurity, acknowledging the comparative advantages of civil society organizations: their outreach capacity to the poor and vulnerable; their mobilization and advocacy capacity; the representativeness of their broader networks; their key role in community-based management of natural resources; and their knowledge of local contexts. Civil society organizations must be involved in relevant processes at an early stage and be allowed due time to undertake consultations at the grassroots level, making sure that the principles of autonomy and self-organization are duly respected.

Participation of different actors requires differentiated approaches, including leverage of adequate resources and transfer of information and capacity in support of their participation. This is of particular importance for those representing the most vulnerable, and those directly impacted by extreme poverty and food insecure.

 (ii) concrete examples of policy choices and institutional adjustments, drawing on specific goals or the overall agenda;

Internal institutional arrangements

For implementation of the MDGs, FAO put in place three institutional coordination mechanisms to ensure consistent and coherent support:

a. An advisory group to the Director General, composed of high-profile experts on Food Security, Nutrition and Sustainable Agriculture, advising the Senior Management of FAO on trends and actions needed to ensure proper implementation of the MDGs, with particular reference to MDG1

b. A working group on MDGs with technical focal points for each goal. This ensured a continuous flow of information and integration of approaches in MDG implementation. The group also included representatives of the decentralized offices.

c. An interdepartmental group on statistics, ensuring consistent and coherent support to data collection and analysis.

FAO is currently considering ways for internal mechanisms to be revised or replaced in view of the finalization of the Post-2015 Development Agenda.

The Organization is also considering ways for the Strategic Framework of FAO, strategizing the work at all levels towards 5 strategic objectives, and covering all critical dimensions of food security, nutrition, sustainable agriculture and sustainable management and use of natural resources, to be adequately informed and consistent with the Post-2015 agenda.

Decentralized offices are and will be heavily engaged in this internal revision, to ensure that FAO delivers as one on both the Strategic Framework and support to implementation of the SDGs.

Contribution to UN system coordinated work

The UN Country Teams worldwide, including FAO, have organized a series of national consultations and country-level dialogues on the post-2015 development agenda to ensure a smooth transition between the MDGs and the SDGs. These consultations on the post-2015 development agenda have represented a fundamental part of the UN's commitment to a transparent and inclusive process.

FAO – within the context of the UN Country Teams – has also contributed to the CEB process of review of Millennium Development Goals (MDGs) implementation at the country level. The review process has been conducted with information and proposals prepared by the UN Country Teams, in the context of the CEB meeting sessions and under the leadership of the World Bank Group (WBG) President and the United Nations Development Programme (UNDP) Administrator. The main focus has been on reviewing the MDG Acceleration Frameworks (MAF) and related action plans, and it has also been an important occasion to discuss outstanding commitments and the transition to the SDGs.

From a country perspective, the post-2015 development agenda should not be seen as divorced from the MDGs, but as a continuation. The post-2015 agenda builds on the experience of the MDGs, with a view to set new goals and targets in line with the changes that have taken place worldwide since the MDGs were conceived. In the same way in which MDG targets were being used to inform UNDAF country-level targets/indicators at the impact/outcome level, post-2015 targets/indicators will also have to be considered by UN Country Teams in the process of developing the next generation of UNDAFs or other UN programming frameworks. As FAO's main contribution into the UNDAF is through the Country Programming Framework (CPF), the post-2015 targets will also have to be considered in CPF development. Existing country work in the UNDAF and MDG Acceleration Framework (MAF) will be reflected in the new development agenda through MDG successes and lessons learned. At the same time, the post-2015 development agenda is a vehicle to share successful experiences with the aim of adapting them to different country contexts. It is important that all Representatives appreciate the change in landscape since the MDGs were launched and are able to articulate new trends and ways of confronting new challenges, identifying how country priorities match FAO's 14 themes.

International Fund for Agricultural Development (IFAD)

IFAD input to report of Secretary-General on the 2015 ECOSOC theme

I. Introduction

For this section, IFAD would like to highlight the following: "The experience of MDG implementation showed the critical importance of country-led strategies, policy initiatives, and programmes, complemented as appropriate by international support by the UN system and other actors, in order to achieve progress. It also showed the key role that inclusive growth patterns have in the achievement of a broad range of development objectives, starting notably from poverty reduction."

II. Policy choices for an integrated agenda

For this section, IFAD would like to contribute the following: "An integrated sustainable development agenda requires integrated policy choices and investments that bridge rural-urban inequalities and gaps and that promote an integrated development across the rural-urban continuum. Today, around 70% of the people living in extreme poverty are in rural areas. While urbanization is rapidly taking place across regions, urbanization will thus not, per se, be able to solve the problem of extreme poverty. Inclusive growth patterns are needed in and for rural areas. These are not to be seen in isolation from urban growth strategies - to the contrary, increasing mutual dependence of rural and urban labour and good markets suggests that inclusive growth strategies with greatest impact on poverty require leveraging these interdependences and synergies. The rapid growth of food supply chains serving growing urban markets across the developing world is one major example of how interdependence between increasingly populated and affluent urban areas and rural areas can generate new income and employment all along the rural-urban continuum."

III. Adaptation by institutions and structures

For this section, IFAD would like to contribute the following: "All development institutions will need to deepen their commitment to work more closely in support to Member States and country-led strategies and programmes, and develop a capacity to work more flexibly in partnership with others. For UN system institutions, this will mean partnerships both within and beyond the UN system. Working more closely and in a more accountable manner with those that UN institutions ultimately aim to serve, starting from women and men living in poverty, will also be a precondition for implementing an agenda that requires empowering every individual not to be 'left behind'. In the case of IFAD, mechanisms for full engagement of organizations representing smallholder farmers and other poor rural people are well established from the level of country programmes to the broader institutional level, as exemplified in particular by the global Farmers' Forum that meets biannually around the IFAD Governing Council in Rome.

Capacity will also need to be built in some specific areas where the sustainability agenda requires new emphasis. One of these relates to climate adaptation. In this particular area, over the past few years IFAD has developed a strong commitment to investing climate adaptation finance in poor smallholder farmers in developing countries. Through the creation of the world's largest climate change adaptation programme for smallholders, the Adaptation for Smallholder Agriculture Programme (ASAP), IFAD has committed to increasing the climate resilience of 8 million poor members of smallholder households by 2020. More broadly, IFAD has committed to mainstreaming climate resilience throughout its entire portfolio of investments in rural and agricultural development by 2018. This means that every new IFAD investment project design will be screened for climate-related risks and will include actions to address them."

IV. Partnerships for the implementation of SDGs and the post-2015 agenda

On this section, IFAD would like to convey the following: "Partnership is about sharing responsibilities for progress towards a shared objective, in a framework of clearly defined mutual expectations, respect, and trust. Such characteristics should apply both to the global partnership for development and to any specific partnerships developed by Member States and other institutions in implementing the SDGs. For respectful and trust-based partnerships to be developed, care is needed to ensure that power asymmetries do not prevent the concerns and interests of the weaker partners being voiced and met in a fair manner.

In 2012 IFAD adopted a Partnership Strategy which seeks to give IFAD greater clarity about why it should enter into specific partnerships; what it wants those partnerships to achieve; and who it should partner with. For the purposes of the strategy, partnerships are defined as 'Collaborative relationships between institutional actors that combine their complementary strengths and resources and work together in a transparent, equitable and mutually beneficial way to achieve a common goal or undertake specific tasks. Partners share the risks, responsibilities, resources and benefits of that collaboration and learn from it through regular monitoring and review.'

IFAD's experience shows that development institutions can play a critical role in fostering partnerships even among actors at different scales and with different power. IFAD's unique approach to Public Private Producer Partnerships (4P), for instance, is about mobilizing and leveraging public funding and institutional support to address market failures or other challenges that prevent commercial companies and smallholder farmers from entering into mutually beneficial business and collaboration arrangements. Going forward, aiming for sustainable and large scale impact on inclusive growth processes will require that development institutions are able to play this sort of catalytic role, as honest brokers and mobilizers of resources to address market failures and build capacity among vulnerable groups to engage with other social and economic actors."

IFAD input to report of Secretary-General on the 2015 thematic debate

Institutional requirements at the national and sub-national levels

On this section, IFAD would like to highlight the following two points: "As the overall post-2015 agenda is about more inclusive and sustainable patterns of development, inclusiveness and sustainability will both need to be brought into the institutional framework of all countries in a cross-cutting manner. From an inclusiveness perspective, this means not only that institutions will need to actively pursue social and economic inclusion in their respective mandates, but also that decision-making processes will need to become more inclusive. IFAD's experience in this regard shows that it is necessary to simultaneously build the capacity of public institutions to be inclusive in their internal processes and services, and the capacity of citizens to engage with them. In the country programmes that IFAD supports, this takes the form of directly supporting the capacity of organizations of smallholder farmers, rural women, or indigenous peoples' to develop, articulate, and advance their views and contribution to policy debates, while also supporting public institutions to create inclusive spaces of dialogue around rural investment programmes. Change in the institutional environment is often required in order to build the capacity of groups representing the views of vulnerable rural people and smallholder farmers, for instance by facilitating procedures for the establishment and functioning of cooperatives or other forms of farmers' associations."

Institutional requirements at the global level

On this section, IFAD would like to contribute the following: "Like institutions at the national level, global level institutions will also need to mainstream inclusiveness and sustainability considerations in all their work, including mandates and ways of operating. From an inclusiveness perspective, the new agenda will require that innovative policy solutions to challenges that are common to developing and developed

countries – such as the challenge of building inclusive and sustainable food systems – are developed in ways that concretely reflect the knowledge and views of a range of actors. In this regard, multi-stakeholder platforms designed around inter-governmental forums, such as the Committee on World Food Security, can provide an example of how to foster policy coordination among Member States that is also rooted in substantive, inclusive dialogue with other stakeholder groups."

Implications for development cooperation in a post-2015 development agenda environment

On this section, IFAD would like to flag the following: "Poverty eradication is the heart of the post-2015 development agenda. Development cooperation must also remain focused on this objective. In this context, ODA remains an important instrument for progress, and requires increased focus on the areas where poverty is most present – notably rural areas in the developing world – and where other sources of investment are less likely to flow unimpeded – again, often in particular the rural sector. Besides ODA, development cooperation must increasingly be marked by mechanisms and actions to increase policy coherence for development in all sectors that can have an impact on sustainable development and poverty eradication. In the area of SDG2, more and better targeted ODA flows directed towards agriculture, rural transformation, food systems and nutrition need to be accompanied by clear measures to ensure that trade, financial, technology, investment, and other policies with spill-over effects across borders are designed with a view to minimizing negative impact, and maximizing positive impact, on the objectives that such ODA flows intend to achieve."

Capacity issues in institutional preparedness

On this matter, IFAD would like to emphasize the following point: "The implementation of the post-2015 agenda will require massive improvement in the knowledge base available to decision-makers, particularly for goals and targets that require giving greater visibility to population groups, sectors, and areas for which data is scarce or of poor quality. In this context, rural-urban and gender-based disaggregation of data on all relevant targets and indicators, starting from those related to poverty, will be critical to elaborate adequate policy responses to the challenge of not leaving anyone behind. Too often, existing data on rural areas and sectors is not sufficient to support the design of the most appropriate, evidence-based policy and investment solutions to poverty and inequalities. Agriculture is another area where data challenges are great, as well recognized in some recent international initiatives such as the Global Strategy to Improve Agricultural and Rural Statistics. On the one hand, innovative sources of data must be found and cultivated. On the other hand, building the capacity of traditional data provision systems, notably statistical offices in developing countries, should be an area of focus in the context of a rejuvenated Global Partnership for Development."

Multi-stakeholder institutional arrangements and partnerships

Related to this topic, IFAD would like to convey the following: "The IFAD Farmers' Forum, born in 2005, and the Indigenous People's Forum, born in 2012, are on-going, bottom-up process of consultation and dialogue among small farmers', rural producers' organizations (FOs), Indigenous Peoples' organizations, IFAD, and governments, focused on rural development and poverty reduction. Engagement with peoples' organizations at field, regional and international levels are mutually reinforcing. Fully aligned with IFAD's strategic objectives, and rooted in concrete collaboration at national and regional levels, the forums meets alternately every other year for global consultation, in conjunction with IFAD's Governing Council. Both forums help to provide IFAD and governments with the policy perspectives essential to ensure that institutional and policy development relate to the interests and possibilities of their members."

International Labour Organisation (ILO)

ILO input to report of Secretary-General on the 2015 ECOSOC theme

The theme is timely, important and addresses the core function of ECOSOC in the UN system

However, it is very large and hard to contain and bring into focus.

An overly conceptual approach is likely to be difficult for governments to absorb and react to; not least because the division of labour amongst ministries means that they too face major challenges in ensuring policy coherence especially when they need to present integrated positions internationally.

One way to tackle the policy dimension of this problem is to take a cross-cutting issue and examine how it can be pursued in an integrated way. This will be happening in the ECOSOC Integration segment this year with "Achieving sustainable development through employment creation and decent work for all" 30 March - 1 April 2015. So the High-Level segment could try to draw out lessons from that exercise for the implementation of a new SDG framework. A similar approach on other issues could form the basis of the 2016 ECOSOC cycle.

In doing so the main aim should be to identify tangible policy synergies. An example might be the construction of flood prevention barriers in low lying areas vulnerable to sea-level rises and job creation and small enterprise development – what mechanisms does the international system and national government need to maximize the twin goals of mitigating the effects of climate change and creating opportunities for decent work.

Regarding institutional change, there may be structural solutions involving the exchange of information and policy dialogues in areas of potential synergy but perhaps even more important is the deep cultural change needed so that staff are able to see opportunities for greater integration and are encouraged to operationalize them. This is a matter both of staff training and also of programming. Some institutional agility needs to be built into budgets to fund collaborative inter institutional work.

On partnerships, it might be worth recalling that the ILO is built on social partnership. Building mechanisms of dialogue and negotiation between representatives of employers and workers along with public authorities remains central to more and better jobs. It is also central to progressing a number of other key goals within the emerging framework such as improved health and education.

On monitoring different levels of action will have differing needs for tracking outcomes. At the ECOSOC of GA level the main question for governments will be are the SDGs on track globally and perhaps regionally. A relatively tight list of indicators (i.e. statistics that "indicate" the pace and direction of progress) will bee needed. Nationally more detail will be required but ideally should be within a framework that is more or less applicable to all countries. Global or regional reports on specific goals will need more detail.

The importance of international support to the collection of statistics especially in low income countries is an essential underpinning of any monitoring system.

Accountability implies a rather tight definition of responsibilities. The term could be problematic. For example, where does responsibility for the deterioration in MDG performance in Liberia, Guinea and Sierra Leone actually lie? Follow-up is a term that allows more broad-ranging discussion of who should do what to achieve or improve progress.

ILO input to report of Secretary-General on the 2015 thematic report

The above comments also apply to this outline in particular the key role of training and orientation of national and international staff. Realistically institutional change will be evolutionary rather than revolutionary and the paper should be careful not to imply that there is an easy quick fix. Equally, the paper will need to insist that new structures should have a low transaction cost and either build on or replace existing mechanisms. Institutional mechanisms can support political drive but not replace it of compensate for its absence.

The main comparative advantage of the UN is that within its agencies it has some of the best international experts on a very wide range of topics. This diversity and quality should not be lost in a drive for integration and coherence. The difficulty staff and thus the system have is that experts are not always able to contextualize their contribution to the bigger picture. The vital role of ECOSOC and its secretariat support is to enable the various specialisms in the system to come together so that the whole is more than the sum of the parts.

National equivalents of ECOSOC where the range of ministerial competencies come together from time to time may well be an option that countries would wish to use in national follow up to the new SDG framework. Likewise access to such fora for key stakeholders such as trades unions and employers' organizations can strengthen national ownership and action.

Interaction between such national coordination structures and international agency support mechanisms such as UNCTs is equally important.

International Monetary Fund (IMF)

IMF input to report of Secretary-General on the 2015 ECOSOC theme

Support for the Implementation of a New Sustainable Development Agenda

A perspective from the IMF

The Fund's mandate focuses on fostering sound economic and financial management in member countries and promoting international monetary and financial cooperation. This lays the basis for more jobs & growth. It supports member states' efforts to achieve, maintain or restore a stable and sustainable macroeconomic position consistent with strong and durable poverty reduction and growth, and helps mobilize resources to protect the poor and the environment. Within its area of competency and in cooperation with other international organizations and fora, the IMF has supported member states in their efforts to achieve the MDGs, mainly through its macroeconomic policy advice, the provision of access to the Fund's financial resources in support of member countries' policy programs, as well as via its technical assistance (TA), in particular for low income countries (LICs). Together with the World Bank, the Fund has also been instrumental in facilitating debt relief for many poor countries under HIPC and MDRI and providing debt relief itself under the latter. The Fund will respond in the same spirit of cooperation when called upon by its members to assist with their implementation of the new sustainable development agenda.

Key economic and financial challenges

The world economy has undergone dramatic changes over the past years. Economic output has still not fully recovered from the dramatic impact of the global financial crisis. High debt levels in many countries could limit domestic and international spending initiatives for many years to come. Pervasive unemployment and income inequality have risen. Climate change and its consequences are worsening and demographic pressures are building.

To address these challenges, sound macroeconomic policy frameworks to foster growth and stability need to be supported with more ambitious structural reforms, including the strengthening of institutions and governance, to achieve more sustained progress in job creation and the reduction of poverty and inequality. Given increased economic and financial interconnectedness, the achievement of sustainable development also requires stronger policy cooperation between countries to address global imbalances and spillovers, which disproportionately affect the poor and vulnerable populations.

Adapting to the changing needs

The rapidly changing global environment, the evolving needs of member states and continuous reviews of experience,[2] including on the lessons from the global financial crisis, have led to comprehensive reforms/adaptations of IMF policies and instruments. Key changes, which put the institution in a good position to support implementation of the post-2105 agenda, include:

- **A major strengthening of Fund surveillance,** placing greater emphasis on systemic risk, taking a cross-border perspective through assessments of spillovers and spill-backs and strengthening the analysis of linkages between the real economy, the financial sector and external stability;

---

[2] Including the regular reports by the IMF's Independent Evaluation Office (IEO)

- **The overhaul of the IMF's general lending framework** with a view to creating a better crisis firewall by bolstering the Fund's lending capacity and increasing the flexibility of Fund financial arrangements, including the introduction of new precautionary and rapid financing instruments;

- **The reform of policies toward LICs**, making the Fund's financial support more flexible and tailored to the diversity of those countries and emphasizing inclusion and the protection of social spending; and **securing the self-sustainability of the Fund's concessional financing framework** under the Poverty Reduction and Growth Trust (PRGT) after 2014**;**

- **A major expansion and decentralization of TA and training,** which significantly enhances the Fund's ability to support capacity building in our member countries.

The Fund conducts regular reviews of its policies and instruments and as further adaptations are discussed, these will also be informed by the new sustainable development agenda.

Policy coherence

The transition to a universal and more integrated development agenda calls for greater consistency between economic, social and environmental policies. In its work the Fund has recently placed greater emphasis on several macro-critical issues that cut across these three policy dimensions. This includes research and analysis to help inform the debate and the development of policy options and advice where the Fund has particular expertise, in particular in the area of fiscal policy and fiscal instruments.

- **Jobs and growth**: An interdepartmental working group on jobs and growth is supporting analytical work in various areas with the aim of improving policy advice on labor market and structural issues, and has recently issued a related guidance note to staff working with member countries. (See also the 2014 Fiscal Monitor on the link between fiscal policy and jobs.)

- **Inequality:** Fund staff has produced papers on the implications of income inequality for economic development and stability, on the role of women in the economy, and on fiscal policy and income inequality. Further work is in the pipeline.

- **Broad-based growth, poverty reduction and social safety nets:** The Fund sees merit in enhancing the follow-up on priority spending floors in LIC programs, including by reviewing periodically the quality of these expenditures, their implementation and results.

- **Building effective and efficient revenue systems, strengthening public financial management and improving the quality and transparency of public spending:** This is critical for supporting priority social expenditures. The IMF conducts extensive work on domestic resource mobilization and management and recently developed the *Tax Administration Diagnostic Tool (TADAT)*; the 2011 paper *"Revenue Mobilization for Development"* has recently bee updated and expanded (and will be published soon); work is also underway on international taxation issues, and the Fund will to contribute to the international effort to address the issue of *Base Erosion and Profit Shifting (BEPS).*

- **Managing natural resources:** The Fund has issued papers on fiscal regimes for extractive industries and macroeconomic frameworks in resource-rich developing countries, and is increasing its capacity to provide TA to member countries.

- **Financial deepening**—expanding participation, markets, instruments, liquidity and risk-sharing capacity: This is another priority area, as reflected in the Fund's Financial Surveillance Strategy. Ongoing and planned work aims to strengthen our analysis and policy advice on facilitating financial deepening to secure growth and stability benefits in developing countries, while managing attendant risks. The Fund is also doing work on the macroeconomic consequences of remittances and the policy implications for remittance recipient countries.

- **Climate change:** Environmental damage has macroeconomic implications and implications for the design of fiscal policy. The Fund focuses on the role of fiscal policy in internalizing the external costs of environmental degradation, including policy advice on fuel pricing, energy taxation and the elimination of energy (in particular fossil fuel) subsidies.

- **Memorandum of Understanding (MoU) on cooperation on statistical issues:** In this context the Fund committed to strengthening collaboration with the UN, the World Bank and MDBs on data issues and statistical capacity building to support the monitoring of development outcomes, including the post-2015 agenda.

Coherent policy approaches on these issues often require expertise beyond that of the IMF, and thus the Fund will seek to ensure that its country teams more systematically rely on the expertise of organizations such as the World Bank and UN system agencies**.** Over the past years, the Fund has already engaged in various areas of cooperation with UN entities such as ILO, UNEP, UNICEF, and WFP.
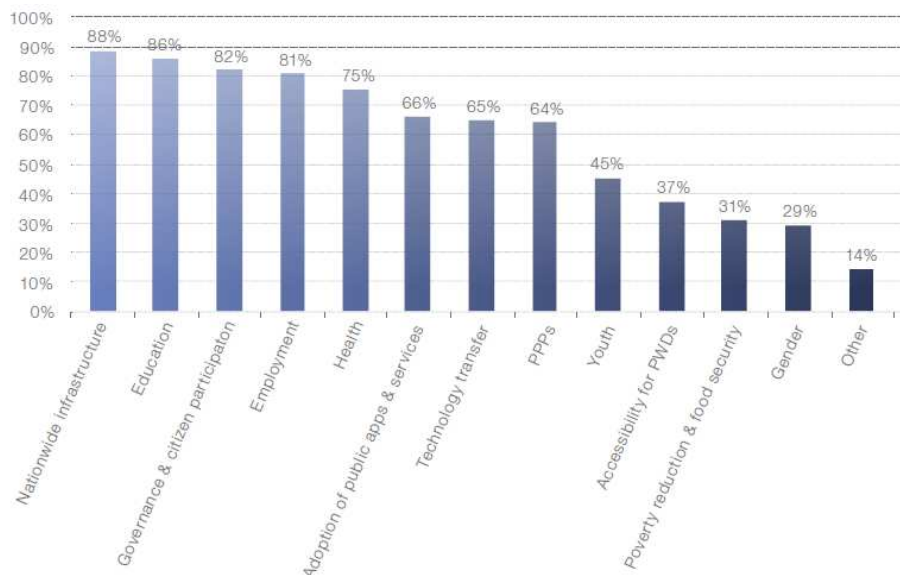
International Telecommunication Union (ITU)

II. Policy choices for an integrated agenda

Policy integration and cohesion are essential in the implementation of the post-2015 development agenda. It is vital to move from 'silo' thinking to more joined up, cross-cutting and integrated policy thinking. Nowhere is this more true than for Information and Communication Technologies (ICTs), which cut across different areas in real-life, so policy for ICTs must also integrate different policy areas.

The 2013 ITU/Cisco joint report, "Planning for Progress: Why National Broadband Policies Matter", found that it is important to adopt a single, unified national development strategy provides clear leadership signals and buy-in by policy-makers, it is important that there is flexibility to take into account the needs and uses of different sectors. Communication is needed between the multiple layers of governance to ensure coherence and coordination through capacity-building, the introduction of enhanced technologies, and use of reliable data. It is essential to encourage participation of stakeholders in partnerships and take account of their inputs and experiences, with robust monitoring, assessing, and reporting mechanisms. This report examined how national policies, plans and strategies for broadband and ICTs now cut across different policy silos (See Figure below). Plans should escape 'silo' thinking and must take into account the needs and use of ICTs across a range of different sectors, including health, education, governance and employment. Policies for ICTs and broadband extend far beyond national borders to promote the use of the Internet as a global public good (in terms of its reach as a platform for global communications and a vehicle for ehealth and digital education), as well as a bad (in terms of the way the Internet is now being used to promote extremist beliefs and as a recruitment platform for mercenaries and fighters).

Figure 1: Focus of National Broadband Policies, mid-2013 (Source: ITU)

III. Adaptation by institutions and structures

Changes are taking place within institutions and structures, while tools, mindsets and behaviours will clearly have to adapt to achieve poverty eradication and sustainable development in the context of the

post-2015 development agenda. The activities (and potential gaps in the activities) of the UN system and other international organizations, as well as all partners, will clearly be more visible and apparent to stakeholders using the worldwide web. In a hyperconnected world with 24/7 news reporting and coverage, the UN (and its employees) will have to learn that they are more visible and more accountable via many different channels and media. The UN and its development partners may have to learn to be more responsive, more engaged, and more interactive with, the general public (with many NGOs now exploring the use of TV and social media for micro-fundraising) – see the box below on how Twitter has been used to explore post-2015 concerns.

IV. Partnerships for the implementation of SDGs and the post-2015 agenda

The importance of partnerships in the transition from the MDGs to the SDGs and the post-2015 development agenda has received considerable attention. The focus has been on the global partnership for development and multi-stakeholder engagement as two distinct tracks. More goal-oriented, mission-driven technology partnerships and collaborations are needed among different actors to

---

Box 1: How Twitter can help better understand key post-2015 development concerns

As the process of formulating the post-2015 development agenda is ongoing, UN Global Pulse and the Millennium Campaign are using big data and visual analytics to identify the most pressing development topics which people around the world are concerned about and prioritize. The interactive visualization shows the 20 countries that have proportionately tweeted the most about each topic. The percentages show the volume of tweets that were generated in that country about the highlighted topic, in comparison to tweets about all the other topics. This information provides insight on where in the world the various post-2015 issues are talked about the most. While globally, in April 2014, "an honest and responsive government" was the key priority, Spain (where youth unemployment exceeds 50%) was in the top-20 list for tweeting about "Better job opportunities".

Source: UN Global Pulse, see: http://post2015.unglobalpulse.net/#

---

support progress towards the sustainable development goals (SDGs).

Such partnerships and collaborations can be interpreted more broadly as multi-stakeholder cooperation. Partnerships and voluntary commitments for sustainable development are multi-stakeholder initiatives undertaken by Governments, intergovernmental organizations, major groups and other stakeholders to contribute to the implementation of and progress towards development goals and commitments.

Today, a mix of state and non-state partners is essential to the implementation of sustainable development, and the importance of engagement at all levels has been repeatedly emphasized at various international conferences. The Rio+20 Conference and the consultative process surrounding "The Future We Want" demonstrated the enhanced inclusiveness of the UN in its deliberations. Such consultative processes can help raise awareness of the UN's work, but also build buy-in among stakeholders to policy commitments and/or individual projects, improving their chances of success.

Public administrations and, in general, state actors have the role of being the main drivers of global development targets, as well as the task of advocacy vis-à-vis all relevant stakeholders. Awareness raising among and enhanced participation of businesses and academia could help strengthen the partnership, particularly in those areas where they play a predominant role (e.g. pharmaceutical sector, information and communication technologies). The participation of the civil society can contribute to empower the people through ownership of the different initiatives undertaken.

V. Monitoring and accountability

A coordinating sustainable development councils and similar platforms at the national level can be useful mechanisms not only in reporting and measuring progress on sustainable development, but also on ensuring stakeholder involvement both in the process of developing a strategy and implementing it.

There is a need to revise (and where necessary, replace) existing accountability frameworks to ensure that outcomes of integrated policies can be attributed to multiple organizations and that collective results and impact can be measured, including where others are responsible for delivery, or where the UN is accountable for large-scale results. Advance joint monitoring by multiple stakeholders, beneficiary monitoring and external/independent evaluations of UN actions is important. It may also be helpful to define performance targets and pursue efficiency gains in order to realize measurable improvements in programmatic, operational and administrative areas. There is a need for greater transparency and communicating progress, as well as concrete results of programming.

The transition to the Sustainable Development Goals requires a tangible and clear set of goals, targets and indicators, which would have the buy-in and support of both state and non-state partners, and which would be supported by a strong measurement mechanism and a clear linkage to the implementation and accountability framework.

ITU's Connect 2020 Agenda, which in itself is a commitment to enable and accelerate the sustainable development agenda through ICTs, provides an example of such framework. ITU Member States committed to achieve, by 2020, a shared vision, defined by a set of clear goals and measurable targets, with the collaboration of all stakeholders across the ICT ecosystem - contributing with their initiatives and their experience, qualifications and expertise to the successful implementation of the Connect 2020 Agenda. ITU will support the achievement of this agenda through its Strategic Plan for 2016-2019, which adopts the vision, goals and targets of the Connect 2020 Agenda as a strategic framework for ITU's activities.

Joint UN Programme on HIV/AIDS (UNAIDS)

UNAIDS input to report of Secretary-General on the 2015 ECOSOC theme

I. Introduction

In resolution 2013/11, the Economic and Social Council recognized 'the value of the lessons learned from the global HIV and AIDS response for the post-2015 development agenda, including lessons learned from the unique approach of the Joint Programme on HIV/AIDS' and cited the Joint Programme as a useful example to be considered for the UN to enhance strategic coherence, coordination, results-based and country-level focus in the post-2015 period.

II. Policy choices for an integrated agenda

The only Cosponsored Joint Programme of the United Nations, UNAIDS is a tangible example of a collaborative, multisectoral response to a complex and multi-faceted issue. UNAIDS draws on the expertise of its 11 Cosponsors, backed by the leadership, advocacy and coordination of the Secretariat. Inclusion of affected communities is at the heart of UNAIDS' modus operandi—it is the only UN entity with civil society represented on its governing body.

The Joint Programme model of UNAIDS provides considerations for better policy coherence and integration. The Joint Programme works to ensure that the UN system 'delivers as one' in supporting national AIDS responses. The explicit division of labour between Cosponsors and the Secretariat at global, regional and national levels helps assure reciprocal accountability, avoids duplication, harness collaboration, and coordination, and clarifies roles and responsibilities.

Policy tools pioneered by UNAIDS, such as the 'Three ones' (one agreed HIV action framework, one national AIDS coordinating authority and one country-level monitoring and accountability system) have galvanized policy coherence and multi-sectoral coordination for country-owned health and development priorities.

At all levels, UNAIDS approach is evidence- and rights-based, underpinned by the values of human rights, equality and sustainability, with inclusive governance and mutual accountability at the core. The 'Getting to Zero' vision– zero new HIV infections, zero discrimination and zero AIDS-related deaths—has been adopted by political leaders and activists across the globe, galvanizing cohesion and collaboration of efforts and fostering a unity of purpose and a focus on country-level results. Building on this, the UNAIDS governing body – the Programme Coordinating Board (PCB) called on member states to pursue a clear commitment in the post-2015 agenda to ending the AIDS epidemic as a public health threat by 2030.

III. Adaptation by institutions and structures

The Ebola crisis has exposed the fragility of our current structures—including lack of centralized leadership, too little investment of Africa's new wealth in strengthening institutions and developing a framework to foster sustainable and inclusive development and address weaknesses of national health systems. We are seeing increasing demands from emerging economies, civil society and the private sector to play a greater role in global governance.

The demonstrated flexibility and adaptability of the multi-sector and multi-stakeholder engagement model of the Joint Programme on HIV/AIDS was made possible through its unique governance structure and mandate as stipulated through ECOSOC. This made it possible to move quickly on multi-sector action within the UN in ways previously unprecedented.

Building on this, the post-2015 era needs to open up governance to 'we the people'—experts, civil society, young people, private sector to ensure transparency, democratize problem-solving and overcome gridlock on priority social development issues.

UNAIDS was the first UN entity with civil society represented on its governing body- we are putting people most affected at the heart of policy setting, in a position to shape their future. NGO networks from all regions select their own representatives to participate in all aspects of the governing body's work. These NGO delegations, representing people most at risk of and most affected by HIV – and often at the margins of society, have been instrumental in the credible promotion of rights-based approaches in the design of policies and programmes, as well as bringing an approach that ensures that the work of the Board is grounded in the reality of the epidemic

Greater partnership with the private sector is critical – this has been a missed opportunity in most parts of the UN. The AIDS response provides rich lessons in how to collaborate with private sector for important results including reducing price of drugs and commodities.

- Greater investment in issues-based partnerships can drive transformation and have multiplier impact. The AIDS response has been proven as an entry point for inclusive, long term and sustainable responses for broader health and development. UNAIDS a concrete example of 'issues-based' mechanism in action with a common strategy and vision that fosters unity of purpose and stresses focus on country-level results.

- Data revolution and collective accountability are critical to transformation and strategic investment— including people-driven data and use of new technologies. UNAIDS is championing extensive and disaggregated real-time data collection and reporting (including people-driven data). This will help bring maximum returns on all dollars invested.

- Within the UN, our staff are our major asset and investment and must be fit for purpose. We need staff to be able to be highly-skilled and flexible, leveraging experience to work across sectors. We need greater focus on expanding opportunities for young staff members in our ranks, as well as for women and people from key populations most affected by the issues we are dealing with.

IV. Partnerships for the implementation of SDGs and the post-2015 agenda

- The AIDS response and the Joint Programme on HIV/AIDS are examples of how a collaborative, multi-sectoral, multi-stakeholder response to a complex, multifaceted issue is critical for impact.

- Partnership is in the DNA of UNAIDS which pools expertise and resources, convening transformative, inclusive partnerships to unite the UN system, governments, people living with and affected by HIV, civil society, the private sector, major financing institutions and development partners, academia, science, the media and influential public figures. These partnerships drive systemic change on critical drivers of the epidemic, generating impact beyond health. It has been acknowledged that progress on MDG 6 has close interlinkages and multiplier impact for MDGs 3, 4 and 5 as well as 1,2, 7 and 8.

- One of the factors that made the AIDS movement successful was taking it out of the "health box" and putting people—their rights and how they live their lives—first. Social justice, human rights, gender equality, championing the rights and voices of the most marginalized and leaving no one behind have been core principles of the AIDS response and to the work of the Joint Programme, emphasized through the inclusive governance model.

- The AIDS response and the Joint Programme provide rich lessons in how to collaborate with public, private and community sectors to use trade negotiations, and the pooled procurement of

drugs, to reduce prices and increase access to public goods. A 100-fold decrease in the cost of life saving drugs for people living with HIV has been achieved in 10 years. The time in which new drugs, produced in developed countries, become available to developing nations, has been reduced from 15 years to three years. Responding to demand for simpler treatment regimens, pharmaceutical communities reduced number of pills from 15 to one, with plans in the pipeline to simplify this regimen further towards one pill a month and multi-month injectables.

- UNAIDS is consistently advocating a new development partnerships paradigm—a shift from traditional cooperation relationships to more innovative approaches based on the principal of shared responsibility and global solidarity. Solid progress has been seen - including some 80 countries that have increased their domestic investments for AIDS by more than 50% between 2006-2011, and the African Union's roadmap for a new response to AIDS, TB and malaria, with similar regional-wide responses in development. Through this, HIV can be seen as an entry point for shared responsibility for inclusive, long term and sustainable funding for broader vulnerabilities. UNAIDS advances promotion of the strategic 'investment approach' – supporting countries to focus on priority areas, populations and interventions where cost-effective impact and value-for money is best achieved, emphasizing this can have multiplier effects across broader health and development issues.

V. Monitoring and accountability

- Built by UNAIDS and its partners, the Global AIDS Response Progress Reporting is one of global health's most rigorous reporting and accountability mechanisms and has been highly effective in galvanizing commitments, action, reporting compliance and accountability for results. In 2012, 96% of all UN Member States produced country reports – the highest response rate for any health or development mechanism known.

- As a pre-requisite for leaving no one behind, the global community must be able to constantly go deeper with its data collection and analysis——looking at disaggregated data at sub-national levels, focus on cities, hotspots and populations at higher risk. The AIDS response and UNAIDS recognized this need and the critical focus needed on 'localities' and populations – this is what we present in the 2014 UNAIDS Gap report and what will be the basis for further AIDS reporting and strategy development.

- AIDS and the Joint Programme have taught us the power of investing in community-driven accountability enabling civil society to serve as watch-dog in holding governments, institutional organizations and the private sector to account.

- Collective accountability mechanisms have been critical for improved coherence and results within the Joint Programme. To maximize the coherence, impact and accountability of the UN response to AIDS, UNAIDS' strategy towards is operationalized through a Unified Budget, Results and Accountability Framework— the UNAIDS operating business model that provides the whole of the results chain from inputs through to impact and enables Member States and other stakeholders to hold the Joint Programme accountable.

VI. Conclusions and summary of priority recommendations

- Success post-2015 is predicated on ensuring more nimble and flexible responses that are evidence-informed, integrated, well-coordinated, multi-sectoral, utilize the strengths of state and non-state actors; and put people at the centre.

- As has been cited by ECOSOC and the governing body of UNAIDS, in its essence as a response to a complex, multidimensional issue, and through its necessary strategic coherence, coordination, results-based and country-level focus, the AIDS response and the unique approach of the Joint Programme on HIV/AIDS' offer important lessons to help the global community transition from the Millennium to the sustainable development goals.

- Multi-sectoral and multi-stakeholder responses and cohesive action at the local, regional and global level, as seen in the AIDS response and through the Joint Programme model, are vital for the attainment of all the proposed SDGs.

- Inclusive governance and meaningful involvement of non-state actors is a necessary shift. As has been seen in the AIDS response and through UNAIDS, through people participating as agents of change, problem solving, decision-making and accountability are democratized.

UNAIDS input to report of Secretary-General on the 2015 thematic debate
Institutional requirements for sustainable development

- **Post-2015 we need to open up governance to 'we the people'**—experts, civil society, young people, private sector to ensure transparency, democratize problem-solving and overcome gridlock on priority social development issues.
  - UNAIDS is the first UN entity with civil society represented on its governing body- we are putting people most affected at the heart of policy setting, in a position to shape their future.
  - Greater partnership with the private sector is critical. The AIDS response provides rich lessons on how to collaborate with private sector for important results including reducing price of drugs, commodities.

- **Investment in issues-based partnerships** can drive transformation and have a multiplier impact. UNAIDS is a concrete example of an 'issues-based' mechanism in action with a common strategy and vision that fosters unity of purpose and stresses focus on country-level results. Increasing attention should also be paid to cross-issue linkages, including the evolution or creation of 'partnerships of partnerships' such as Every Woman Every Child. Such approaches can help strengthen the overall coherence and effectiveness towards sustainable development for all.

- **Data revolution and collective accountability** are critical to sustainable development and to strategic investment- including people-driven data and use of new technologies. UNAIDS is championing extensive and disaggregated real-time data collection and reporting (including people-driven data and use of new technologies). This will help bring maximum returns on all dollars invested - to better prioritize, tailor programmes where we will have maximum return.

Within the UN, staff are our major asset and investment and must be fit for purpose. We need staff to be able to be highly-skilled and flexible, leveraging experience to work across sectors. We need greater focus on expanding opportunities for young staff members in our ranks, as well as for women and people from key population.

Office for the Coordination of Humanitarian Affairs (OCHA)

OCHA input to both reports of the Secretary-General

The compound effect of climate change, population growth, geophysical trends and rapid urbanization are increasing the humanitarian caseload worldwide. Managing the risk of these hazards and taking action before they become full-fledged humanitarian crises must be a priority for humanitarian and development actors alike – be they national Governments, civil society, UN agencies or the private sector.

The international humanitarian system has moved a long way in realizing that better risk management can mitigate the threats of humanitarian crises. This is evident in how central a role Governments play in humanitarian issues, and how critical they view the issue of disaster risk reduction. Some of these examples have been illustrated effectively in the "Saving Lives Today and Tomorrow" policy report issued by OCHA in 2014.In order to accelerate the process, and making most of the opportunities arising from the World Conference on Disaster Risk Reduction in Sendai, the discussion on the implementation of the Sustainable Development Goals, as well as the upcoming World Humanitarian Summit, OCHA has identified a number of major systemic recommendations to making the humanitarian work more risk oriented.

As a primary step, is important for humanitarian responses to be planned over a multi-year framework of at least 3-5 years. This will better reflect the real length of many crises while also ensuring that humanitarian actors can make more concerted efforts to make sustainable solutions by building capacity of local and national actors and establishing new partnerships with the private sector. Related to this is the necessity to also have resource mobilization over a multi-year framework. This will ensure that humanitarian partners will be able to adapt their planning to both address the immediate needs, but also allocate funds towards managing the risk of future crises. Ostensibly this should also allow for a better utilization of both humanitarian and development funding towards the greater cause of building resilience.

In order to implement the multi-year frameworks, there are a number key ancillary steps. Firstly, it is necessary to both improve existing, and create new, risk management tools for humanitarian programming, to be expanded to better reflect risk reduction, preparedness as well as early recovery and livelihood activities. This will include, for example, having to update existing instruments such as the Humanitarian Needs Overview (HNO) to ensure alignment with the Common Country Assessments (CCA) and UN Development Assistance Framework (UNDAF).

Concurrently, these risk management tools should play a more central role in the planning process for both the humanitarian and development sector through common risk analysis, data and baseline information. It has to also be used for better modelling of future risks. In this regard, the development of established tools such as the Index for Risk Management (InfoRM) looking at global (and increasingly at regional and country-level risk) is a tool that could be very useful to roll out further.

Finally, it is vital to adjust the timing of crucial humanitarian and development interventions to take place outside of the peak of a crisis. Humanitarian and development organizations need to use the risk indicators to concertedly push for early action both before crises (in terms of preparedness and DRR) and after crises (in terms of early recovery, livelihoods and peacebuilding). This relates strongly with the overall thrust in the aid system to boost resilience building in its overall programming. In this regard, it is also imperative that funding is directed towards crises that are deemed to be high on the common risk indices.

Office of the Special Adviser on Africa (OSAA)

OSAA input to report of Secretary-General on the 2015 ECOSOC theme

In Africa, performance on MDGs has varied by country and by region. Overall, African countries continue to make progress towards achieving the MDGs despite the initial challenges. The aggregate performance on the MDGs masks the wide income, gender and spatial inequalities in accessing social services.
The development landscape in the continent is changing therefore, it is important that the SDGs build and sustain this upward momentum. The post-2015 development process provides the continent with a unique opportunity to actively participate in global debates to shape the new African transformative agenda in the name of Agenda 2063, to eradicate poverty and achieve sustainable development in all its three dimensions.   It should focus on equity, creating jobs for the youth, food security, climate change and peace and security.
The post-2015 development agenda needs to build on the lessons learned from the MDGs and take into account the changing global landscape. And, it should take into consideration the African Union priority areas identified in its Common African Position (CAP) on post-2015 and Agenda 2063 framework. The CAP is Africa's consensus on the continent's challenges, priorities and aspirations, as well as for addressing them, in particular, eradication of poverty on the continent. It reaffirms the Rio principles, especially the principle of common but differentiated responsibilities, the right to development and equity, and mutual accountability and responsibility. The CAP has been endorsed by African leaders and it carries the African voice on the post-2015 development agenda. It focuses on six pillars namely: (i) structural economic transformation and inclusive growth; (ii) science, technology and innovation; (iii) people-centred development; (iv) environment, sustainability, natural resources management and disaster risk management; (v) peace and security; and (vi) finance and partnership.   The international community therefore, should take into account the CAP while formulating the SDGs.

Conflict and instability

Political instability and recurrent conflicts have also hampered the continent's development efforts. Human and drug trafficking, piracy and terrorism have merged as key challenges that reflect the nexus between peace, security and development as well as the need for a holistic and comprehensive approach in addressing them. This is well elaborated in the African Agenda 2063 which was adopted by African Heads of State and Government during the 24th   Summit of the African Union which took place from 30 to 31 January 2015 in Addis Ababa, Ethiopia.

Financing for MDGs and post-2015 development framework

Africa has for the most part relied on external sources mainly ODA to finance the MDGs and continental priorities. ODA is often unevenly distributed, unstainable and not predictable. Lessons from the MDGs have inspired a fresh review towards a post-2015 development framework to explore other alternative sources of finance. The African Union's structural transformation agenda will require an adequate, predictable, sustainable and integrated financing mechanism.   The continent is exploring possible ways and means to strengthen domestic resource mobilization capacities. This includes curtailing illicit financial outflows from Africa that are currently exceeding ODA that the continent receives. If tracked and brought back to Africa, they should be utilized for social services, infrastructure development and investment for Africa's transformative agenda.

Partnerships for implementation of SDGs

An effective global partnership must be aimed at ensuring global financial stability, a predictable and conducive global trading environment and transparency in international financial transactions, including the role of tax havens. The High-level Commission of Eminent Persons on illicit financial flows from Africa (the Thabo Mbeki Commission) established by the African Union has just published its final report with

specific recommendations to the African leaders and the international community[3]. The report was presented to the African Heads of State and Government who endorsed its findings and recommendations during the AU Summit. There is recognition that successful implementation of SDGs regional dimension in particular the Africa context is crucial. Development enablers are best achieved at the regional level, for example, peace and security and good governance plus institutional capacity. Moreover, the role of regional partnerships will facilitate the engagement of emerging development partners and thus create a greater voice and representation in the international debates. A number of studies have shown how regional integration can be a powerful instrument in fostering structural transformation and promoting inclusive growth patterns.

Monitoring and accountability

African stakeholders emphasized that a key criticism of the MDGs was that while countries were accountable to donors for delivering on results, they were not accountable to their citizens, likewise, donors were not held accountable for not delivering on ODA.
Africa already has a mechanism, the 'African Peer Review Mechanism' (APRM), which is based on the principles that every review exercise carried out under the authority of the ARRM must be credible and free from political manipulation. The primary purpose of the APRM is to foster the adoption of policies, standards and practices that lead to political stability, high economic growth, and sustainable development accelerated continental economic integration through sharing experiences and reinforcement of best practices.

Institutional requirements for sustainable development

Institutions should be built based on people's realities and aspirations and not on governance structures and, this will change the way policies and programmes are monitored at the local level.

Capacity issues in institutions

Capacity development and enhancement is central to inclusive sustainable development and, without it, even past achievements could be reversed. Capacity in African countries is weak; it is a perennial challenge which continues to constrain the continents' inclusive sustainable growth, development and integration into the global economy. For instance, without strong capacities, post-conflict, LDCs and middle income countries cannot absorb resources mobilized for sustainable development. Therefore, capacity development needs in Africa must be at the core of activities by African governments and their development partners within the context of the post-2015 development agenda. Technology transfer and capacity to build credible date bases remain critical, if Africa is to achieve the SDGs.

The focus on data collection, availability and analysis in implementation

African countries and development partners have recognized the need for better statistics as a tool for evidence-based policy and decision making as well as effective implementation, monitoring and evaluating progress of outcome and impact. It is now well known that 'if you cannot measure it, you cannot manage it' as pointed out by David Kaplan. The main value for data should be to generate knowledge for policy and economic decision-making in each country and not only for monitoring international goals. The cost of data production for the post-2015 development agenda is estimated to be in billions of dollars. African countries are faced with many challenges when it comes to data collection. For example, national statistics offices have limited autonomy and unstable budgets; misaligned incentives contribute to inaccurate data, donor priorities dominate national priorities, and access to and usability of data is limited.

---

[3] Report of the High-Level Panel on Illicit Financial Flows from Africa

Office of the UN High Commissioner for Human Rights (OHCHR)

OHCHR input to report of Secretary-General on the 2015 ECOSOC theme

General comment: The present outline focusses very much on the three pillars of sustainable development. It should, however, also cover another key lesson learned from the MDG experience that in order to secure sustained and sustainable development we need to break from the limited approaches of the past, and chart a new course, based on fundamental human rights, focus on leaving no one behind and ensure that freedom from want and freedom from fear are tackled together. This message is not only one that has emerged from Rio+20, the OWG outcome document as well as the High-Level Panel of Eminent Persons on the Post-2015 Development agenda and the recent SG Synthesis report on post-2015, but also from the protests of global citizenry from Tunis to Wall Street, from the Amazon forests to the Pacific islands.

I. Introduction

The limited focus of the MDGs on a narrow set of socio-economic indicators resulted in outcomes whereby countries declared to be MDG success stories became the scenes of massive social unrest and upheaval. A 21st Century conception of development must include key economic and social rights, including the right to education, to food, to health, to water and sanitation, and to decent work and social security, as well as essential civil and political rights relating to the administration of justice, personal security, and political participation, including free expression and association.

The new agenda and its Goals must hence be built on a human rights-based approach, in both process and substance. This means taking seriously the right of those affected to free, active and meaningful participation, a focus on non-discrimination, equality and equity in the distribution of costs and benefits, and explicitly aligning the new development framework with the international human rights framework—including civil, cultural, economic, political and social rights, as well as the right to development. It also implies going beyond MDG monitoring of national averages and aggregate progress, by investing in greater disaggregation of data, so the progress can be monitored for all social groups and no one is left behind.

A truly universal new agenda for development will be far more ambitious and transformative than the MDGs. It will require a paradigm shift in development thinking, moving beyond a traditional view of donor-recipient relationships. Universality means that the SDGs will be applicable to all States, implying recognition of the joint and individual responsibilities of States, and their interdependence in addressing global development issues. Universality also means that the SDGs will be applicable to all people, so that no one is left behind. But universality does not mean 'one size fits all'; universality and differentiation are two sides of the same coin which seek to balance global ambitions and national realities. In translating these concepts into practice, lessons can be drawn from many years of experience and practical application of the concept of universality in the international human rights, labour standards and environmental arenas.

II. Policy choices for an integrated agenda

National tailoring of targets as a key component of ensuring a coherent implementation of the post-2015 development agenda

The Rio+20 Outcome Document defines Sustainable Development Goals (SDGs) as "global in nature and universally applicable to all countries, while taking into account different national realities, capacities and

levels of development" (para. 247). A key component of a coherent implementation of the post-2015 development agenda will be the effective national tailoring of targets. A key challenge is to ensure that ambitious global goals are made realistic and achievable at country level while at the same time ensuring that the national targets are in close alignment with existing international agreements.

One key step will be to establish a clear and transparent national tailoring process with broad participation, without discrimination. It should be guided by rigorous criteria agreed at the global level and a member state-led review of nationally defined targets at global level. Possibly a compendium of national level targets could be prepared by the IAEG of the UN Statistical commission which could guidance on national targets that meet international standards, including human rights law.

While the national tailoring process should be guided by rigorous criteria agreed at the global level, it should take into account of countries' different levels of development, which determines their different national capacities to achieve SDG targets, and differentiated responsibilities to contribute to global cooperation targets. In order to achieve global targets overall, it is essential that each country contributes its maximum available effort and resources. This approach has a strong basis in international environmental and human rights law, e.g. national contributions to address climate change are defined "on the basis of equity and in accordance with [States'] common but differentiated responsibilities and respective capabilities"[4]; and within certain limits, national efforts to realise economic, social and cultural rights are required "to the maximum of [a State's] available resources", and, where needed, within the framework of international cooperation.[5]

The post-2015 development agenda puts an increasing premium on policy coherence

Integration also implies the need for greater policy coherence. Policy coherence does not only imply that all policies of developing and developed countries should support the implementation of the post-2015 development agenda. The notion of policy coherence in the context of human rights goes a step further. Policy coherence should be defined in terms of consistency with international law, particularly international human rights law. This should include consistency with all human rights, including, the right to development, which requires the creation of a national and international environment conducive to the realisation of all human rights for all. This includes eliminating existing obstacles to development (including e.g. the inequitable impacts of agricultural subsidies, escalated tariffs and unequal market access) and promoting the coherence of international trade, investment, economic and financial policies with human rights, labour and environmental standards and norms. Aligning international agreements with human rights could include expanding exceptions to permit the domestic protection of human rights (e.g. Doha Declaration on the TRIPS Agreement and Public Health) and requiring ex-ante and ex-post human rights impact assessments.

IV. Partnerships for the implementation of SDGs and the post-2015 agenda

Effective, innovative and accountable multi-stakeholder partnerships, including several recent initiatives launched under the auspices of the United Nations, such as the Human Rights Up Front Initiative, to advance implementation can serve as an important complement to a renewed global partnership for development. Multi-stakeholder partnerships do however have their limitations. They cannot substitute for a renewed global partnership for development, which will provide a framework for the post-2015 development agenda, addressing also the systemic issues.

---

[4] Under the UN Framework Convention on Climate Change
[5] International Covenant on Economic, Social and Cultural Rights

In a post-2015 era where non-state actors are expected to take on an increasingly important role, it will be critical for governments to provide a clear sense of the rule of engagements. As businesses assume an ever-expanding role in the development and economic spheres their adherence to the human rights responsibilities outlined in the UN Guiding Principles on Business and Human Rights becomes increasingly critical. In working together, States and businesses should incorporate social, environmental, labour, human rights and gender equality considerations into their activities and subject public private partnerships to human rights safeguards and rigorous due diligence, including human rights impact assessments. Businesses can thereby identify, prevent and mitigate any risk of adverse human rights impacts.

Measures should be taken to ensure that the provisions of international trade and investment agreements do not protect investor interests at the expense of State policy space to promote the realization of human rights. States have an obligation to actively prevent investments from undermining human rights. They must ensure that all investment activities, including foreign direct investment, comply with human rights obligations. States should establish appropriate regulations and oversight mechanisms to protect human rights from the potentially negative impacts of public-private partnerships and blended finance instruments.

To hold the private sector to account, all countries should adopt policies and institutional, legal and regulatory frameworks to encourage responsible and accountable investment in sustainable development. Such frameworks should include human rights and sustainability criteria and align investor incentives with the SDGs. They should go beyond voluntary reporting and require all companies to undertake mandatory Economic, Environment, Social, and Governance (EESG) reporting commensurate with the level of risk posed by their activities.

States must also ensure that global intellectual property regimes do not impede the benefits of development from reaching the poor and marginalized, including through application of TRIPS flexibilities. This implies that States need to ensure that environmentally clean and sound technologies are fairly priced and broadly disseminated, that the cost of their development is equitably shared, and that their benefits are more evenly spread both between and within countries, including the poorest, and take account of the impacts on human rights while at the same time recognizing the need for intellectual property regimes to create appropriate incentives to meet the SDGs. Indigenous peoples' rights need to be fully reflected. Indigenous peoples have the right to participate in decision making related to and to benefit from the use of their knowledge, innovations and practices.

V. Monitoring and accountability

Involving different stakeholders in the post-2015 monitoring, review and accountability mechanism

Governments alone cannot deliver the needed transformation. Involving multiple actors in the design, implementation and monitoring of the post-2015 development agenda will be essential. The roles of different actors should be clearly defined and different responsibilities and capabilities should be recognized. It is therefore essential that a post-2015 monitoring and review framework provides clear ground rules and incentives for the diverse set of actors—and enables them to apply their respective strengths.

In this context, accountability refers to the obligation of stakeholders to take responsibility for their actions, to answer to those affected, and to act to fill gaps in delivering on their commitments. The SDGs will be a universal set of commitments by heads of state and governments and as such all governments, as the primary duty bearers, will be accountable for delivering on their respective commitments. At the same time, the private sector among other non-state actors involved in SDG implementation must also be held

accountable for the respective commitments they have made in relation to the post-2015 framework, and for acting in accordance with human rights principles and standards.

States will have the primary responsibility for implementing the post-2015 development agenda. The SDGs are a voluntary set of global goals. However, in signing up to them, governments will be accountable to deliver individually and collectively on these commitments. Human rights standards and principles can provide guidance to ensure that a strong accountability architecture is in place to support effective delivery on SDGs. In order to ensure adequate accountability of States, the post-2015 development agenda should be underpinned by a universal, voluntary, multi-level State-led review and monitoring mechanism that should draw on existing monitoring and review mechanisms at the national, regional and global level.

The private sector also needs to be included in the accountability framework: Private sector actors are increasingly being called upon to take on greater responsibilities in financing and delivering on aspects of the post-2015 agenda. Private sector actors are ultimately accountable to governments, who in turn have an obligation under international law to protect public interests and human rights through effective institutional, legal and regulatory frameworks. Yet as private actors take on direct responsibilities for aspects of the new agenda they take on an expanded role as duty-bearers, and as such must be held accountable within the post-2015 monitoring and review framework (over and above their existing accountability to governments). In order to strengthen private sector accountability, post-2015 monitoring and review mechanisms should rely on the UN Guiding Principles on Business and Human Rights as the framework of accountability for the private sector. Commensurate with the level of risk posed by their activities governments should make reporting on the social, environmental, and human rights impact mandatory, commensurate with the level of risk posed by their respective activities. Strengthening corporate reporting to the UN Global Compact could be one concrete first step towards mandatory Economic, Environment, Social, and Governance (EESG) reporting.

Moreover, it is important to involve all stakeholders in the decisions and actions that affect them. Stakeholder participation – particularly that of civil society – at all stages of the monitoring and review process is critical to ensure effective accountability for post-2015 commitments of different actors. Capacity and resource constraints act as a barrier to the full and effective civil society participation. Clear and comprehensive provisions for stakeholder participation are needed so that civil society groups are able to engage meaningfully in the post-2015 monitoring and accountability process in spite of the constraints that they face. At the same time, civil society plays an increasingly important role in the implementation the post-2015 and as such needs to be held accountable for its actions.

In the context of rising inequalities and in order to address the weaknesses of the MDGs in failing to reach the most marginalised, the monitoring and accountability framework should include an explicit commitment to monitor the progressive reduction of inequalities between social groups over time, with a focus on reducing the gaps by achieving faster progress for the most marginalised groups so that they catch up with other groups and no one is left behind.

Key features of global and national post-2015 monitoring and review mechanisms

National and local review mechanisms will serve as the backbone of the post-2015 accountability framework. Their main purpose will be to monitor and report on country progress towards achieving the global and nationally set SDG targets. It is at these levels, that civil society plays a particularly important role in highlighting gaps or weaknesses. Accountability can function most effectively at the national level as states can be held directly accountable by citizens for their actions, and citizens may pursue means of remedy and redress. This requires and enabling environment with the right to information, freedoms of expression, peaceful assembly and association and access to justice and availability of the necessary data,

including on those groups lagging most behind in terms of MDGs achievements.

As the main global review mechanism, the HLPF will be the primary platform to take stock of global progress on the post-2015 development agenda. It should include a voluntary universal peer review of all countries. Useful lessons could be drawn from the principles and working methods of the Human Rights Council's Universal Periodic Review (UPR) which reviews progress in all countries based on the principles of universal coverage, national ownership, transparency and participation, with the reporting based on reports from Member States, with additional reports provided by the UN system and civil society.

<u>Building on existing accountability mechanisms – the Universal Periodic Review of the HRC</u>

The post-2015 accountability framework should link and build on these existing mechanisms, and learn from their experience. There should be a systematic and institutionalized two-way flow of information, reports and recommendations between the processes established to monitoring the Post-2015 development agenda and other existing monitoring mechanisms, including the human rights monitoring mechanisms. In practice, this means systematically sharing information and reporting across new and existing mechanisms to reinforce complementarities and minimise new reporting burdens – such exchange should not be a one way but a two way exchange. There are already a range of relevant monitoring and review mechanisms at different levels. At the global level, the Universal Period Review of the Human Rights Council already monitors human rights commitments. It provides a State-driven global peer review mechanism to monitor the implementation of human rights in all 193 UN Member States, and to share best practices around the globe. As such it offers important lessons for the HLPF on carrying out a global peer review in line with human rights principles and standards.

Why is the UPR relevant as a model of a monitoring mechanism for the SDGs?

- ***Built on the principles of universal coverage, equal treatment and peer review:*** This unique and universal mechanism would be a useful model for the SDGs, given that the SDGs are to be universally applicable to all states, so any review mechanism should also be universal in coverage. A global review between all Member States would also ensure the possibility of monitoring commitments made on global partnership, international cooperation and means of implementation.

- ***Built on the principles of independence, participation, and transparency:*** The UPR gives priority to the national reports submitted by Member States, but also receives independent and verified information from other sources, notably the UN system. The process is unique and progressive in providing a formal framework for participation of accredited CSOs in the UPR Working Group sessions and through the submission of "other stakeholders' reports". This participatory framework enhances the legitimacy of the process and strengthens the commitment to accountability.

- ***Built on the principle of state ownership:*** The State can choose whether or not to accept the recommendations of the UPR review, so it commits to following up the issues of greatest concern.

OHCHR input to report of Secretary-General on the 2015 thematic report

II. Institutional requirements for sustainable development

A. Institutional requirements at the national and sub-national levels

National governments bear the primary responsibility for development in their own countries. National financing strategies, fiscal policies, tax systems, subsidies, development plans, and budgets should benefit the poorest and most marginalized and be the product of transparent and participatory processes. To conform to international human rights norms effective governance for sustainable development demands that public institutions in all countries and at all levels be non-discriminatory, inclusive, participatory, and accountable to people. Laws and institutions must protect human rights under the rule of law, including in the economic sphere. States also need to tailor global post-2015 goals and targets, and related indicators, to national context and ground them in relevant human rights (e.g. socio-economic targets, such as on education, should respond to criteria of universal access as well as availability, affordability, acceptability and quality). Effective institutions will also require an effective and strong web of accountability, where governments are primarily accountable to people.

Human rights delineate what States and others in the development process are *responsible* for. They require them to take steps in order to respect, protect and fulfil a range of human rights relevant to the substantive goals of development policy. Anchoring development commitments in human rights can help create the conditions through which people can hold those in authority *answerable* for their actions. And grounding development commitments in the human rights framework reinforces accountability by providing additional mechanisms through which people can *enforce* their rights and seek redress when these are violated as a result of a failure to fulfil development commitments. An array of national (administrative, judicial, quasi-judicial, social etc.) and international human rights mechanisms exist to assess the claims and grievances of those who have suffered unjust treatment, to determine responsibility through fair and transparent processes, and to provide appropriate remedies.

C. Institutional requirements at the global level

The Post-2015 agenda should include a strong accountability architecture at the global level, which draws from and builds on existing mechanisms and reporting processes. There should be a systematic and institutionalized flow of information, reports and recommendations between the SDG monitoring and other existing monitoring mechanisms, including the human rights monitoring mechanisms. As the SDGs will be universally applicable, a universal country peer-review at the global level should be a key part of the monitoring and review framework, as suggested in the SG's Synthesis Report. Useful lessons could be drawn from the principles and working methods of the Human Rights Council's Universal Periodic Review (UPR) which reviews progress in all countries based on the principles of universal coverage, national ownership, transparency and participation, with the reporting based on reports from Member States, with additional reports provided by the UN system and civil society. The monitoring and review mechanisms should be public, participatory, broadly accessible, and evidence-based at all levels (for more details also see ECOSOC report).

D. Implications for development cooperation in a post-2015 development agenda environment

The new agenda must aim to create an international order in which all human rights can be fully realized. Policy coherence should be defined in terms of compliance with international human rights law, to ensure that trade, finance, and investment regimes are consistent with norms and standards for labour, human

rights, equality, and sustainability. The global partnership should include concrete and ambitious ODA commitments, but also democratization of global economic governance structures. Progress should be measured not only in relation to GDP, but in relation to a broader metric of social progress, human well-being, justice, security, equality and sustainability that better captures the multidimensionality of poverty. Further, a roadmap should be put in place for economic governance reforms to ensure fair representation of emerging and developing countries in international financial and economic decision making, prevent future economic crises and promote sustainable, inclusive economic progress. Policy coherence will entail taking measures to ensure coherence between current international legal regimes for trade, finance, and investment on the one hand and norms and standards for labour, the environment, human rights, equality and sustainability on the other hand.

IV. Capacity issues in institutional preparedness

<u>B. The focus on data collection, availability and analysis in implementation</u>

To be truly transformative, a forward-looking approach to measurement will be critical, so that the priorities of the Post-2015 development agenda are not restricted by existing data and data sources, but invest in new data and data sources as part of the 'data revolution'. A human rights-based approach to the Data Revolution should promote participation, empowerment and the right to information in the identification, collection, processing, analysis and dissemination of information, whilst protecting the right to privacy. The new agenda must go beyond MDG monitoring of national averages and aggregate progress, by investing in greater disaggregation of data, so that progress of all social groups can be monitored and no one is left behind.

The reporting on Financing for Development should be based upon specific time-bound targets. The review of the global partnership for sustainable development should include a global peer review dimension, which should draw upon and feed into existing monitoring mechanisms, including by integrating in a structured manner the work of relevant human rights bodies. The monitoring of the post-2015 financing framework needs to go beyond the tracking of financial flows and also assess the development results of such financial flows as well as progress on addressing systemic issues. Monitoring efforts must be underpinned by a human rights-based data revolution to ensure that information is more available, accessible and is more broadly disaggregated to track development impacts for all people in all countries.

V. Multi-stakeholder institutional arrangements and partnerships

<u>C. The role of the private sector and institutional arrangements for harnessing their potential</u>

Given the greater role and responsibilities of the private sector envisaged in the new development agenda, accountability of the private sector should be addressed in accordance with the UN Guiding Principles on Business and Human Rights. Human rights safeguards should be put in place where necessary, including in relation to the financing of the new agenda. Investment policies should be in line with the Guiding Principles on Business and Human Rights, gender equality, core labour standards of the ILO and United Nations environmental standards to ensure an appropriate balance between the needs of investors and the human rights of people.

UN Conference on Trade and Development (UNCTAD)

UNCTAD input to report of Secretary-General on the 2015 ECOSOC theme

I.   Current global development context and transition to the sustainable development goals and the post-2015 development agenda: What will it take?

1.   The current state of the world economy poses important and systemic challenges for the transition from the Millennium Development Goals to the envisaged sustainable development goals, which are indeed ambitious. With unbalanced sluggish growth, rapidly falling commodity prices and financial sector volatility, mobilizing effective revenues for implementing the sustainable development goals will be challenging. Estimates of investment needs in developing countries alone range from $3.3 trillion to $4.5 trillion per year.[6] Thus, achieving the sustainable development goals will require a step up in the level of both public and private investment. In addition, extra political will be required for deep, sustainable and far-ranging structural transformations envisaged under the proposed goals.

2.   A central goal of the post-2015 development agenda is expected to be the eradication of poverty by 2030. This means reducing it to zero everywhere – and this includes the least developed countries (LDCs), the group of countries where this will be most challenging. To give an idea of the scale of this challenge, *The Least Developed Countries Report 2014*[7] states that the level of poverty in China in 1994 was about the same as the current level in LDCs as a whole: 46 per cent based on the $1.25-a-day poverty line. From 1994–2009, China achieved an annual growth rate of per capita gross domestic product of 9.4 per cent; yet in 2009, 11.8 per cent of China's population were still living in poverty. To achieve the planned sustainable development goal of poverty eradication, LDCs will need to reduce the poverty rate from 46 per cent to zero over the same time span. This means that a much bigger economic miracle than China's will be necessary. Accordingly, the success of the post-2015 development agenda will depend on action by the international community and LDCs to transform their economies structurally and break the vicious circle of human and economic underdevelopment that has trapped these countries in poverty.[8]

3.   In parallel, however, middle-income countries will continue to need attention. This will help to avoid the "middle-income trap" and to continue to industrialize and move into higher value-added activities, as well as put in place social and other welfare-enhancing development policies. Moreover,

---

[6]   UNCTAD, 2014, *World Investment Report 2014: Investing in the SDGs, An Action Plan* (New York and Geneva, United Nations publication, Sales No. E.14.II.D.1), available at http://unctad.org/en/publicationslibrary/wir2014_en.pdf, accessed 10 February 2015.

[7]   UNCTAD, 2014, *The Least Developed Countries Report 2014: Growth with Structural Transformation – A Post-2015 Development Agenda,* chapters 3 and 6 (New York and Geneva, United Nations publication, Sales No. E.14.II.D.7), available at http://unctad.org/en/PublicationsLibrary/ldc2014_en.pdf, accessed 10 February 2015.

[8]   For an extensive literature review and policy options on issues relating to LDCs, see the 2008, 2010 and 2014 editions of *The Least Developed Country Report*, which describe their progress in achieving the MDGs. In addition, new poverty estimates based on an improved definition are provided in the 2002 and 2008 editions. See http://unctad.org/en/Pages/Publications/TheLeastDevelopedCountriesReport, aspx, accessed 10 February 2015.

growth needs to be more balanced, and the rewards distributed more equitably, even in those developing countries that have experienced strong and positive growth.

II.   Policy choices and approaches necessary for an integrated and coherent agenda

4.   The post-2015 development agenda implies not only a shift in global policy choices and goals, but equally important, it requires changes in the economic environment for development. UNCTAD has long argued for a new development approach centred around the developmental State and the goal of balanced and inclusive growth. This is more, not less relevant, for the sustainable development goals.

5.   UNCTAD advocates that the mix of policy choices should give countries sufficient policy space to implement the trade and development strategies that reflect their individual challenges, needs and circumstances. This should be matched with coherent and consistent international monetary, financial and trading policies and systems. A sound and supportive approach should be inclusive, with a range of voices, opinions and policy choices that reflect today's world of distinct but interdependent nations.

6.   With this in mind, UNCTAD argues that the following three key policy priorities should be part of a post-2015 development agenda:

        (a)   Mobilizing domestic and foreign resources for investment in such a way as to maximize development impact;

        (b)   Implementing an industrial policy that directs these resources towards economic activities that will contribute decisively to transforming economies;

        (c)   Establishing macroeconomic policies that promote investment and demand growth, with less emphasis on focusing exclusively on stability.

7.   Examples in this regard include the strategic use of countercyclical macroeconomic policy, which has proven to be extremely important in the wake of the global financial crisis environment; income support, and wage and tax policies to reduce income inequalities; and capital controls or financial regulation to counteract the negative effects of global capital spillovers. In addition, in the absence of a well-functioning international financial system, regional reserve funds, development banks and payment systems can help boost resilience and generate conditions for stronger and sustained growth in support of inclusive development.

8.   With regard to the challenges that commodity-dependent developing countries will face in the transition from the Millennium Development Goals to the sustainable development goals, UNCTAD considers that it is crucial to take into account the current state of the global economy, which is not conducive to a successful implementation of sustainable development goals in these countries. Most commodity-dependent developing countries have been experiencing a decline in their revenues from commodity exports, as export prices have been declining over the last three years. Moreover, economic slowdown in developed economies will likely lead to a reduction in official development assistance and foreign direct investment in commodity-dependent developing countries, limiting financial resources that would otherwise boost the implementation of the sustainable development goals.

9.   In this area, UNCTAD considers that commodity-dependent developing countries will need to get more out of their commodities by participating more actively in agricultural and mineral commodities value chains, and enhance the efficiency of their resource use. These countries should also attempt to diversify their economies beyond commodities. Similarly, the pathway for achieving the sustainable development goals and their targets will require a change of attitude regarding the way commodities are extracted, traded and consumed. This includes strengthening national and international mechanisms for ensuring the internalization of the social and environmental costs of extracting commodities such as minerals. In addition, social corporate responsibility should become the norm in commodity extraction

and trading, ensuring that local populations in originating countries benefit in a sustainable way from these activities. With this in mind, UNCTAD will continue serving as a platform for discussing and finding policy alternatives to deal with the commodity problematique through its multi-year expert meetings and global commodities forums.

10.   Another issue that cuts across different sustainable development goals is related to trade facilitation measures, an area in which UNCTAD has produced extensive literature and delivered capacity-building. This is relevant, as many trade facilitation measures help the informal sector to participate more easily in formal foreign trade, thus supporting proposed sustainable development goal 8 and its target, the "formalization and growth of micro-, small- and medium-sized enterprises". In this area, computerized customs management systems such as ASYCUDA,[9] for example, will continue delivering capacity-building.

11.   UNCTAD also stresses the need to properly consider the implications of policies beyond national borders. A clear and easy example of national policies generating spillover effects on the international economy can be found in non-tariff measures. With a view to achieving environmental protection as a sustainable development goal, for instance, a country may require that all products – whether domestically produced or imported – should meet a quality standard based on specific environmental requirements. Other countries, however, may view such a measure as adversely affecting their trading opportunities and can trigger trade disputes, as demonstrated in dispute settlements of the General Agreement on Tariffs and Trade/World Trade Organization concerning the tuna-dolphin or shrimp-turtle cases, for example. Alternatively, if proving compliance with a quality standard in one (importing) country requires technically sophisticated processes, low-income countries such as LDCs may find it too costly to comply with the standard.[10] Appropriate consideration of these issues is required in the context of an integrated and coherent agenda.

12.   Debt sustainability is another particularly relevant issue that should be part of the discussion of an integrated development approach. UNCTAD research and analysis shows that developing countries continue to face daunting challenges in maintaining sustainable debt. Sovereign debt crises are a recurring problem with very serious political, economic and social consequences. Moreover, despite international debt relief initiatives, the need to restructure sovereign debt is a constant risk phenomenon in the international financial system. Developing countries continue to experience a worsening of their debt ratios, and they remain vulnerable to external shocks and economic downturns. A number of low- and middle-income developing countries are facing difficulties in finding a lasting solution to their external debt problems, which will have a bearing on their sustainable development prospects.

13.   From a sustainability perspective, UNCTAD believes that an integrated and coherent approach should also focus on climate change adaptation and mitigation. It is noteworthy that the need to adapt to the projected impacts of climate variability and change has become a major challenge, in particular for the world's most vulnerable nations, which are likely to bear the brunt of the impacts of climate change but lack the capacity to take effective adaptation measures. Addressing this challenge effectively and across sectors will be vital if key poverty-reduction and sustainable development goals are to be achieved. Climate change is clearly mentioned under goal 13, but also cuts across many of the sustainable development goals, thus requiring an integrated and holistic approach.

---

[9]   Automated System for Customs Data.
[10]   For further discussion on related topics, see UNCTAD, 2014 *Trading with Conditions: The Effect of Sanitary and Phytosanitary Measures on Lower Income Countries᾽ Agricultural Exports,* Policy Issues in International Trade and Commodities Research Study Series No. 68 (New York and Geneva, United Nations publication), available at http://unctad.org/en/PublicationsLibrary/itcdtab70_en.pdf, accessed 10 February 2015.

III. Adaptation required by institutions and structures: Changes and adaptation in behaviour and mindsets in institutions and structures for the post-2015 development agenda

14.   UNCTAD has consistently affirmed that inclusive development entails a change in mindset and a re-balancing of relations between markets, States and societies. Perhaps the most important change in mindset needed relates to the predominant role of finance and the way that finance-led globalization has led to an unbalanced and fragile world economy. A global "New Deal" is needed, providing an international financial architecture that can promote a more stable, inclusive and productive path for growth.

15.   From this perspective, it is also relevant to note that fostering a pro-growth approach and policies in support of inclusive development and poverty eradication should take into account social, economic and environmental concerns. This requires changes in mindset and behaviour, as well as new tools and a new development paradigm: a paradigm that enables countries to build productive capacity for development in a socioeconomically inclusive and environmentally sustainable manner. UNCTAD activities focused on generating synergies among trade, inclusive growth and environmental sustainability demonstrate how new mindsets, by creating shared values, for example, can enable a country to achieve multiple goals in a single attempt. For instance, the UNCTAD Bio-trade Initiative demonstrates how a new mindset can help a country achieve substantial and sustained increases in rural income, thus alleviating poverty, by enhancing trade in biodiversity-based products in an inclusive, equitable and environmentally sustainable way.[11] Another such example is the UNCTAD BioFuels Initiative, aimed at reconciling two different social goals: shifting to modern renewable energy, while maintaining food security.[12] UNCTAD initiatives aim to show that a country's comparative advantage can and should dynamically evolve with a new development paradigm, a new mindset, new market opportunities and new tools. Similarly, UNCTAD in 2011 introduced the Investment Policy Framework for Sustainable Development[13] to guide and support countries in their formulation of investment policies and negotiation of international investment agreements.

16.   UNCTAD also shares the vision that technological progress is crucial to sustained growth. Promoting the diffusion of useful technologies to developing countries, especially in the areas of health, climate change and environment, energy and agriculture, is critical to reaching sustainable development

---

[11]   The global market for bio-trade goods, which include natural food, beverages, cosmetics and botanical products, is estimated to be worth over $130 billion today. Bio-trade can provide promising green trade opportunities to many developing countries. Under this Initiative, UNCTAD has worked closely with countries (i.e. governments, local producers and local businesses) to enable them to match economic value with a country's biodiversity-based products; create domestic production and business linkages (for example, by promoting entrepreneurship); identify international markets and viable trading partners; ensure equitable benefit sharing between resource owners and users, including international buyers of the products concerned, while sustainably managing their biodiversity resources and ecosystems at all stages. See http://unctad.org/en/Pages/DITC/Trade-and-Environment/BioTrade.aspx, accessed 10 February 2015.

[12]   UNCTAD work shows that biofuel can provide tangible trade production and trade potential to many developing countries. For instance, UNCTAD found that if waste residues from agricultural products were used for the production of bioelectricity, bioethanol and biodiesel, poor Mexican farmers would receive between $2.2 billion and $4.1 billion of additional revenue from agriculture. See Mexico's Agriculture Development: Perspectives and Outlook, 2013, (UNCTAD/DITC/TNCD/2012/2) and http://unctad.org/en/Pages/DITC/ClimateChange/UNCTAD-Biofuels-Initiative.aspx, accessed 10 February 2015.

[13]   UNCTAD, 2012, *World Investment Report 2012: Towards a New Generation of Investment Policies* (New York and Geneva, United Nations publication, Sales No. E.12.II.D.3), available at http://www.unctad-docs.org/files/UNCTAD-WIR2012-Full-en.pdf, accessed 11 February 2015.

goals on health, combating climate change, ensuring food security and access to energy, and alleviating hunger. Equally, or even more important, is the role of technological upgrading and innovation in developing countries in strengthening their productive capacities so that they can achieve progress, not only within the social dimensions of sustainable development, but the economic ones as well.

17.   Capacity-building, and the sharing of knowledge and experiences in science, technology and innovation (STI) policy and technology transfer are recognized in the sustainable development goals as important factors in enabling the achievement of several of the proposed goals (goals 7, 8, 9, 13 and 17 on access to energy for all, sustainable economic growth and industrialization, measures to combat climate change and technology-related issues). Building scientific, technological and innovative capabilities in developing countries will require an improvement in the national environment and investment in STI systems, as well as a more supportive international STI environment. In addition to the relatively low priority accorded to STI issues in bilateral and multilateral cooperation programmes, there is concern that the current international system of strong intellectual property rights may not be in the interest of global welfare and efforts to promote development for all people and countries. In principle, intellectual property rights are meant to promote innovation, the dissemination of knowledge and the transfer of technology. However, there is evidence that, in order to promote innovation, these rights need to be tailored to a country's specific needs, especially to develop domestic absorptive capacities. If not, a rigid intellectual property rights system can hinder, or make more costly, access to knowledge and technologies to achieve most of the targets envisaged by the proposed sustainable development goals. For example, the Doha Declaration on the TRIPS Agreement and Public Health of the World Trade Organization has been a key instrument to allow the use of compulsory licences to reduce consumer prices for HIV/AIDS and treatment of other diseases, enabling LDCs and developing countries to promote access to medicines and build, where feasible, capacities for the local production of pharmaceuticals.

Capacity development needs

18.   UNCTAD has comparative advantages and is ready to continue providing capacity development in several areas related to the proposed sustainable development goals.[14] For more than 50 years, UNCTAD has served as a consensus-building forum to discuss critical development-related issues such as trade, investment, finance, commodities, technology and sustainable development. Debate and negotiations are supported by the information provided through the research pillar and technical cooperation activities of UNCTAD. The *Trade and Development Report,* for example, has for more than 30 years provided an unique analysis of the state of the global economy and development strategies from an integrated perspective that recognizes that countries are different and have different needs, but are essentially interlinked. The *World Investment Report* is another key research outcome produced by UNCTAD in the area of investment in support of inclusive development. In addition, every four years, the UNCTAD quadrennial conference enables stakeholders in the field of trade and development to share experiences, discuss the conditions of the global economy and their causes, agree on development priorities and identify important issues to guide the work of UNCTAD[15] and the way that it should respond to capacity needs of its member States. In this way, UNCTAD will continue contributing proactively to developing capacities in the following areas:

---

[14]   UNCTAD is the focal point in the United Nations for the integrated treatment of trade and development, and interrelated issues in the areas of finance, technology, investment and sustainable development. See http://unctad.org/en/Pages/AboutUs.aspx, accessed 11 February 2015.

[15]   For further information, see http://unctad.org/en/Pages/Meetings/UNCTAD-Conferences.aspx, accessed 11 February 2015.

(a)   Debt issues. As the focal point for debt issues within the United Nations system, UNCTAD will continue supporting countries in the critical areas of debt sustainability and debt restructuring, by providing policy support, promoting the principles for responsible sovereign borrowing and lending, and delivering programmes for capacity-building in debt management;[16]

(b)   Trade and development. As part of its work in support of actions at the national, regional and global levels, UNCTAD will continue delivering its flagship course on key issues on the international economic agenda, aimed at strengthening the overall capacity of policymakers to identify and pursue their own trade approach in the context of a broader development plan;

(c)   Capacity-building in science technology and innovation policy and information and communication technologies;

(d)   Capacity-building programmes and products, including investment policy reviews[17] and investment guides for LDCs;[18]

(e)   Climate change. UNCTAD will continue working ahead of the curve on the implications of climate change for maritime transportation,[19] with a particular focus on impacts and the adaptation needs of seaports and other coastal transport infrastructure;

(f)   Commodity issues. As the focal point within the United Nations system on commodity-related issues, UNCTAD will continue providing analysis on commodity market trends and prospects, and suggesting ways of strengthening coordination among international commodities organizations and other relevant stakeholders to help commodity-dependent developing countries in their transition from the Millennium Development Goals to the sustainable development goals;

(g)   UNCTAD, as the lead agency of the Inter-Agency Cluster on Trade and Productive Capacity, will continue promoting the development of inter-agency joint policy orientations to foster policy cohesion and policy integration across the three dimensions of sustainable development and their implications for policy choices. An example of this is the renewed partnership, as of 2015, of UNCTAD and the International Labour Organization, a core member of the Inter-Agency Cluster, concerning the post-2015 development agenda. Their joint analysis and policy recommendations are expected to meet the pressing needs of governments on priority themes such as trade and employment, which require comprehensive solutions. Those initiatives at the global level aim to be translated into joint programmes for more impact at the regional and country levels. With initiatives developed by the Inter-Agency Cluster in the area of trade and related issues, the United Nations system will be in a better position to meet the expectations of the international community and requirements of the post-2015 development agenda;

(h)   Promoting sustainable agriculture. UNCTAD[20] takes part in an inter-agency working group[21] on the principles for responsible agricultural investment that respects rights, livelihoods and resources.

---

[16]   For further information, see http://unctad.org/en/pages/gds/Debtper cent20andper cent20Developmentper cent20Finance/Debt-and-Development-Finance.aspx, accessed 11 February 2015.

[17]   Investment policy reviews provide an objective evaluation of a country's legal, regulatory and institutional framework to attract increased foreign direct investment, as well as how to maximize the benefits from it. Four country reviews were completed in 2014, that of the Sudan, the Republic of Moldova, Bangladesh and Mongolia.

[18]   See http://unctad.org/en/Pages/Publications/Investment-Guide.aspx, accessed 11 February 2015.

[19]   Information about activities, outputs and follow-up is available at http://unctad.org/en/Pages/DTL/TTL/Legal/Climate-Change-and-Maritime-Transport.aspx.

[20]   See UNCTAD and the World Bank, 2014, *The Practice of Responsible Investment Principles in Larger-scale Agricultural Investments: Implications for Corporate Performance and Impact on Local Communities*

19.   Data literacy and information are crucial to build the required capacities to respond effectively to the challenges of achieving the sustainable development goals. For example, much of the data required to develop ideal indicators do not currently exist and would in many cases be prohibitively expensive to collect; thus the burden to national and international statistical systems and their data providers does not appear to have been considered. From an UNCTAD perspective, there would be considerable merit in helping all countries, in particular developing countries, to put in place coordinated national statistical systems consisting of three fundamental pillars: a sound legal framework, a functioning and coordinated institutional environment and a national data infrastructure. Among other things, this would facilitate the use of administrative and secondary data sources in the compilation of statistics and indicators, improving data quality and affordability. UNCTAD also supports the report[22] of the Independent Expert Advisory Group on a Data Revolution for Sustainable Development that maintains that improving data "is a development agenda in its own right" and the idea that "uneven access to data" in the knowledge age is a new frontier of inequality.

IV.   Partnerships for the implementation of sustainable development goals and the post-2015 agenda

20.   A revitalized global partnership for development must be effective in mobilizing the means and in creating the environment to implement the sustainable development goals and the post-2015 development agenda. From a macroeconomic perspective, UNCTAD considers that it is important to have coherent and integrated national policies, supported at the global level by measures to help align and stabilize exchange rates. A more balanced and equitable debt restructuring mechanism, and access to stable and reliable sources of long-term finance are also essential. Within this perspective, global partnerships can help support national fiscal capacity-building, including plugging global tax leaks, and encourage transparency and accountability. Moreover, national trade policies require equitable, rules-based policies at the global level. Regional partnerships can support growth by providing short- and long-term finance, and increased market scale and regional infrastructure. That said, they should not be more restrictive than multilateral arrangements.

21.   UNCTAD highlights the benefits of partnerships among multi-stakeholders in the transition from the Millennium Development Goals to the sustainable development goals. These partnerships can established be at many different levels, for example, between countries, institutions or firms within different countries, or a variety of other combinations. What matters most is creating new arrangements, or adapting existing ones, to effectively and efficiently support sustainable development. In this regard,

---

(Washington,   D.C.,   World   Bank),   available   at   http://unctad.org/en/pages/ PublicationWebflyer.aspx?publicationid=916 , accessed 10 February 2015.
[21]   Composed of the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, UNCTAD and the World Bank.
[22]   Independent Expert Advisory Group of the United Nations Secretary-General on a Data Revolution for Sustainable Development, 2014, *A World that Counts: Mobilizing the Data Revolution for Sustainable Development* , available at http://www.undatarevolution.org/wp-content/uploads/2014/12/A-World-That-Counts2.pdf, accessed 10 February 2015.

UNCTAD considers that the following types of multi-stakeholder partnership are useful in galvanizing financing and investment for the sustainable development goals:[23]

(a)   Partnerships between home- and host-country investment promotion agencies with cooperation on broad purposes such as information dissemination and marketing of sustainable development goal investment opportunities in home countries;

(b)   Regional sustainable development goal investment compacts. Regional or South–South economic cooperation can foster investment in sustainable development goals. A key area for such sustainable-development goal-related cross-border cooperation is infrastructure development. At the regional level, this requires partnerships involving multiple stakeholders, such as government, the private sector, and trade and investment agencies in different countries;

(c)   Partnerships for innovative financing. Filling the investment gaps to achieve the sustainable development goals will require both public and private investments and carefully designed financial partnerships, such as public–private partnerships or blended financing.

V.   Monitoring and accountability: Implications of a multi-tiered and multi-layered responsibility structure at different levels, involving different stakeholders

22.   With expertise and wisdom accumulated over the last 50 years, UNCTAD is well positioned to help ensure that national, regional and international policies are consistent with the needs of the sustainable development goals. UNCTAD research products examine all of these issues from an integrated perspective and identify key policy measures at the national, regional and international levels that can address both long-standing and emerging issues that threaten development. As explained above, UNCTAD provides essential expertise on the interrelated topics of macroeconomics, trade, investment, finance, commodities, debt, technology and sustainable development through a lens through which their interdependence can be recognized. It hosts intergovernmental debate and consensus-building processes that help share experiences, promote better understanding and support political will. Its valuable technical cooperation and fieldwork, as well as its relevant consensus-building activities, will continue to help raise awareness and advance the international policy debate.

23.   Finally, United Nations Member States have repeatedly reaffirmed the role of the Economic and Social Council in promoting overall coherence, coordination and cooperation in economic, social and related fields. Managing the transition to the sustainable development goals will require a revived and strengthened Council, and UNCTAD stands ready to be a part of this.UNCTAD contribution to the Report of the Secretary-General for the 2015 thematic debate of the Economic and Social Council

---

[23]   For further information on UNCTAD research and analysis on these issues, see http://unctad.org/en/publicationslibrary/wir2014_en.pdf, accessed 11 February 2015.

UNCTAD input to report of Secretary-General on the 2015thematic report

I.   Introduction

1.   Institutions are essential to ensure that development is inclusive and sustainable. Institutions that are needed in the post-2015 era are the same ones that UNCTAD has long argued are needed for development in general:

      (a)   Developmental States that are able to mobilize domestic resources, strengthen productive capacities and share the gains in an equitable manner;

      (b)   Robust multilateral structures capable of forging collective responses to development challenges, including taming finance and promoting investment-led responses to climate change;

      (c)   Structures to strengthen regional collaboration, including through South–South cooperation, that can help enhance stability and open new growth opportunities.

II.   Institutional requirements for sustainable development

International requirements at the global level

2.   UNCTAD is of the view that the approach and policy recommendations stemming from the idea of good governance have limitations. This puts pressure on developing countries to adopt institutions from developed countries without taking into account the former's specificities, and to focus excessively on procedures and formalities, without placing sufficient emphasis on development results.

3.   As an alternative, UNCTAD supports the notion of "development governance". This refers to governance that is oriented towards solving common national development problems, creating new national development opportunities and achieving common national development goals. It aims to build a better future for members of a society by using the authority of the State to promote inclusive economic development, in particular to catalyse structural transformation. This, therefore, requires the action of a developmental State. To make this vision reality, some countries and regional economic communities have adopted development-oriented industrial policies and set up infrastructure projects. This is the case, for example, of the West African Common Industrial Policy adopted in 2010 by the Council of Ministers of the Economic Community of West African States to exploit their respective comparative advantages and complementarities for industrial development. The East African Community, for example, is dealing with the poor state of the infrastructure of its members through a regional integrated approach. In Asia, the Great Mekong Delta Project serves the same purpose and vision.

4.   In the perspective of developmental States, institutional structures should help identify a mix of macro and sector-specific productive development policies. These policies are geared towards developing productive capacities, expanding productive employment and increasing labour productivity, with a view to increasing national wealth and raising national living standards. In a similar vein, comprehensive industrial policies for example, that have proved beneficial include having a managed financial sector that contains a diverse range of private and State-owned, commercial and development banks; public sector support for new and strategic activities; general and strategic trade measures to help countries benefit from foreign market opportunities and competition policies that regulate market power or manage entry into growth sectors. In this regard, the historical experience of East Asian economies that opened gradually to the global economy has shown the benefits of such an approach.

5.   Institutional frameworks seeking to strengthen regional ties and collaboration are also crucial for developing countries, in particular in the current climate of weakening external demand from developed economies and the absence of a well-functioning international financial system. For example, regional

financial and monetary cooperation can help enlarge the policy headroom in which developing countries can apply pro-growth macroeconomic policies by providing facilities for short-term (balance of payments) and long-term (investment) financing, and currency or payment systems to facilitate intraregional trade and services payments. Intraregional collaboration with regard to large-scale or multi-partner infrastructure networks can also make an important contribution.

6.   With regard to least developed countries (LDCs), UNCTAD calls for a new international development architecture, also known by its acronym, NIDA,[24] to foster new and more inclusive development paths for these countries. The current international development architecture is not working effectively to promote development and poverty reduction in the LDCs or to reduce their marginalization and vulnerability in the world economy. There are two main reasons for this:

          (a)   International support to the world's poorest countries has focused largely on measures that have symbolic significance rather than practical developmental impacts;

          (b)   The developmental dimension in current global economic regimes is weak.

7.   In addition, the typical structural weaknesses of the LDCs imply that the global economic regimes do not work as expected in an LDC context. Certain particular aspects of these regimes that would greatly benefit the LDCs are missing from the international dimension. This is the case of an effective mechanism to accelerate technology transfer to LDCs or of an international commodity policy – which is key to many commodity-dependent LDCs.

8.   A new international development architecture therefore contains a forward-looking agenda for action aimed at creating a more supportive international architecture for the LDCs. This new architecture requires reforms in the areas of finance, trade, investment, commodities, technology and climate change, including:

          (a)   Systemic reforms of the global regimes governing these areas;

          (b)   The design of a new generation of international support mechanisms for the LDCs, building on the lessons of the past;

          (c)   Enhanced South–South development cooperation in favour of LDCs.

9.   Some of the specific issues requiring particular attention under the UNCTAD-proposed new international development architecture for the LDCs are as follows:

          (a)   Commodities. The long-term goal should be structural transformation leading to more diversified economies, while in the short term, the reduction of commodity market volatility should be the priority. To this end, UNCTAD calls for the promotion of multi-stakeholder partnerships to address the commodity problematique – that is to say, to find pragmatic solutions to the perennial problems of the commodity economy. This could include:

(i)   Establishing a global countercyclical financing facility that ensures fast disbursement of aid at times of commodity price shocks, with low conditionality and highly concessionary elements;

(ii)   Exploring opportunities for setting up innovative commodity price stabilization schemes;

(iii)   Looking into the possibility of introducing taxation measures to reduce speculation in global commodity markets.

---

[24]   For a detailed analysis of this issue, see UNCTAD, 2010, *The Least Developed Countries Report 2010* : *Towards a New International Development Architecture for LDCs,* chapters 3 and 4 (New York and Geneva, United Nations publication, Sales No. E.10.II.D.5, available at http://unctad.org/en/docs/ldc2010_en.pdf, accessed 11 February 2015.

(b) Technology for development. UNCTAD has consistently called for a more inclusive and development-friendly technology and intellectual property rights regime by striking a balance between the public and private dimensions of knowledge, as well as supporting the emergence of a new, coherent system of technology transfer that facilitates LDCs' domestic efforts to build innovative capacity and strengthen their productive base. With this in mind, it is desirable to reconsider the current international system of intellectual property rights and create a more flexible, balanced and development-friendly system that is more effective in promoting innovation, the dissemination of knowledge and the transfer of technology.

10. With regard to technology in general, UNCTAD considers that the Commission on Science and Technology for Development should retain its important role in promoting international discussion and cooperation on science, technology and innovation (STI), and information and communications technologies across countries.

Institutional requirements at the national and subnational levels

11. UNCTAD argues that strengthening national institutions and frameworks, with a clear vision of development governance, will be a prerequisite for implementing pragmatic measures to achieve the proposed sustainable development goals. To take one example, institutions that can help developing countries enhance domestic resource mobilization are essential, because the financing needs of these ambitious goals are vast. Governments need to have the full range of fiscal tools available, in addition to the institutional capacity to collect taxes and other revenues. Today's advanced economies collect fiscal revenues of around 42 per cent of gross domestic product, reflecting decades, and even centuries, of investment in institutional tax administration and legislation alongside the growth of a modern and formal economy. LDCs are collecting on average revenues of about
23 per cent, and non-oil exporting developing and transition countries in general (mostly middle-income countries) are collecting around 27 per cent, but it will be difficult for them to increase this without multilateral support. External sources of finance can, of course, supplement what is raised domestically but they cannot replace them. Alongside strengthened national fiscal institutions, therefore, multilateral institutions are needed, as individual countries can hardly succeed alone. Encouraging efforts are being made to redress tax leakage from the use of tax havens or "creative accounting" practices, but overall implementation remains slow, and all countries need to be included.

12. National development-oriented institutions are also vital, for example, to enhance and effectively manage the impact of investment in sustainable development goal sectors. To further the sustainable development goals, it is crucial that the required financing and investment have the maximum positive impact at minimal cost; this in turn requires building and strengthening capacity in developing countries, especially LDCs and other vulnerable economies. Issues in developing countries that should be taken into account to maximize the impact of investment in sustainable development goal sectors are as follows:[25]

(a) Weak absorptive capacity in developing economies;

(b) Risks associated with private investment in sustainable development goal sectors;

(c) Need for engage stakeholder engagement and effective management of trade-offs;

(d) Inadequate investment impact measurement and reporting tools.

---

[25] See UNCTAD, 2014, *World Investment Report 2014: Investing in the SDGs – An Action Plan* (New York and Geneva, United Nations publication, Sales No. E.14.II.D.1), available at http://unctad.org/en/publicationslibrary/wir2014_en.pdf, accessed 10 February 2015.

13.   For example, considering the issue of weak absorptive capacity, the development of local enterprises and local technological capabilities will help enhance the ability of domestic firms to engage in and benefit from technology and skills dissemination, for example. It could also build productive capacity, which in turn encourages further investment, creating a virtuous circle. Examples of how to do this are:

(a)   To promote entrepreneurship, including social entrepreneurship, for sustainable development,

(b)   To set up business development services;

(c)   To establish enterprise clustering and networking;

(d)   To create pro-poor business linkages opportunities between large enterprises, such as transnational corporations and local suppliers, creating channels for the transfer of technology, knowledge and skills to host economies.

14.   With regard to STI, institutional capacity-building is also needed to design STI policies at the national executive and parliamentary levels. This is crucial to move STI from the margins of development policy formulation to the centre of development policy in order to improve the possibilities of achieving the sustainable development goals. Moreover, stronger institutional support for innovation systems and access to technology are required at the national, regional and international levels.   III.

Institutional coherence at the regional and global levels

15.   Bearing in mind the relevance of ensuring institutional coherence, it is important to note that the "One United Nations" approach would not need a complete re-fit because the sustainable development goal requirements are not new – what is new is the partnership and consensus. In this connection, UNCTAD,[26] through its intergovernmental activities, provides an important forum to host debate that helps share experiences, promote better understanding, develop consensus and support political will. Moreover, UNCTAD is well positioned to build and work closely with other stakeholders, including civil society,[27] in order to strengthen partnerships.

16.   UNCTAD, through the Inter-Agency Cluster on Trade and Productive Capacity,[28] will continue playing an important role in coordinating trade and development operations at the national and regional levels within the United Nations system. The Cluster will continue making direct contributions to the United Nations system-wide reform by coordinating its participation in the United Nations Development Group and ensuring the effective materialization of common policy orientations through "Delivering as one" inter-agency joint programmes developed by the Cluster for greater coherence and impact at the

---

[26]   UNCTAD provides essential expertise on the interrelated topics of macroeconomics, trade, investment, commodities, finance, debt, technology and sustainable development. See http://unctad.org/en/Pages/Areas_Of_Work.aspx, accessed 11 February 2015.
[27]   For further information, see http://unctad.org/en/conferences/publicsymposium/ 2014/pages/home.aspx, accessed 11 February 2015.
[28]   Launched by the Secretary-General of the United Nations, Mr. Ban Ki-moon, at the UNCTAD XII ministerial conference in April 2008, the UNCTAD-led Inter-Agency Cluster includes 15 members (UNCTAD, the United Nations Industrial Development Organization, the United Nations Development Programme, the International Trade Centre, the Food and Agriculture Organization of the United Nations, the World Trade Organization, the United Nations Environment Fund, the International Labour Organization, the United Nations Commission on International Trade Law, the United Nations Office for Project Services and the five Regional Commissions). See http://unctad.org/en/Pages/TC/TC_United-Nations-Inter-Agency-Cluster.aspx, accessed 11 February 2015.

country and regional levels. Through this approach, in countries such as Albania, Rwanda and the United Republic of Tanzania, UNCTAD and partners agencies within the Cluster are actively participating in the United Nations Development Assistance Frameworks, whose objectives refer directly to the post-2015 development agenda with development impact for the year 2016 assessed in terms of the proposed sustainable development goals.

IV.   Capacity issues in institutional preparedness

17.   In addition to other issues, South–South and regional collaboration initiatives can help deal with some of the challenges of capacity, potentially supported by official development assistance directed towards building administrative and governance capacities.

18.   In the area of debt, developing countries need effective policies to identify and formulate measures to mitigate the impact of the current financial crisis on developing countries and discuss the design of mechanisms to tackle future debt difficulties or crises when they arise. They also need support in building sustainable institutional capacity to implement those policies by means of effective debt management mechanisms. For example, it is generally accepted that timely and comprehensive data on the level and composition of debt and strong statistical capacity are necessary for effective debt management.

19.   Another relevant issue relates to the needs of developing countries in terms of building STI policy capacity, in particular capacity in monitoring and evaluation, as well as the collection of relevant technology and innovation indicators to enable effective monitoring of STI capacity, policy effectiveness and flows of knowledge and technology. In this regard, UNCTAD is prepared to continue delivering capacity-building in several mandated areas, including:

(a)   STI policy, and information and communication in order to strengthen the capacity of developing countries to design and implement development policies in an integrated manner across the pillars of sustainable development;

(b)   Entrepreneurship and enterprise development, including youth and women's participation in the private sector of developing countries, as well as investment-related policy effectiveness at the national and international levels.

20.   To conclude this contribution, it is relevant to note that UNCTAD, through its Automated System for Customs Data, stands ready to continue helping to build capacity in modern customs management and making contributions to strengthening domestic resource mobilization, facilitating trade efficiency and promoting integrity. Likewise, through the Enhanced Integrated Framework, UNCTAD is prepared to continue supporting LDCs to become more active players in the global trading system by helping them tackle supply-side constraints to trade. Further elaboration of the above issues would be beyond the scope of this contribution. However, detailed information on the full range of UNCTAD capacity-building activities is available on its institutional website.[29]

---

[29]   http://unctad.org/en/Pages/Home.aspx, accessed 11 February 2015.

UN Development Programme (UNDP)

UNDP input to report of Secretary-General on the 2015 ECOSOC theme

I. Introduction

Lessons learned from the MDGs

The world has witnessed significant progress on the Millennium Development Goals (MDGs) and its targets. With their clear and simple call to tackle extreme poverty and hunger, advance health, improve access to education, and promote gender equality, the MDGs have helped to draw international attention to development and to mobilize more resources for it at a time when development aid was in decline.

Our experience with the MDGs suggests that they had the impact they did because of three critical ingredients:

- They allowed nations to take ownership of them, adapting and modifying them as needed, and anchoring them in national – and sometimes sub-national – plans and strategies.

- Their expression as a set of quantified, objectively measurable targets allowed for monitoring, reporting and evidence-based policy making.

- Their relatively sharp focus on a limited set of objectives enabled cross-country, and cross-agency collaborations, too, to be impactful – whether these were through the transfer of financial resources, policy lessons, effective innovations or better alignment of work programmes.

We should not lose sight of these achievements of the MDGs; and we should build on the momentum they have created and transition quickly from the MDGs to the new SDGs.

Widening inequalities

However, MDG progress has been uneven within and between countries. Many people around the world continue to live in extreme and degrading poverty, and preventable conflicts and disasters are wiping out the hopes and dreams of many in affected countries. There is substantial unfinished business from the MDGs, which must carry through to the post-2015 agenda.

As the Post-2015 Consultation on Addressing Inequalities stressed, national averages have concealed often highly uneven progress towards MDG targets, with many specific groups, such as women and girls, people with disabilities and ethnic minorities, as well as families in remote rural and urban slum localities, being systematically left behind. The consultation also emphasized the need to identify and address the structural factors, such as discrimination, gender-based violence and social exclusion, which perpetuate these inequalities.[30]

Vulnerabilities

Moreover, the MDGs are not resilience-based. In many countries, MDG progress has been endangered by various crises, volatility and shocks (e.g. 2007 high food and fuel prices and the 2008 financial and economic crisis disproportionately affected the poor). Increasingly we are seeing high levels of extreme poverty and development setbacks concentrated where there is conflict and/or poor governance, a weak state, low social cohesion and political and economic exclusion, and/or high exposure to natural disasters.

Importance of Effective Governance and Political Leadership

Progress towards the MDGs is heavily influenced by the choice of strategies and policies as well as how they are implemented. Strategies that are locally developed and based on broad national consensus,

---

[30] UNDG report "A Million Voices", page 11.

which takes into account the voices of the poorest and most marginalized populations, tend to lead to more effective and sustainable development outcomes. When country governments work closely with local governance institutions, civil society and the private sector, allowing each stakeholder to play an active role in the design, implementation and monitoring of national development policies and plans, MDG strategies have a stronger chance of being successful. National ownership, as opposed to government ownership, requires broad meaningful consultation and participation by all citizens through the direct use of representative political structures.

The MDGs have shown that the crucial link between the aspirations of a global agenda and their achievement on the ground is the traction they have in national political and planning processes. As we consider the actions needed to move forward with the unfinished business of the MDGs, as well as the need to balance the trade-offs and optimize the synergies needed to advance sustainable development, it is clear that sectoral efforts must work with cross-sectoral ones. The new agenda has to be anchored as a whole within the national ministries of planning and finance, and not just in the line ministries. As with MDG acceleration plans, strong leadership by the executive head of the country will help bring partners together from across the spectrum, and also facilitate the coordinating role of the central ministries.

The MDG Acceleration Framework Experience

In response to the 2010 United Nations Summit on the MDGs, UNDP developed the MDG Acceleration Framework (MAF) with technical inputs and collaboration of other United Nations agencies to support countries in determining how they can accelerate progress to achieve the MDGs. It was initially piloted in 10 countries and later endorsed by the United Nations Development Group (UNDG). As proposed by the World Bank, the UN System Chief Executives Board for Coordination reviews MDG acceleration efforts to better align the support of its members.

Since 2010 the MAF has been deployed in close to 60 countries. It has become an invaluable tool for accelerating MDG progress. The MAF systematically identifies and prioritizes bottlenecks to progress; and helps devise programmatic, multi-partner solutions to resolve them.

A number of countries have already begun to use the MAF approach for addressing priorities which go beyond the MDGs, but are likely to figure in the post 2015 agenda – like inequalities, the economic empowerment of women, education quality, and non-communicable diseases.

The experiences of MDG acceleration will position countries well as they move on implementation of the post-2015 agenda.

For more information on the MDG Acceleration Framework, see Annex I.

Comment: In 2010 UNDP published a report on lessons learned from the first 10 years of the MDG experience. The Executive Summary of the report entitled ***"What will it take to achieve the Millennium Development Goals? An International Assessment"*** *can be found in* Annex II.

II. Policy choices for an integrated agenda

Comment: UNDP is facilitating the thematic window I of the AMR discussion, which has direct relevance to this issue. We plan to send you additional inputs for this particular section next week. Note that we are currently commissioning content from our respective units.

III. Adaptation by institutions and structures

Comment: If the section will cover UN reform issues, it should be consistent with the ongoing discussions on fit for purpose under the auspices of the CEB.

IV. Partnerships for the implementation of SDGs and the post-2015 agenda

Comment: We think this section will likely include messages from the MDG Gap Task Force report, address MDG 8 issues and discuss global partnership needed for the SDG 17 and the role of the private sector and other actors.

The emerging post-2015 agenda is bolder and more transformational than the MDGs. On the one hand, the proposed Sustainable Development Goals (SDGs) are about problems inherited from the past, such as continued extreme poverty, hunger and exclusion. On the other hand, they also aim to tackle other issues which have emerged or become more pronounced, over recent years, such as climate change, accelerated environmental degradation and inequality. Whereas the MDGs focused on the process of development within the nation state, the SDGs are about the dynamics of development processes both within and beyond national boundaries, reflecting how the prospects of nations and peoples are deeply entwined.

As such, the SDGs are expected to apply to all countries and demand structural transformations in countries at all income levels to ensure that the planet's natural limits are respected. Action by individual countries is essential yet insufficient to address the challenges outlined in the draft SDGs, thus effective international cooperation will be essential.

This new agenda is much more about hard policy choices – particularly at the national and global levels. However, the availability of financing support will still be important for many countries (especially the LDCs), and is an important trust-building signal.

Those governments in a position to do so need to work on a strong package on "means on implementation". Beyond ODA (and meeting the promises already made), this could include a stronger commitment to tackle illicit capital flows and improve cooperation on other international tax issues, as well as on strengthening capacities for domestic resource mobilization. It could also include greater commitments on technology and trade.

As the next agenda is expected to be broader and transformational, we need to think in different ways about development finance. The outcome document from the Third International Conference on Financing for Development in Addis Ababa must chart a path on how to address the challenges which have emerged, or have become more pronounced, since Monterrey (such as climate change and inequality).

Beyond ODA, international public finance will be needed to address a broader range of international challenges to enable countries to implement the post-2015 agenda.

It is clear that the SDGs cannot be achieved through public finance alone, whether it be from domestic resources or ODA. Inevitably, much of the resourcing needed to finance the post-2015 agenda will come from the private sector and will require incentives and regulatory frameworks that align private investment decisions with the post-2015 agenda.

Financing for development in the post-2015 era cannot be considered only in the context of 'stable times'. We need to think about how the international community can better avoid shocks (whether they be economic, natural disasters, conflicts, or disease outbreaks) and manage risk. Investments now in critical areas (e.g. public health, renewable energy), will minimize risk and future costs in the years to come.

V. Monitoring and accountability

Comment: We think the section should emphasize the preeminence of local and national monitoring and review, learning from the MDG national reporting process and the role the UNDG played in supporting the preparation of national reports. Note that the UNDG has started reviewing the guidance on national reporting for the SDGs.

Measuring progress in capacity development and institutional improvement is important. Capacities to collect, analyze and disseminate statistics and data must be upgraded, as well as aligned with the requirements of a new development agenda. Independent, transparent and non-partisan bodies and

52

mechanisms are also required for monitoring, providing feedback, and evaluating the quality of service delivery by development institutions, including government at all levels. But for data to be truly effective in facilitating informed decisions and holding policy-makers to account, investments are needed to empower local communities, sub-national authorities, civil society representatives and other stakeholders, to understand, analyze and use data independently. Furthermore, the role of other stakeholders, including private sector actors, in producing relevant data for monitoring development progress needs to be assessed.

Data Generation and information management was recognised in the UNDG Post-2015 Dialogue on Localising the SDGs as the most difficult element at the local level. Local institutions generally have some capacity for local planning but they are challenged by monitoring, reporting and accounting for resources. For many countries, basic government data on funds are not even available at the local level. This challenges the basis of planning, and undermines the objectivity of reporting on development interventions. Continuous collection, analysis, packaging and dissemination of local information is crucial for the monitoring and assessment of any development vision or goals. Local data management requires a lot of technical support to respective national statistical institutions as well as establishing systems for local information management. Targeted coaching for local actors in the localizing SDGs implementation process (planning, data management, monitoring, reporting) may be required. Current examples of UNDP support to data generation and assessment include:

- Since 2008, **Vietnam** with UNDP support has developed the so called PAPI (Public Administration Performance Index). PAPI measures citizens' experience of governance and public administration performance across six dimensions: (i) <u>participation</u> at local levels, (ii) <u>transparency</u>, (iii) vertical <u>accountability</u>, (iv) control of <u>corruption</u>, (v) public <u>administrative procedures</u> and (vi) <u>public service</u> delivery.

- UNDP and other UN agencies together with the World Bank have developed a **toolkit** to support core government needs assessments in post conflict. Institutional capacity in these environments requires both short-term and longer-term approaches to address institutional weaknesses and ensure stability while waiting for the maturing of the political settlement. In the short term, this entails support for the restoration of core government functions (defined as public financial management, planning and aid coordination, centre of government capacities including communications, civil service management, capacities to address corruption and extension of state authority to the local levels). Reforms such as civil service reform that require political consensus should not be rushed and should rather be postponed until a more stable political settlement has emerged.

- **Timor Leste**, one of the champions of the New Deal and leaders of the G7Plus, is in the process of developing a methodology and toolkit for assessing core government systems functions that cut across the entire public service and the institutional capacity of ministries. While the former is more focused on technical efficiency, the latter looks at seven criteria (1) Policy – Vision – Strategy – Leadership; (2) Governance structure and institutional framework; (3) Human Resources Management; (4) Other resources management; (5) Outputs – Results – Service Delivery; (6) Relations management and external communication and (7) Organizational culture and internal communication. The tool uses six maturity levels; and the basic requirement for a good administration is set at maturity level 4. A systematic and detailed description has been made of what is required for an institution to be classified at a specific maturity level.

Regional initiatives are also a critical part of policy integration, to ensure that multiple countries have the same capacities to track development priorities. High-quality, nationally-produced governance data is an essential tool for national planning and for preventing and managing conflict, yet very few African

countries have official monitoring systems that supply timely and robust governance, peace & security (GPS) statistics to national policymakers. The *Strategy for the Harmonization of Statistics in Africa* (SHaSA), developed by the community of African statisticians and supported by UNDP, the AUC, the AfDB and the UNECA, addresses this gap. The SHaSA positions Africa as a world leader: no other continent has invested in such a comprehensive strategy to harmonize governance, peace and security statistics regionally. Above and beyond sound statistical production, the ultimate objective of this initiative is to promote a culture of evidence-based policymaking and monitoring, and to strengthen accountability, by making GPS statistics easily accessible to – and used by – citizens, parliamentarians and other oversight institutions in managing risk and dealing with complex inter-disciplinary problems.

Annex I. MDG Acceleration Framework

Background

Many countries have implemented development strategies to achieve the MDGs, but in some the rate of progress has been slow. In response to the 2010 MDG Outcome Document, UNDP developed the MDG Acceleration Framework (MAF) with technical inputs and collaboration of other United Nations agencies, to support countries in determining how they can accelerate progress to achieve the MDGs. The experience has provided valuable lessons and guidance for the future, captured in the report "Accelerating Progress, Sustaining Results: The MDGs to 2015 and Beyond".[31]

The MAF is a flexible, yet systematic process of identifying and analyzing bottlenecks and possible high-impact solutions to achieving a country's MDG priorities. It leads to a concrete plan of action, with coordinated roles for the government, UN agencies and all other development stakeholders. The MAF was developed for countries with off-track MDG targets at either the national or subnational level, it was initially piloted in 10 countries and later endorsed by the United Nations Development Group (UNDG).

A number of countries are applying the MAF to non-MDG areas (see below). These and other experiences in devising and implementing sustainable development and poverty reduction strategies will feed into the development of cross-sectoral implementation framework for the SDGs.

Overview on the MAF

Countries have used the MAF to develop and implement MDG action plans in the areas of maternal health, hunger, poverty, water and sanitation, HIV/AIDS and others, at both national and sub-national levels. Several countries have applied it more than once in order to tackle multiple off-track goals. Several have gone beyond the traditional set of MDGs, applying the framework to address economic disparities, education quality, energy access and non-communicable diseases (NCDs). These resulting plans are nationally owned, based on existing policies and programmes, and help assemble a robust partnership of actors across sectors and mandates to carry out specific activities intended to result in accelerated progress.

The experience in more than 50 roll out countries is evidence of the flexibility and adaptability of the MAF, and its relevance, in a variety of contexts. In practice, it has been shown to be most effective when there is ownership and strong political commitment around off-track MDGs, which can bring together all key players in a collaborative effort to achieve the goals or targets and further its implementation. The MAF produces action plans which are focused and implementable, complementing sector efforts with critical cross-sectoral support. Once the implementation phase starts, experience from countries underscores the importance of sustained, longer term engagement including efforts of continued advocacy and communication to bring in additional partners and maintaining interest and momentum over the MAF

---

[31] http://www.undp.org/content/undp/en/home/librarypage/mdg/accelerating-progress--sustaining-results.html

Action Plan. The coordinating mechanism established during the formulation is of great importance, leading also in periodically reviewing and updating the action plan – as some bottlenecks get resolved, others can become over time more important, requiring priority attention.

Thematic Country Examples

Geographically, over 50 countries from different regions and at different stages of development have put the MAF to use, generating a diverse body of experience and a more broad based fellowship of professionals to support it.

1. MAF on Poverty and Hunger

Most of the MDG acceleration plans that address hunger and poverty are found in Africa, with those from other parts of the world emphasizing action at subnational levels to particularly address geographic disparities. Several of the African plans on hunger — Burkina Faso, Chad, Mali and Niger — are from the Sahel, reflecting the severity of the issue in a region which has been particularly susceptible to food crises, the most recent being in 2012.

2. MAF Poverty and Employment - Improving economic inclusion

Reducing economic disparities across regions; and across population groups, is the primary focus of MAF action plans in Armenia, Cambodia, Colombia (department level) and Costa Rica. The reduction of such inequalities, particularly gender related inequalities, is crucial for progressing towards the achievement of universal goals and targets, having also important positive spillovers among other MDG targets.

3. MAF on Maternal Mortality

Maternal mortality is the subject of focus in the largest number of MAF countries, corresponding its status globally as one of the goals that is furthest from being achieved. MDG acceleration plans on improving maternal health come from a diverse set of countries, spanning several regions and country typologies: Botswana, Ghana, Lesotho, Mauritania and Uganda in Africa; Kyrgyzstan in the CIS; the Philippines and Indonesia in Asia; and El Salvador in Latin America.

4. MAF on Health

MDG action plans also target other health related areas – water and sanitation (e.g., Belize, Benin, Ghana, Nepal, Togo), HIV/AIDS (e.g., Moldova, Ukraine) and certain NCDs (e.g. Tonga).While these differ from one other in many specifics, socio-economic determinants of outcomes are seen to be of critical importance and the solutions presented are directly tackling the underlying causes of such determinants. Furthermore, a common thread that runs through these diverse areas is the critical role that governance structures and particularly community engagement can play in delivering effective solutions, as the as effective vehicles for changing behavior and facilitating adoption.

Annex II. Executive Summary of the UNDP Report "What will it take to achieve the Millennium Development Goals? An International Assessment" (June 2010)

Based on a review of 50 country studies, this Assessment finds that the resources and know-how necessary to achieve the MDGs exist. Acceleration of progress over the next five years will need to focus on continuing proven strategies, policies and interventions and making a radical break with those that do not work.

There have been noticeable reductions in poverty globally. Significant improvements have been made in enrolment and gender parity in schools. Progress is evident in reducing child and maternal mortality; increasing HIV treatments and ensuring environmental sustainability. While there are welcome developments in the global partnership, where some countries have met their commitments, others can do more.

At the same time that the share of poor people is declining, the absolute number of the poor in South Asia and sub-Saharan Africa is increasing. Countries that achieved rapid reductions in income poverty are not necessarily making the same progress in gender equality and environmental sustainability. Lack of progress in reducing HIV is curtailing improvements in both maternal and child mortality. Moreover, attention to the quality of education and health services may have suffered in the rush to extend coverage.

MDG progress is also threatened by the combination of high food prices and the impact of the international financial and economic crisis. Economic growth declined in many countries, along with a reduction in foreign direct investment, remittances, as well as a fall in exports and tourist numbers, which led to significant job losses. Sustained poverty and hunger reduction is at risk because of vulnerability to climate change, particularly in the area of agricultural production. Weak institutional capacity in conflict and post-conflict environments slows MDG progress. Rapid urbanization and growth in slum dwellings are putting pressure on social services.

Key messages

This Assessment notes that there are important synergies among the MDGs - acceleration in one goal often speeds up progress in others. In households where women are illiterate, child mortality is higher, implying the links between education, the empowerment of women and the health of children. Given these synergistic and multiplier effects, all the goals need to be given equal attention and achieved simultaneously. This requires multisectoral approaches and coordination among various implementing agencies.

Policy commitments determine the success of the MDGs. Locally developed strategies, based on national consultation and participation through representative political structures, accountable and capacitated institutions and adequately incentivized public servants are the key to effective implementation of MDG strategies and policies. During conflict, non-state actors are better placed to provide social services. Building institutional capacities and restoring core government functions are needed in post-conflict situations.

Rapid poverty and hunger reduction is a result of high per capita growth driven by agricultural productivity, employment creation and equitable distribution of income, assets and opportunities. Supporting agriculture through farm input provision increases production and food security. Structural economic change is driven by public investments in infrastructure, transfer and diffusion of technology and systematic allocation of credit for industrial development. A trade regime that does not harm local productive capacity is required. Expansionary macroeconomic policies, focused on real output and employment targets, are needed to crowd-in the private sector.

Rapid improvements can be made when supply-side investments in education, health, water and sanitation are supported by demand-side policies, mainly the elimination of user charges. Abolishing school fees can lead to substantial increases in school enrolment. Investments in skilled health workers, particularly birth attendants, reduce maternal and child mortality. Free access to HIV treatment and prevention programmes save lives. Investment in water, sanitation, housing and other infrastructure, particularly in slum areas, leads to progress on a number of MDGs.

Ensuring girls have unfettered access to health, education and productive assets helps progress across the MDGs. Increased female school enrolment is associated with better health and nutritional intake of families. Enhancing reproductive and maternal health contributes across the MDG goals. Equitable provision of land and agricultural inputs significantly increases output and ensures food security. Constitutional and legal reforms enhance women's empowerment and increase their political participation. Providing infrastructure to households with energy sources and water reduces the burden of

domestic activities and frees girls to attend school, engage in self-employment or participate in labour markets.

Targeted interventions, including social protection and employment programmes are key to MDG acceleration. Mass immunization and the distribution of bed nets and antiretroviral drugs contribute to saving lives. But targeted and disease-specific interventions must strengthen health systems and not create parallel structures. Social protection and cash transfer programmes provide cost-effective access to health and education services. Public employment programmes reduce poverty and serve as countercyclical policies in times of economies crisis.

Supporting the diversification of livelihoods away from climate-sensitive activities is an essential MDG strategy. Low-carbon activities benefit households through supply of clean energy and employment creation in non-agricultural activities. Traditional energy sources tend to cause indoor air pollution, with serious health impacts, particularly on women and children. Resources to finance adaptation to climate change must be additional to current aid flows.

Domestic resource mobilization is the primary source of sustainable MDG financing. Broadening the tax base and improving tax collection efficiency raises significant resources. But changes in tax structures should not lead to decline in total revenues, as is the case during transition from trade taxes to value added taxes (VAT). Progressive taxes are needed to avoid heavy burdens on goods and services that the poor disproportionately consume. Financial sector policies are needed to increase the pool of domestic savings available to governments and the private sector.

The global partnership needs to make a greater effort at constituting a coherent international enabling environment. Delivering on ODA commitments and improving the predictability, effectiveness, division of labour and modality of disbursement is urgently needed. Budget support is associated with better MDG outcomes. ODA is effective when provided as grants, distributed equitably through multilateral organizations. Action is required to make trade policies beneficial to the least developed countries. Policy coherence is needed so as not to undermine the achievement of the MDGs through contradictory policies.

The MDG Action Agenda 2010-2015

This Assessment presents the following complementary strategies and policies for MDG acceleration:

1.   supporting country-led development and effective governance;

2.   fostering inclusive and pro-poor economic growth;

3.   increasing public investments in education, health, water, sanitation and infrastructure;

4.   scaling up targeted interventions, including social protection and employment programmes;

5.   investing in expanded opportunities for women and girls and advancing their economic, legal and political empowerment;

6.   enhancing access to energy and promoting low-carbon development;

7.   accelerating domestic resource mobilization to finance the MDGs;

8.   ensuring the global partnership creates an enabling environment for the MDGs, particularly delivering on ODA commitments.

The MDGs continue to provide the road map for reducing poverty and hunger, saving children and mothers from premature death, providing sustainable and decent livelihoods, and preserving the environment for future generations. Meeting that commitment is not only a moral imperative, but reflects a mutual interest to live in a stable and prosperous world.

UNDP input to report of Secretary-General on the 2015thematic report

The strength of institutions is central to the achievement of national development goals. The ongoing Ebola crisis in the Mano River Region demonstrates the importance of strong institutions and how "health and non-health institutional and systemic weaknesses allowed a disease outbreak to turn into an epidemic that spiraled out of control" (assessment of a recent multi-party Ebola recovery assessment mission to the region on behalf of the UN system). The role of institutions in resilience building will be critical – helping diversify economies and sources of livelihoods, containing disease and other threats, establishing hazard resilient infrastructures, and rebuilding after disasters or other shocks. Development challenges can no longer be addressed in isolation. The fact that nations embarking on the post-2015 agenda face multiple inter-connected risks, requires highly integrated solutions and institutions with the capacity to manage such complex processes – including economic shocks, global pandemics, natural hazards, climate change, conflict, environmental degradation, and others. A good understanding and assessment of a country's risk and governance context will be key for ensuring development is risk-informed and ultimately sustainable.

UNDP has extensive experience of strengthening institutions and building capacity for delivering development results in complex situations. UNDP's Strategic Plan is structured around three main substantive workstreams: how to adopt sustainable development pathways, how to build and strengthen inclusive and effective democratic governance, and how to build resilience. These workstreams are designed to ensure UNDP's global outreach fully contributes to the implementation of the SDGs from 1 January 2016. Successful implementation of the new development agenda will be dependent on the presence of robust, effective and accountable institutions at national and subnational levels.

UNDP's approach to strengthening institutions recognises the importance of four key aspects of capacity building: (1) improving institutional arrangements through institutional reform and incentive mechanisms; (2) leadership development; (3) improving accountability and voice mechanisms and (4) improving knowledge management through education, training and learning (including through south-south and triangular cooperation). A focus on all these aspects of capacity building is needed if institutions are to be able to develop highly integrated solutions for dealing with new and complex problems.

To support policy integration by strengthened institutions, experience shows the importance of working simultaneously at the central level on core government functions, on local governance, on managing data, and on improving coordination and cooperation at all levels. Experience also shows that careful handling and sequencing of activities is required – all Member States are at different stages of development, and what is appropriate for one, will not be appropriate for others at the same time. So interventions must be designed to fit the local context, and emphasise national ownership.

Core government functions

More needs to be done to focus on **core government functions**, especially in post-conflict settings. This means supporting work on the systems and processes through which the state collects and manages its resources – both fiscal (e.g. taxes, aid, resource rents) and human (i.e. the civil service), and establishes the internal and external administrative and judicial controls that ensure integrity and performance. It also means attention to the rules, systems and processes through which the executive, at national and subnational levels, communicates and interacts with people, the private sector and the development actors within their jurisdiction.

The focus on core government functions is especially important in **fragile contexts**, where building resilience is key. Empirical studies reveal that states burdened by fragility have struggled to achieve the

MDGs. Development support in contexts of fragility cannot be business as usual and will involve, amongst other things, defining more realistic priorities and sequencing of interventions, and balancing support to formal and informal processes by building on what works. These processes also need time: "creating the legitimate institutions that can prevent repeated violence is, in plain language, slow. It takes a generation. Even the fastest transforming countries have taken between 15 and 30 years to raise their institutional performance from that of a fragile state today – Haiti, say – to that of a functioning institutionalized state, such as Ghana" (WDR 2011). Support for building effective institutions should provide multiple options, not recommendations, and offer lessons from other countries based on an understanding of the context, pointing out the pros and cons of different options drawn from international experience.

In crisis and conflict-affected contexts, restoring confidence between authorities and communities is a crucial element of this political and social engagement, and can contribute to peacebuilding even in tenuous situations. Supporting national and local authorities to rapidly reestablish justice and security services for the population can help governments demonstrate a break from the past, and enable communities and individuals to pursue productive livelihoods. Medium and long-term justice and security reforms, that are aligned with national priorities and that aim to deliver effective justice and security services and improved access to justice can help to nurture public trust and confidence in the post-crisis institutions.

A good example of this is support to **Somalia** since the signing of the Somali Compact in September 2013. The Federal Government of Somalia has faced an enormous task of rebuilding the state with very limited resources in a context of insecurity. This has resulted in limited financial and institutional capacities within the Government. UNDP, along with other UN partners, has thus worked in close consultation with the Government to develop a nationally-endorsed comprehensive rule of law programme within the framework of the Somali Compact to build justice and security institutions that have helped to increase confidence between authorities and communities. And in **Mali**, local authorities, UNDP, and the peacekeeping mission have been able to support the progressive re-establishment of criminal justice services in the north of the country even amidst a context of insecurity. In 2014 the first judges were deployed under this initiative, and prisons were re-opened in Gao, Timbuktu, and Gourma-Rarous as part of broader efforts to restore state authority and subsequently citizen confidence and stability.

It will be essential to **develop leadership and management** skills to deal with increasingly complex development issues and possible "whole of government" and "whole of society" approaches. **Public administration systems** must also display greater professionalism, accountability, transparency and staff capacities. Public administration systems, including the civil service, need to have a clear system of performance evaluation of public servants, fair promotion practices and effective mechanisms to sanction misconduct of public officials. These policies are crucial for improving the efficiency of public administration, in addition to public service delivery for the people. Post-conflict contexts will require both shorter and longer-term approaches to address institutional weaknesses and ensure stability and expansion of the political settlement. Building institutional resilience will require long-term reforms including, *inter-alia*, the security sector, electoral systems and decentralization. So patience is required – in the wrong context, Civil Service Reform programmes can be telling reminders of the cost of technically correct, but politically problematic 'whole of government' reforms.

Local governance

Strengthening of local governance will also be key, testing and replicating options for universal access to basic services using a human-rights-based approach built on principles of sustainability and non-discrimination, and on new models of citizen engagement and voice. Coordination of action and monitoring of performance across multiple local government areas will help improve chances of success –

for instance in rapidly expanding metropolitan areas with large rural catchments. Local development processes will require concerted action to take advantage of technology for reach and speed, as well as existing traditional social processes to ensure effective inclusion. UNDP's experience of district-level ICT connectivity for decentralisation and local development in Ghana shows what can be achieved with effective IT. Alongside this, community self-organisation will be especially important for reduction of crime and anti-social behaviours and better attitudes to improve prospects, e.g. on gender-based violence.

Strategies, policies and solutions must be **locally-derived and issue-oriented** without merely transplanting best practices across countries: no one-size-fits-all. The country and local contexts are extremely important for the functioning of institutions as they are often shaped by the economic and social environment, historical baggage (e.g. colonialism), political realities and social norms and behaviors. This is especially the case in transition and post-conflict countries, where a best-fit approach that builds on traditional and existing institutions (though not replicating entrenched elite capture) to promote sustainable development and peace is paramount. One common and important characteristic however is the need to go down to the local level—to the villages and communities—to build accountability and participation from the bottom up. This will ensure that people have access to relevant information, can express their views without fear of reprisal, and seek remedies when their rights are violated.

Boundaries to **inclusion and participation** must be lowered even in the most technocratic and complex core functions of institutions. Institutions themselves have to be designed to legitimately respond to the needs of everyone, not just the dominant or elite of society. There are significant numbers of people and groups who are unable to access justice or enjoy their rights as citizens due to the dissonance between legislation and policies and actual implementation and enforcement. An effective capacity building process must encourage inclusive participation and provide a non-partisan and genuinely inclusive space for stakeholder engagement. It is important to ensure that people are empowered to participate in and influence development policy and programming. This requires capacity building support both to organs and institutions of the state and to populations – specifically marginalized, disempowered and excluded groups – to allow them to claim their rights and participate in development. Inclusion must be ensured as a procedural mechanism to safeguard inclusive outcomes and foster accountability, ownership and trust in the policy process. It requires adopting appropriate legal frameworks and developing incentives for local actors to get involved. Given the inclusiveness of the SDG negotiation process, with over 7 million people now engaged, there is obviously a lot of attention to the capacity of institutions to ensure inclusion and participation. But there is also a need for some caution: opportunities for participation are related to mandates, and efforts to ensure inclusion are often progressive over time.

Data and assessment

Measuring progress in capacity development and institutional improvement is important. Capacities to collect, analyze and disseminate statistics and data must be upgraded, as well as aligned with the requirements of a new development agenda. Independent, transparent and non-partisan bodies and mechanisms are also required for monitoring, providing feedback, and evaluating the quality of service delivery by development institutions, including government at all levels. But for data to be truly effective in facilitating informed decisions and holding policy-makers to account, investments are needed to empower local communities, sub-national authorities, civil society representatives and other stakeholders, to understand, analyze and use data independently. Furthermore, the role of other stakeholders, including private sector actors, in producing relevant data for monitoring development progress needs to be assessed.

Data Generation and information management was recognised in the Dialogue on Localising the SDGs as the most difficult element at the local level. Local institutions generally have some capacity for local planning but they are challenged by monitoring, reporting and accounting for resources. For many countries, basic government data on funds are not even available at the local level. This challenges the basis of planning, and undermines the objectivity of reporting on development interventions. Specific local context – such as inequality in terms of access to services, income and gender – is hardly captured, let alone backed by evidence. Continuous collection, analysis, packaging and dissemination of local information is crucial for the monitoring and assessment of any development vision or goals. Local data management requires a lot of technical support to respective national statistical institutions as well as establishing systems for local information management. Targeted coaching for local actors in the localizing SDGs implementation process (planning, data management, monitoring, reporting) may be required. Current examples of support to data generation and assessment include:

- Since 2008, **Vietnam** with UNDP support has developed the so called PAPI (Public Administration Performance Index). PAPI measures citizens' experience of governance and public administration performance across six dimensions: (i) <u>participation</u> at local levels, (ii) <u>transparency</u>, (iii) vertical <u>accountability</u>, (iv) control of <u>corruption</u>, (v) public <u>administrative procedures</u> and (vi) <u>public service</u> delivery.

- UNDP and other UN agencies together with the World Bank have developed a **toolkit** to support core government needs assessments in post conflict. Institutional capacity in these environments requires both short-term and longer-term approaches to address institutional weaknesses and ensure stability while waiting for the maturing of the political settlement. In the short term, this entails support for the restoration of core government functions (defined as public financial management, planning and aid coordination, centre of government capacities including communications, civil service management, capacities to address corruption and extension of state authority to the local levels). Reforms such as civil service reform that require political consensus, should not be rushed and should rather be postponed until a more stable political settlement has emerged.

- **Timor Leste**, one of the champions of the New Deal and leaders of the G7Plus, is in the process of developing a methodology and toolkit for assessing core government systems functions that cut across the entire public service and the institutional capacity of ministries. While the former is more focused on technical efficiency, the latter looks at seven criteria (1) Policy – Vision – Strategy – Leadership; (2) Governance structure and institutional framework; (3) Human Resources Management; (4) Other resources management; (5) Outputs – Results – Service Delivery; (6) Relations management and external communication and (7) Organizational culture and internal communication. The tool uses six maturity levels; and the basic requirement for a good administration is set at maturity level 4. A systematic and detailed description has been made of what is required for an institution to be classified at a specific maturity level.

Regional initiatives are also a critical part of policy integration, to ensure that multiple countries have the same capacities to track development priorities. High-quality, nationally-produced governance data is an essential tool for national planning and for preventing and managing conflict, yet very few African countries have official monitoring systems that supply timely and robust governance, peace & security (GPS) statistics to national policymakers. The *Strategy for the Harmonization of Statistics in Africa* (SHaSA), developed by the community of African statisticians and supported by UNDP, the AUC, the AfDB and the UNECA, addresses this gap. The SHaSA positions Africa as a world leader: no other continent has invested in such a comprehensive strategy to harmonize governance, peace and security statistics regionally. Above and beyond sound statistical production, the ultimate objective of this initiative is to promote a culture of evidence-based policymaking and monitoring, and to strengthen accountability, by making GPS

statistics easily accessible to – and used by – citizens, parliamentarians and other oversight institutions in managing risk and dealing with complex inter-disciplinary problems.

Coordination and cooperation

In addition to action at national and local levels, and sound processes for data collection and assessment, there must be a reliable and predictable means of **coordination** amongst entities at all levels. At the central level this is necessary, amongst other things, to facilitate development of standards, facilitate back-stopping where necessary and establish a national identity. Coordination and cooperation between agencies is also required for institutions to be more responsive to the needs and priorities of people. Such efforts should ideally be aligned with national development plans that are outside the control of electoral cycles to allow for continuity and coherence. This necessitates well-designed, integrated and coherent policies and effective horizontal and vertical coordination across line agencies and between economic, social and environmental policy areas to leverage synergies.

Strengthening the rule of law, including the provision of justice and security assistance, also requires coordination and cooperation at all levels. Evidence indicates that legitimate and effective justice and security institutions can contribute to building confidence and trust between state and society in the aftermath of conflict or crisis. A development approach, as emphasized by the Peacebuilding and Statebuilding Goals of the New Deal framework, is essential to ensuring sustainability and that national priorities are placed at the center of any such assistance. Oftentimes, international and regional assistance in this area addresses capacity deficits within justice and security institutions – such as the police, courts, judiciary, or legal profession – and promotes community awareness of rights and service provision. UNDP has also learned that political engagement is an essential part of providing rule of law expertise, and that integrating the rule of law within political values and societal power structures is essential to change that is truly transformational.

In the **Democratic Republic of the Congo**, UNDP in 2013 supported access to justice institutions in certain war-affected areas of North Kivu. Following the signing of the Nairobi Declaration between the Congolese Government and the M23 rebellion, 21 judges and accompanying justice personnel were deployed to the UNDP-supported "first instance" courts and prosecutor offices in war-affected Masisi, Shabunda, Fizi, Walikale. Additionally, across the country, nine UNDP-supported mobile courts heard a total of 82 cases, and issued 56 convictions (including 42 convictions for cases related to sexual and gender-based violence).

Experience shows that **it** makes good sense to **integrate capacity strengthening efforts into existing initiatives** aimed at public administration reform, to enhance effectiveness and transparency and to promote an integrated system-wide approach. The challenge is to craft an integrated policy mix adapted to national circumstances, including sectoral strategies, macroeconomic policies, social protection and labor market institutions. To this end, it is important to identify areas of multiple coordination – or policy nexuses – where converging issues can be addressed together to develop a cohesive and integrated plan, e.g. the impact of climate change on multiple sectors such as agriculture, water, energy, production and the labor market.

All work on strengthening and building institutions also requires a greater commitment to **South-South Cooperation** and Triangular cooperation. This must include lowering barriers to exchange of knowledge of what has worked, developing frameworks for increasing opportunities for exchange, and strategic funding and technical cooperation to allow South-South initiatives to grow – e.g. the UN Office for South-South Cooperation, and the "Chile Fund" Experience of supporting South-South Cooperation in South Sudan, including inputs from Kenya, Uganda, Ethiopia and some funding from Norway, has helped to demonstrate what is possible in the most fragile contexts.

Building more effective institutions must not focus only on government and state institutions but should pay equal attention to the capacities of civil society, the private sector and of populations to be able to interact with institutions and organs of the state. Constructive dialogue and **partnering between civil society** (broadly defined) and government will be central to implementing the SDGs. In Bolivia, UNDP has been supporting Sectoral Coordination Councils as multilevel governance mechanisms to stimulate debate and analysis and promote public-private dialogue to achieve productive, inclusive and integrated local development planning. As a result, from 2013 to 2014, public investment in productive development has increased by 457 percent in Chuquisaca Province.

Other problems will require other sorts of inter-disciplinary working to strengthen institutions. In the health sector, for example, there is a need to balance policy and regulation where state capacity must be built, a need for knowledge and evidence to influence policy where the capacity of academia and think tanks plays a role, a need for policy implementation where both civil society and the private sector are active alongside state providers, and a need for monitoring and evaluation where the capacity of oversight (parliament, audit institutions, and civil society) is crucial. The skills of **parliamentarians** in particular will need to be built to help them perform their core functions – updating internal systems and building skills to tap technical expertise and hear citizen perspectives.

The central role of the private sector is illustrated by opportunities to manage and rehabilitate eco-system services, and creating better conditions for scaling-up inclusive **market-based solutions** to achieving universal, affordable, and clean energy access. Governments will need to integrate low-emission, climate resilient objectives into national and sectoral development plans, identifying priority mitigation and/or adaptation measures with private sector partners. Capacity will also be required to test and scale innovations for managing environmental risks to the poor, and developing capacities to access, deliver, monitor, report and verify the use of climate finance to mitigate those risks.

UN Economic and Social Commission for Western Asia (ESCWA)

ESCWA input to report of Secretary-General on the 2015 ECOSOC theme

 ESCWA appreciates the opportunity to comment on this outline. The transition to the SDGs raises a number of questions both substantive and institutional

The substantive questions on the SDGs are being addressed through the Open Working Group on the SDGs and it is the result of this process that will dictate the technical direction of the SDG and thus the relevant transition process in that regard.

Taking that into consideration the draft outline correctly focuses on the institutional questions and the search for an institutional set up that will not only enable the transition to the SDGs but also one that will support the successful implementation of the SDGs at the national level.

While it is difficult to assess the needs and demand on the UN system of SDGs that are still to be negotiated in final form, it is important to recognize the need to ensure that institutions are able to evolve to support the SDGs not only as tools to report or measure progress but as tools to enable informed decision making and empower the policy choices that member states will be making with the goal of achieving the targets set within the framework of the SDGs.

SECTION I

-In the introduction it may be important to address the perceived limitations of the MDGs and their implementation while acknowledging the progress made in a significant number of goals.

-Conceptually, It is important to acknowledge the challenges of ownership by member states of this new framework as we move away from a reporting exercise to ensuring that member states use the SDGs as policy-making tools and in particular use these goals as the basis for policy formulation across all sectors and not simply to comply with a global reporting process;

-The SDG must flow from local (national) to global and be anchored in achieving progress in poverty eradication and sustainable development. The introduction should acknowledge the innovative nature of this report in attempting at this early stage to address important institutional questions;

SECTION II : (Policy choices for an integrated agenda)

-The report should use this opportunity to address the cross-border , subregional , regional and global implications of a large number of the proposed SDGs specially the fact that while the SDGs should be grounded in national sphere many of the SDGs carry clear implications beyond one country's borders;

-The regional commissions are particularly well placed to assess the cross-border , subregional and regional implications of the SDGs and support member states in understanding and managing the challenges that this reality presents. Ultimately the progress of one country may be negated by the failure to progress of another . In the Arab region the lack of political stability, social and economic cohesion have had serious cross border and regional impact;

-In this regard, ESCWA has engaged in significant work to assess the cross border impacts of conflict and the root socio-economic cause of these conflicts;

SECTION III (Adaptation by institutions and structures)

- This section should emphasize the need to adapt the UN system institutions to address this new paradigm and the needs to reassess the roles in particular of the development pillar institutions;

-The Rio + 20 decisions emphasize the role of the regional commissions charged with leading, with the support of the other institutions of the Un system, in complementing and facilitating effective translation of sustainable development policies into concrete action at the national level . Note paragraphs 97, 100, 185 and 251 of the Rio +20 decision (A/66/L.56);

-The strengthened role of the Regional Commissions could be further clarified here. Along these lines, the Post- 2015 agenda presents the UN System with an unique opportunity to address and strengthened cooperation within the Development Pillar of the organization in particular the working relationship , responsibilities and complementarity between the role of the Regional Commissions , DESA and the UNDG;

- The Regional Commissions as convenors and secretariat of the Regional Coordination Mechanisms (RCMs) can play an essential in the architecture of cooperation between UN entities and other regiomal partners in support of the SDGs;

SECTION IV: (Partnerships for the Implementation of SDGs and the post-2015 agenda.)

-This section could highlight the key role that non-UN regional and subregional political institutions such as the League of Arab States and the Gulf Cooperation Council will play in the success of the SDGs;

-Additionally, regional development banks and regional non-governmental institutions also will provide a considerable contribution to the success of the SDGs and the progress that member states can make in achieving these goals;

SECTION V. (Monitoring and Accountability)

-This section could take onto consideration the position papers presented on the accountability framework proposed by the Regional Commissions (attached);

-Because of their proximity to member states as well as the extensive and privileged work with national statistical offices, the Regional Commissions are well positioned to coordinate the efforts of supporting member states building the capacity to measure, monitor and report progress on the SDGs. (e.g. Paragraph 251 of the "Future We Want")

ESCWA input to report of Secretary-General on the 2015 thematic debate

SECTION II.
- "SDG-based post-2015 agenda" may be too restrictive to capture all the institutional capacities and interactions required for the post-2015 agenda. National and regional priorities with respect to institutions could be in areas that are site-specific and not directly based on SDGs--but directly or indirectly related to achieving SDGs;
- Also, we may want to consider including in this Section some discussion of the specific cases of achieving sustainable development under conflict (and occupation in particular) and the possibility of achieving peace through development;
- Good governance should feature in this Section;
- At the regional level, UN entities and regional institutions can contribute to SDG and sustainability attainment, as well as to monitoring of progress achieved and crystallizing regional inputs into the global HLPF/ECOSOC agreed processes--including the review of voluntary national progress reports and the synthesis of lessons learned;

SECTION III (Institutional Coherence)
- The draft outline rightly states the importance of the regional locus of actions. Perhaps the outline could more specifically mention that, in order to advance the national and global attainment of SDG and other sustainability objectives, there is certain progress that is best achieved at the regional level, through multi-country collaboration (trade, food security, conflict/post-conflict, labor, water resources, etc.);

- Specific reference to the progress since Rio+20 could be made, for example on the successful initiation of yearly regional sustainability forums in all regions;
- The report should consider whether to advise/recommend the nature of the output of the above forums, and in particular whether the regional inputs into HLPF should ideally be in the form of inter-governmental decisions;
- UN and non-UN regional institutions need to increase their multi-sectoral work in order to help in convergence. Including the oversight of parliamentary committees would help in this convergence;

SECTION IV:(Capacity)
- Building on the previous sections, and based on lessons learned from MDGs, it would be useful to already add some priority-focus to the discussion of institutional capacity at all levels;
- In particular, the outline could further highlight the importance of strengthening the following institutional capacities: (i) participatory processes in decision-making; (ii) technical assistance to countries and regional organizations in the formulation of policies and strategies for SD and their implementation; (iii) non-discriminatory laws and policies; (iv) include legislative bodies; and (v) innovations in the field of statistics and the inclusion of "big data" and "the data revolution" in order to achieve a quantum leap in monitoring progress and diagnosing issues.

SECTION V: (Multi-stakeholder arrangements)
- Here as well, the outline could recognize a role for multi-stakeholder consultations and partnerships at the regional level. For example, the above regional forum on SD are invited to have a multi-stakeholder nature similar to global processes;
- There should be a specific mention of ensuring gender mainstreaming all through SD implementation arrangements;
- The outline could further single out the role of CSOs in SD implementation and the need to ensure their inclusion in national and regional frameworks to be promoted;

SECTION VI: (Way forward)
- One can already see that although the global set-up is well defined (HLPF/ECOSOC etc.) and the national level left to the discretion of each country, the important regional level could perhaps benefit from ECOSOC and later GA consideration in order to more forcefully establish the regional multi-stakeholder forums above and their expected outputs;
- Need to identify programs and resources for implementing the above institutional work at global, regional and national levels--based on the scaling up of successful attempts to date, as well as the regional visions for inputs into the global processes;
- In view of the importance of data, consider the establishment, in particular, of innovative national observatories on SD within national statistics offices--with coordination at the regional level.

UN Entity for Gender Equality and the Empowerment of Women (UN Women)

UN WOMEN input to report of Secretary-General on the 2015 ECOSOC theme

1. Lessons learnt from the implementation of the MDGs for women and girls

From a gender perspective, the MDGs have played an important role in galvanizing attention and resources for gender equality and women's empowerment, but we have not made the progress for women and girls that should be expected. There have been important gains in some areas such as girls' access to primary education, but less progress in other areas such as maternal mortality, women's access to decent work and women's and girls' access to safe, reliable and hygienic sanitation facilities. Progress has also been uneven, both within countries, with stark differences in achievement for the most marginalized groups, as well as between countries.

There are several lessons learnt from a gender perspective. MDG 3 has been important for signalling gender equality as a global priority. However the targets were narrowly framed and did not address several fundamental issues such as the disproportionate share of unpaid care work carried out by women and girls, women's lack of access to assets and resources, women's low participation in decision-making at all levels, realizing sexual and reproductive health and rights and eliminating violence against women and girls. The MDGs have not tackled the structural foundations of gender inequality which hold back progress, in particular unequal power relations between women and men, social norms, stereotypes and practices that discriminate against women and girls. Gender mainstreaming has been inadequate in the design and implementation of the framework, thus impeding progress on all MDGs. The focus on national averages masks significant gaps in achievements for women and girls experiencing multiple forms of discrimination. Further, the MDGs have not paid attention to the broader context for the realization of gender equality, such as the impact of economic crises, persistent conflict and of climate change. Finally, weak institutions, governance and accountability systems continue to slow down progress for women and girls.

The agreed conclusions of the 58th Commission on the Status of Women (E/2014/27)represent the first negotiated agreed text by Member States that provides a comprehensive assessment of the MDGs from a gender perspective, setting out progress, gaps, factors contributing to lack of progress and future actions.

Note: Two reports of the Secretary-General that were prepared for the 58th Commission on the Status of Women on the 'Challenges and achievements of implementing the MDGs for women and girls' provide greater detail on the gender perspective on the MDGs and lessons for the post-2015 agenda. Please see E/CN.6/2014/3 and E/CN.6/2014/4.

2. What will it take to manage the transition from the MDGs to the SDGs from a gender perspective

Note: A report of the Secretary-General has been prepared for the 59th Commission on the Status of Women on review and appraisal of the implementation of the Beijing Declaration and Platform for Action and the outcomes of the twenty-third special session of the General Assembly, including current challenges that affect the implementation of the Platform for Action and the achievement of gender equality and the empowerment of women, as well as opportunities for strengthening gender equality and the empowerment of women in the post-2015 development agenda through the integration of a gender perspective. The report draws on the lessons learnt from the implementation of the Platform for Action to provide forward looking recommendations for the post-2015 development agenda. Relevant excerpts are provided below. Please see E/CN.6/2015/3 for the full report.

Gender equality, the empowerment of women and the human rights of women and girls must be a central priority in the post-2015 development agenda. To be transformative, the future agenda must be universal and anchored in human rights. It must achieve sustainable development in all three dimensions,

economic, social and environmental. Gender equality and the realization of women's and girls' human rights are fundamental for achieving human rights, peace and security and sustainable development.

As recognized in the outcome document of the United Nations Conference on Sustainable Development and in the report of the Open Working Group of the General Assembly on Sustainable Development Goals, the implementation of the Beijing Declaration and Platform for Action is essential to sustainable development and as such, implementation efforts must be accelerated to achieve the future goals. This means the future agenda must address gender equality, the empowerment of women and the human rights of women and girls in a comprehensive manner and tackle the key structural constraints that are holding back progress for women and girls. It also means addressing gender equality in a transversal manner across all other areas of the new agenda.

The full implementation of the Convention on the Elimination of All Forms of Discrimination against Women must be a priority for the post-2015 development agenda. The stark gap between global norms and women's and girls' practical enjoyment of human rights calls for urgent attention to bridging the gap and achieving substantive equality for women. Of paramount importance is that States look beyond the "averages" to monitor the impact and results of laws and policies for women and girls who experience multiple and intersecting forms of discrimination.

Urgent action is required in five priority areas to accelerate progress towards gender equality in the post-2015 context: transforming discriminatory social norms and gender stereotypes; transforming the economy to achieve gender equality and sustainable development; ensuring the full and equal participation of women in decision-making at all levels; significantly increasing investments in gender equality; and strengthening accountability for gender equality and the realization of the human rights of women and girls.

Transforming discriminatory social norms and gender stereotypes

The transformation of discriminatory social norms and gender stereotypes must be a priority for effectively moving towards gender equality, women's empowerment and the realization of women's and girls' human rights. Policies and programmes across the critical areas of concern must change underlying discriminatory social norms, power relations and gender stereotypes and instead, promote positive norms of gender equality, human rights and social justice. Strategies should be context-specific, some examples of actions include: programmes, including public and media campaigns, to mobilize communities to reject violence against women; outreach and education campaigns supporting women's role in politics, public life and leadership; policies that support the redistribution of unpaid care work between women and men in the household; and policies to remedy discriminatory practices regarding inheritance and women's access to resources. Men and boys must take responsibility for challenging discriminatory social norms and gender stereotypes and fostering positive norms of gender equality, non-violence and respect.

Transforming the economy to achieve gender equality and sustainable development

Achieving gender equality and women's economic empowerment requires transformative economic and social policy agendas that are firmly anchored within a human rights framework. Macroeconomic policies should expand the overall fiscal space, while a broad range of gender-responsive social, economic and environmental policies should prioritize increasing State investments in infrastructure, public services and social protection measures. Such policies should work in tandem to ensure the satisfaction of, at the very least, minimum essential levels of economic and social rights for all; reduce and redistribute the burden of care work placed on women and girls; and promote sustainable livelihoods and ecological integrity. Governments should guard against economic policy positions that lead to retrogression in the enjoyment of rights. In the context of an increasingly integrated global economy, macroeconomic policy should reduce vulnerabilities by adopting measures that minimize systemic risks. Macroeconomic policies should also generate decent work for women and men and ensure women can enjoy their full range of rights at

work. Processes of policy design, implementation and monitoring across all policy areas should be participatory by creating channels and mechanisms for participation and dialogue with women's rights advocacy groups, civil society organizations and associations.

Significantly increasing investments in gender equality

Increasing investments in gender equality requires greater efforts to mobilize and increase domestic and international resources for gender equality, including official development assistance. For the accelerated implementation of the post-2015 agenda, it will be vital to reorient fiscal and monetary policies to generate and increase public spending on gender equality and to monitor and analyse the effects of such public spending on gender inequality through gender-responsive budgeting. In order to rectify persistent underinvestment, resources must be significantly increased for national gender equality mechanisms and local, national, regional and global women's organizations.

All developed countries should meet the 0.7 per cent target for ODA commitments, including the commitments to the least developed countries of 0.15 per cent of gross national income by 2015, thereby ensuring a stronger focus on gender equality, with attention to sectors where spending remains inadequate. Given the increasing role of South-South development cooperation, it is important to monitor and analyse spending allocated towards gender equality and the realization of women's and girls' human rights in such cooperation. Global taxes, such as the proposed financial transaction tax, can also provide additional sources of revenue and ease financial constraints, particularly for lower income countries. All donors must be transparent in their decisions and actions and abide by international human rights standards.

Ensuring the full and equal participation of women in decision-making at all levels

The full and equal participation of women at all levels of decision-making to influence the planning, implementation and monitoring of policies is essential for accelerated implementation of the Platform for Action. Temporary special measures provide a proven strategy for increasing women's representation in decision-making and should be replicated and expanded. Greater efforts are needed to address the barriers to women's full and equal participation in decision-making, including the discriminatory culture of political institutions, financial constraints, the lack of family-friendly provisions and threats of violence and intimidation. Women's participation in conflict prevention, resolution and peacebuilding must be pursued as a priority. States also have a responsibility to protect women human rights defenders and ensure a safe and enabling environment for their work.

Strengthening accountability for gender equality and the realization of the human rights of women and girls

Achieving gender equality requires the involvement of women and men, girls and boys, and is the responsibility of all stakeholders. Governments must meet their obligations as duty bearers and women and girls must be empowered in claiming and enjoying their human rights. Accelerating the implementation of the Platform for Action will require strengthened accountability mechanisms for gender equality, including in respect of national gender equality mechanisms, national human rights institutions and regulatory bodies. This means reforming the mandates, operations and norms within institutions and ensuring they are properly resourced and responsive to women and girls and that there are consequences for not meeting obligations. All parts of government must be responsible for achieving gender equality. Gender mainstreaming must be institutionalized across government, with effective means of monitoring progress. National action plans for gender equality should be strengthened, by costing their implementation, setting clear goals, reporting on and monitoring frameworks and ensuring the allocation of adequate resources.

Member States, international finance institutions and transnational corporations must be held accountable for the promotion, protection and fulfilment of women's and girls' human rights, both within their borders and extraterritorially. While States must continue to regulate the private sector so as to ensure compliance with human rights standards, multi-stakeholder accountability frameworks which include civil society can provide complementary avenues of accountability for the private sector. Such frameworks should include transparent reporting processes and procedures, public consultations and hearings and the ability to submit and handle complaints.

Increased efforts are needed from Member States to address data gaps and prioritize the collection, reporting, use and analysis of data to effectively monitor progress towards gender equality. Significantly increased investments in national statistical offices are needed, along with increased capacity-building, as part of the data revolution, and substantially increased resources devoted to the production of a broad range of gender statistics so as to make the monitoring of the post-2015 development agenda possible. However, the lack of data should not be an excuse for policy inaction. In addition to gender statistics, other sources of data, including qualitative data, should be validated and used to provide information on the full complexity of women's and girls' lives and experiences.

UN WOMEN input to report of Secretary-General on the 2015 thematic debate

Gender-responsive institutions and gender mainstreaming

- Ensuring gender-responsive institutions at local, national, regional and global levels and across sectors will be vital for the effective implementation of the post-2015 development agenda, including the commitment from Member States to ensure that gender equality, the empowerment of women and the human rights of women and girls be reflected as a stand-alone goal and be integrated through targets and indicators into all goals of any new development framework. (See CSW 58 agreed conclusions, paras 42mmm and 43, E/2014/27)

- A gender-responsive institution is one that effectively responds to the needs, experiences and interests of women and men in its policies, operations, infrastructure and work. It is an institution in which senior leaders are committed to upholding the principle of gender equality, and implement strategies and lead organizational change to achieve it. This political will should be matched with a gender mainstreaming policy and strategy, training for all staff on gender equality issues, dedicated resources and infrastructure to implement the strategy and monitor progress, and the participation of women at all levels of decision-making. Work practices in the institution, including the conditions of employment, should be responsive to the specific needs and experiences of women and men.

- All government institutions – from parliaments and ministries, to courts, service delivery organizations and accountability mechanisms – must be responsible for achieving gender equality. The systematic mainstreaming of a gender perspective across all institutional frameworks and structures will be necessary to formulate effective policies to implement the post-2015 development agenda, deliver services and evaluate and track progress. Integrating a gender perspective in a cross cutting manner across economic, social and environmental policy areas will ensure that women and men are consulted in policy development and benefit equally from the outcomes, and that inequalities are not perpetuated.

- An increasing range of mechanisms have emerged to in recent decades to support government institutions in advancing gender equality, including national gender equality machineries; national human rights institutions; focal points, or working groups in sectoral ministries; inter-departmental, ministerial or multi-sectoral bodies; decentralized mechanisms in state, municipal and local governments; advisory/consultative councils; and parliamentary gender equality caucuses and

standing committees. Despite the increasing diversity of such mechanisms, they are often under-resourced and lack the political support or recognition they need to fulfil their mandate. Gender mainstreaming and efforts to ensure whole of government prioritization of and responsibilities for concrete progress towards gender equality remain limited. Gender equality issues become side-lined or invisible when they are not systematically addressed across economic, social and environmental policies, and national development plans. (Please see E/CN.6/2014/4 and E/CN.6/2015/3)

- There has been some progress in recent decades in strengthening national gender equality mechanisms, however, many challenges remain, including the absence of clear mandates or authority to hold other government bodies to account for gender mainstreaming as well as insufficient human and financial resources.

- National gender equality mechanisms play an important role in the development, implementation and monitoring of gender equality policies, strategies and actions plans. For the post-2015 development agenda, an important ingredient for accelerating delivery on gender equality commitments is strengthening institutionalization of gender equality through the provision of adequate resources, technical expertise and sufficient authority to national gender equality mechanisms to support them in fulfilling their mandates and catalytic role.

- Active engagement of national gender equality mechanisms in assessing government plans, policies and budgets and advocating for transparent and adequate financing is critical to ensure that the public services are more demand driven and more effectively targeted and financed to address gender equality gaps. Evidence shows that establishment and strengthening of institutional mechanisms on gender equality lead to better services and outcomes for women and girls especially at the local level. Cross-sectoral collaboration across government, as well as partnerships and coordination involving other stakeholders, especially women's organizations and networks, independent advisory and monitoring bodies, parliamentary gender equality caucuses is needed to strengthen comprehensive action on gender equality.

- National action plans on gender equality should be strengthened by setting specific goals, including effective monitoring and timelines, and reporting. Such plans need to be costed, and adequate resources allocated to ensure their implementation. The capacity of States to carry out their own gender responsive planning as well as costing and budgeting processes must be strengthened to ensure investment in gender equality and allocation of adequate resources to the implementation of policies that advance gender equality. (Please refer to E/CN.6/2015/3 Paras 229-259 for an analysis of trends, key issues and priorities for strengthening institutional mechanisms to advance gender equality)

- Women should be empowered to claim their rights and have access to redress and remedies. Efforts to increase women's access to justice should include increased legal support for women, human rights education, awareness-raising regarding the human rights of women and girls, training for all relevant officials, and community mobilization. Efforts must be made to challenge the culture of acceptability and impunity around discrimination and violence against women.

Women's full, equal and effective leadership and participation in decision-making, including in all aspects of conflict prevention, resolution and peacebuilding

- Ensuring the full, equal and effective leadership and participation of women is vital, not only as a matter of human rights and equality, but also as a means of determining their own futures and of transforming those institutions to ensure they are more receptive to women's interests, needs and

experiences. Women remain significantly under-represented in decision-making for a variety of reasons, including the discriminatory culture of institutions evidenced in the preferential treatment of 'old boy networks' or the harassment of women in the workplace, and the absence of family -friendly provisions in those institutions, such as child care facilities or the lack of financial resources to run for office.

- Women often remain under-represented in political institutions often because the legal framework, such as the electoral system, is not conducive to women's participation, or women lack the necessary financial resources to run for office. Temporary special measures, such as quotas, have proven an effective strategy for increasing women's representation in decision-making across a wide range of institutions, and can be replicated. U N Women works to ensure a range of institutions are gender-responsive. For example, at least 20 parliaments have been supported to promote capacity building for members of parliaments and gender mainstreaming within the parliamentary secretariat and committees. With UNDP, UN Women has created a guide to encourage electoral management bodies to become more gender-responsive. UN Women works in collaboration with the wider UN System on electoral assistance to promote gender responsive Electoral Management Bodies in 15 countries. (Please refer to E/CN.6/2015/3 paras 200-228 for an analysis of trends, key issues and priorities for increasing women's participation in decision-making)

- UN Women also promotes women's participation in all aspects of conflict prevention, resolution and peacebuilding in accordance with Security Council resolution 1325 (2000) on women, peace and security and ensuring normative and legislative frameworks, including CEDAW General Recommendation No. 30 on women in conflict prevention, conflict and post-conflict situations. While gender equality and women's empowerment now are widely recognized as critical to conflict resolution and peacebuilding efforts—and remarkable achievements were made at the normative level—the implementation of international, regional and national commitments on women and peace and security, including those related to women's participation, still suffers from uneven results. 2015 marks an important year for all actors to critically assess performance against commitments made and accelerate action and support where needed ahead of the High-level Review of the implementation of resolution 1325 (2000) called for by the Security Council in its resolution 2122 (2013).

Strong accountability mechanisms that work for women at all levels

- The effective implementation of the post-2015 development agenda requires strong accountability mechanisms at all levels – local, national, regional and global - to enable women and men to hold decision-makers to account for delivering on their commitments. The post-2015 development agenda will need a clear framework that specifies who is responsible for delivering on what and by when.

- Achieving sustainable development means reconciling economic, social and environmental concerns and objectives. The negotiation of policy dilemmas to achieve sustainable development and gender equality requires inclusive learning and deliberation processes and ways to monitor exclusions, trade-offs and unexpected opportunities. In addition to formal accountability mechanisms, such as parliamentary scrutiny, law enforcement institutions (such as the police, prosecutions and the courts), and reporting to the Committee on the Elimination of Discrimination against Women (CEDAW) and other human rights treaty bodies, inclusive and participatory democratic deliberations will be important to shape and monitor local, national, regional and international policies to implement the post-2015 development agenda. It is particularly critical to ensure women's full and equal participation, voice and leadership in country monitoring and accountability mechanisms, particularly by marginalized groups of women.

- Renewed social contracts between states and all people are needed, where states fulfill their obligations as the duty bearer and where rights-holders claim and enjoy rights. State institutions play central roles in delivering on commitments to gender equality, setting standards and regulations for resource use and providing public services and investments for sustainable development. States must continue to regulate the private sector to ensure compliance with human rights standards. Multi-stakeholder accountability frameworks, which include civil society can provide complementary avenues of accountability for the private sector. Multi-stakeholder accountability frameworks must include transparent reporting processes and procedures, public consultations and hearings and the ability to submit and respond to complaints.

- Civil society organizations, including women's organizations, play an important role in monitoring progress and holding governments to account on their commitments. It is important that more space is created for civil society, grassroots and local organizations and individuals to participate in the design, planning, implementation and monitoring of the post-2015 agenda at local, national and global levels.

- The United Nations system has a strong role to play in supporting the implementation of the post-2015 development agenda for women and girls, including through pursuing systematic gender mainstreaming; substantially increasing resources to deliver results, especially under the United Nations Development Assistance Frameworks; monitoring progress with better disaggregated data and statistics; supporting national reviews to be presented to the HLPF; and institutionalizing robust accountability systems, including through the full implementation of the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP) (see General Assembly resolution 67/226).

- At the global level, intergovernmental bodies, especially the HLPF, but also ECOSOC and its functional commissions, will play a key role in global reviews. While the exact way in which the HLPF will conduct its review is still under discussion, it is critical that from the outset it addresses the interlinkages between different goals and consistently integrates cross-cutting issues such as gender equality and human rights in all aspects of reviewing the implementation of commitments on sustainable development, and in addition also pays focused attention on the gender equality goal. The Commission on the Status of Women as the primary intergovernmental body responsible for the promotion of gender equality and as a catalyst for gender mainstreaming across the UN system will be able to focus on the linkages between sustainable development and the accelerated implementation of the Beijing Platform for Action, including by sharing of national and regional experiences, good practices, and lessons learnt.

- Ensuring a global economic architecture that promotes - rather than undermines - human rights and gender equality must be a priority for the post-2015 development agenda. This includes ensuring a fair and equitable international trade and financial regime, adequate financing for development and access to technology and knowledge.

Investments in gender statistics and sex-disaggregated data
- The collection, analysis, and use of sex-disaggregated data and gender statistics will be necessary in order to monitor progress across all goals. Significantly increased investments in national statistical offices are needed, along with increased capacity-building, as part of the data revolution, and substantially increased resources devoted to the production of a broad range of gender statistics so as to make the monitoring of the post-2015 development agenda possible.

UN Environment Programme (UNEP)

UNEP input to report of Secretary-General on the 2015 ECOSOC theme

A. Policy choices and approaches necessary for an integrated and coherent agenda

- Integration of the economic, social and environmental dimensions of sustainable development –rather than their aggregation– is an essential requirement and distinctive characteristic of the universal post-2015 agenda and the SDGs. The key aspirations and opportunities encased within each goal reflect the best science and policy known today, and represent an inclusive agenda. Integrating the three dimensions of sustainability can: generate multiple benefits and increase impact; address root causes and drivers for irreversible and sustained gains; offer a structured way to manage trade-offs; and capture economies of scale by doing more with less

B. Implications at the national, regional and global levels

- Integration at **national level** will require political commitment for addressing both synergies and trade offs between sectors, towards the common objective of sustainable development. The UN system can support by conducting detailed analyses and best practices of successful approaches to integration. Institutional structures may need to be reformed to support inter-sectoral cooperation, and budgetary transparency will provide incentives for sectors to develop joint workplans towards common goals. Roles and responsibilities may need to be defined building on existing and/or revised mandates. Mechanisms for planning and reporting (such as MDG reports, NBSAPs and other environmental convention reports) need to be assessed by MS for their relevance to the post-2015 Agenda. The UN system can be requested to support development of principles/elements, as guidance for a common approach to tailoring the globally agreed SDGs to national circumstances.

- At the **regional level,** the transition from MDGs to SDGs signals a much stronger role for regional entities. Their role needs to be seen in light of both implementations of the agenda (through cross-sectoral cooperation, and by focusing on transboundary and regional solutions), as well as measurement of progress through regional monitoring facilities, encouraging and building on regional peer reviews. The upcoming GA High-Level Thematic Debate on *Strengthening Cooperation between the UN and regional and sub-regional organizations* (15 May 2015), is expected to offer relevant considerations from Member States to add to the present report.

- At the **global level**, a concerted effort is needed to build coherence between the various international frameworks and agreements in the various dimensions: social, economic, environment and governance. The cooperation and coherent support by Member States through the governing bodies of such instruments and institutions, including the GA, ECOSOC, HLPF and UNEA, will mark a major advancement.

- SDGs are expected to be multi-stakeholder, multi-sectoral, and mutually reinforcing. Therefore, all levels need to ensure greater transparency, participation and access to information across the board. The strong stakeholder engagement already seen as part of the development of the agenda must continue into its implementation and review, including fast tracking the establishment of the **Ombudsman for the future**, as *Rio+20* recommended.

C. Recommendations for follow-up action

- Greater awareness and understanding of an integrated approach to the post-2015 agenda could be achieved at multiple levels through a strong scientific analysis and widespread and multi-sectoral communication effort.

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

- Regional organizations, with the support of UN regional entities, should analyze their comparative advantages in supporting implementation of the agenda and measurement of progress, with a view to recommending concrete actions

- The HLPF may wish to consider in its future sessions the issue of policy coherence at global level.

- Establishment of the Office of the Ombudsman for the Future within the UN.

III. Adaptation by institutions and structures

- Some of the recommendations included in the previous section could have also relevance in this context: (1) UN system preparedness to support assessments of integration and review mechanisms and options at the national level; UN regional entities to support analysis of regional organizations on their role in the implementation and review of the agenda; and (3) the establishment of the Ombudsman for the future.

IV. Partnerships for the implementation of SDGs and the post-2015 agenda

- The application of principles of subsidiarity, participation and access to information to actions and activities is key to guarantee the effectiveness of multi-stakeholder partnerships.

V. Monitoring and accountability

A. Review of existing monitoring and accountability mechanisms and experiences.

- The United Nations Conference on Sustainable Development (*Rio +20*) not only set into motion the SDGs process, but laid the foundation and direction for institutional evolutions beyond the MDGs, in particular with respect to the institutional framework for sustainable development —including crucial mandates for the establishment of the HLPF, the strengthening of ECOSOC coordinating functions, and the strengthening of the environmental pillar of the framework and the subsequent establishment of a universal UNEA. In this regard, efforts should focus on building synergies between the HLPF, ECOSOC, UNEA, executive boards of fund and programmes and other intergovernmental settings with relevant mandates at the global level.

- Beyond any potential institutional innovations, it is necessary that in the wake of the post-2015 Summit, Member States, the UN system and other stakeholders take careful stock of the institutional potentials already in place and make sure that they are fully integrated into the future global arrangements to support the implementation, as well as the follow-up and review of the universal agenda. Efforts should focus on building synergies between the HLPF, ECOSOC, UNEA, executive boards of fund and programmes and other intergovernmental settings (including Multi-lateral Environmental Agreements) with relevant mandates for follow-up and review at the global level.

B. Implications of a multi-tiered and multilayered responsibility structure at different levels and involving different stakeholders.

- How to create such a system without undue complexity, bureaucracy, and inefficiency, is a challenge that should be referred to in the report.

UNEP input to report of Secretary-General on the 2015 thematic debate

I. Introduction

- Integration of the economic, social and environmental dimensions of sustainable development – rather than their aggregation– is an essential requirement and distinctive characteristic of the universal post-2015 agenda and the SDGs. The realization of this integrated policy approach depends, correspondingly, on the successful coordination and coherence of institutional pieces at national, regional and global level, which are fit for supporting the implementation of the agenda, as well as its follow-up and review.

- The need to attracting talent and capacitating people to populate and lead institutions that would be instrumental for the implementation of the new agenda represents a significant consensus from the post-2015 preparatory process, including the *Post-2015 Dialogue on Helping to Strengthen Capacities and Build Effective Institutions*. Capacity building and training are key in order to foster results-driven, issue focused, networking, transparent and accountable institutional talent, capable of collaborating and interacting continuously with civil society, the private sector and communities to deliver real change.

- The post-2015 agenda is seen as a key driver/instrument for boosting coherence and coordination within the UN system. As a comprehensive, multi-dimensional policy framework, this agenda demands more integrated policies, strategies and monitoring and reporting platforms across its social, economic and environmental dimensions.

- The new agenda has also been perceived as the centrifugal pull to bring us all together around a set of goals, targets and means of implementation. Anchoring these in the larger UN global normative framework, placing norms at the heart of our policies, programmes and partnerships will help the UN development system deliver a more sustainable future.

II. Institutional requirements for sustainable development

A. Institutional requirements at the national and sub-national levels

- Appropriate capacity building should also support integrated policy formulation, implementation and review at national and subnational levels. In this regard, in accordance to its mandates, UNEP provides assistance to ministries of the environment, NGOs and other stakeholders in the implementation of the various streams of programmatic work, including those derived from multilateral environmental agreements (MEAs).

- The UN's services will need to be systematically tailored to the differentiated needs of Member States. One size does not fit all. While forging coherence, the UN system is committed to leverage its power of specialization to provide client-oriented solutions in an integrated way.

B. Institutional requirements at the regional level

- UNEP's work in the area of inclusive green economy is an example of support to institutional approaches and multi-stakeholder partnerships, which are consistent with the requirements of a universal and integrated post-2015 agenda. For instance, UNEP's different country-level scoping studies in Europe have contributed to the creation of partnership at various levels (local, sub-national and national), actors (state and non-state actors) and sectors. An inter-ministerial working group set up in this context has brought together different ministries (e.g. environment, energy, economy, transport, education, agriculture and industry) and also fostered wide ownership and cooperation with academia and private sector.

C. Institutional requirements at the global level

- Beyond any potential institutional innovations, it is necessary that in the wake of the post-2015 Summit, Member States, the UN system and other stakeholders take careful stock of the institutional mechanism and opportunities already in place and make sure that they are fully integrated into the future global arrangements to support the implementation, as well as the follow-up and review of the universal agenda. The United Nations Conference on Sustainable Development (*Rio +20*) not only set into motion the SDGs process, but laid the foundation and direction for institutional evolution beyond the MDGs, in particular with respect to the institutional framework for sustainable development — including crucial mandates for the establishment of the HLPF, the strengthening of ECOSOC coordinating functions, and the strengthening of the environmental pillar of the framework and the subsequent establishment of a universal UNEA. In this regard, efforts should focus on building synergies between the HLPF, ECOSOC, UNEA, executive boards of fund and programmes and other intergovernmental settings with relevant mandates at the global level.
- Establishment of the Office of the Ombudsman for the Future within the UN.

III. Institutional coherence at the regional and global levels

A. Preparedness at the regional level

- Regional organizations, with the support of UN regional entities, should analyze their comparative advantages in supporting implementation of the agenda and measurement of progress, with a view to recommending concrete actions

- Regional Environmental Ministerial Forums, such as the Forum of Ministers of Environment of Latin America and the Caribbean and the Africa Ministerial Conference on Environment, constitute examples of relevant spaces for political and policy dialogue to establish and identify regional priorities. These forums need to be promoted and strengthened in the execution of their functions/duties and in the transition to and implementation and review of the post-2015 development agenda. Their integration and synergies with other regional ministerial arrangements with mandates in the social and economic dimensions of sustainable development should also be universally prioritized, not only in developing regions. In Europe, UNEP's partnership within the Environment for Europe process (being a catalyst to improve environmental governance), the Environment and Health Process (bringing together environment and health ministries and different sectors, on an equal footing to formulate, shape and influence policies, and mobilizing consensus and actions to reduce, prevent and eliminate the most significant environmental threats to human health) illustrate this approach.

- In addition, UNEP currently works to further strengthen regional and international environmental law, and supporting international initiatives in the areas of water, mountains, forest, chemicals and public participation.

B. Preparedness at the global level

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

- The HLPF may wish to consider in its future sessions the issue of policy coherence on sustainable development at the global level.

V. Multi-stakeholder institutional arrangements and partnerships (2.5 pages)

- Issues-based coalitions can be powerful platforms from which to mobilize, leverage and integrate the capacities and resources of multiple stakeholders in support of the post-2015

sustainable development agenda.

- The UN needs to be a responsive and agile service provider of both integrated and specialized advice and a multi-stakeholder convener and honest broker. Our responses and partnerships need to encompass the full range of UN activities, including development, humanitarian, peace and security and human rights.

- The UN's ability to forge genuine partnerships for decision-making, strategic planning, service delivery, knowledge sharing, and collective monitoring and accountability at all levels – national, regional and global – is critical in the post-2015 world – and it should be very much grounded in the UN's central normative and convening roles.

- The increasing multidimensional initiatives and partnerships among UN system entities should be supported and furthered as opportunities for integrated approaches to policy implementation and confronting emerging issues related to the realization of the post-2015 development agenda. The UN, by partnering across agencies and disciplines, can be at the heart of sustainable development and enable countries to advance at different levels in policy design and delivery. Inter-agency models of engagement with countries —that brings in expertise on training, transformation and builds on a broad stakeholder process— offers also offer structured ways to address trade-offs as countries depart from unsustainable practices.

- Some examples and models of partnerships follow:

1. The Partnership for Action on Green Economy (PAGE) provides the elements of a model for integrated initiatives that brings out the best of UN agency cooperation on complex challenges. In this particular example, PAGE builds on the strengths ILO, UNDP, UNEP, UNIDO and UNITAR, to provide comprehensive support for countries interested in pursuing green economy policies as a vehicle for achieving sustainable development. These entities bring together their expertise with an integrated offer addressing the environmental dimension in direct conjunction with poverty, employment, industrial development as well as institutional and capacity development. The partnership provides a compelling example for horizontal integration of different policy areas that will go to the heart of bringing the sustainable development goals into reach, and in particular, sustainable development goal 8 —which speaks to sustained and sustainable economic growth with full employment.

2. Recent multidimensional approaches to the illegal trade in wildlife —among UNEP, UNDP, ICCWC partners and others— represent another example of collaborative actions that encompass inter-related areas of work, spanning diverse project portfolios at national, regional and global scales, which have impact in the policy, legal and communications fields. UNEP-INTERPOL Rapid Response Assessment "*The Environmental Crime Crisis; Threats to Sustainable Development from Illegal Exploitation and Trade in Wildlife and Forest Resources*" also constitutes an interesting example building bridges between illegal dimension of wildlife trade and its environmental and sustainable development impacts.

3. Sustainable Energy for All (SE4ALL) is another great example. In this coalition, the energy issue found a central platform in the UN system and it speaks consistently to the SDG logic of addressing multiple issues. Financiers, governments and energy sector actors are all persuaded that the initiative allows the sum to be more than its parts, with significant and measurable impacts and results.

UN Reliefs and Works Agency for Palestine Refugees in the Near East (UNRWA)

As the UN moves towards the SDG adoption with an accent on eliminating poverty and reducing inequality, it is essential that no pockets of humanity are excluded from the realization of these important objectives. UNRWA has consistently advocated that if the SDGs are to be truly inclusive, equitable and transformative, the needs of the most vulnerable and marginalized, including refugees, internally displaced persons, stateless persons and migrants, must be taken into consideration. To proceed otherwise may have far reaching implications against peace, security, stability, and will certainly undermine progress against SDG realization. Poverty cannot be looked at separately from inequality. Entrenched socio-economic inequality at the global level, between and within countries, is another major obstacle in achieving sustainable development. Simultaneously addressing both poverty and inequality is thus essential for SDG implementation success.

The SDG agenda be well served to take differing country conditions, populations and national, regional and developmental dynamics into account as these are critical in ensuring an effective and coordinated response in addressing trans-boundary and national development challenges. Flowing from this context, SDG implementation progress should be measurable. As such, quantitative targets, adapted to national contexts, should be set for all SDGs and disaggregated data from the vulnerable and marginalized should be collected.

Improved strategic relationships between international partners will facilitate SDG programming that is better integrated, whether in times of relative stability or crisis. This encompasses more than simply establishing coordination mechanisms; it is about ensuring that expertise from development Agencies is implanted/embedded within humanitarian Agencies to assist in resilience based programming that better facilitates the transition from emergency/crisis through to recovery, reconstruction and state building. Similarly, it is also about the integration of humanitarian / emergency oriented expertise in areas such as risk management, contingency planning, and emergency preparedness, into the work of development Agencies. Very good examples of the benefits associated with such strategic partnerships can be found in the working relationships that UNRWA enjoys with UNESCO, WHO and is building with WFP.

In closing, we should advocate not to let the breadth and ambitions of the SDG's on multiple levels and fronts distract from the fundamentally core elements of human development which means paying particular attention to education, health, livelihoods and the ability to exercise capabilities for all.

UN Office for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS)

UN-OHRLLS input to report of Secretary-General on the 2015 ECOSOC theme

Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs), Small Island Developing States (SIDS), have made significant strides towards meeting the Millennium Development Goals (MDGs). These countries also face significant challenges that must be overcome in order to achieve the new and ambitious SDGs.

The issues and priorities for action on these groups of countries are contained in their respective outcome document adopted at major international UN Conferences. Most recently these include: the Vienna Programme of Action (adopted at the second United Nations Conference on Landlocked Developing Countries was held in Vienna from 3 to 5 November 2014); the Small Island Developing States Accelerated Modalities of Action - or SAMOA Pathway (adopted at the Third International Conference on Small Island Developing States was held from 1 to 4 September 2014 in Apia, Samoa) and the Istanbul Declaration and Programme of Action (adopted by the Fourth UN Conference on the Least Developed Countries, held in Istanbul, Turkey, on 9-13 May 2011). These documents contains specific sections dedicated to overcoming the unique and particular challenges these countries face in their quest for inclusive, equitable and sustainable growth and development which is at the heart of the SDGs.

The three documents should be collectively referred to and consulted in order to ensure the needs of countries in special situations (LDCS, LLDCS and SIDS) are addressed in the post-2015 development agenda and the resulting SDGS.

For example the Samoa Pathway is a strong, focused and action-oriented outcome document that comprehensive both in terms of breadth and depth of SIDS issues it covers. It contains a number of recommendations for sustainable development that will not only benefit SIDS but all and deliver lasting results in the pursuit towards sustainable development in the face of new and emerging challenges such as climate change that disproportionately affects SIDS but in reality is a global concern affecting us all.

In additional to the ongoing negotiations on the post-2015 development agenda, the Financing for Development Conference; consideration of a binding agreement on GHG emissions reduction and tackling the climate challenge; and follow-up on the Hyogo disaster risk reduction platform, provides a timely platform to integrate the priorities of these countries as a cross-cutting issue into wider global policy. For example, SDGS provide more scope to address the particular challenges facing SIDS through the post-2015 framework more than the MDGs did, including through the development of indicators and statistics that take into account their particular circumstances and special case.

OHRLLS also sees a need to strengthen coherence among the outcomes of the of post-2015 development agenda, the third international conference on financing for development (FfD), the third world conference on disaster risk reduction, and the UNFCCC as the issues covered under these processes are inter-linked and greater policy-coherence will facilitate the transition and implementation process including the mobilisation resources in a more integrated, efficient and sustainable manner.

Role of partnerships to promote sustainable development and examples of work

Small Island Developing States (SIDS)

As was the case of the Barbados Programme and the Mauritius Strategy, the role of partnerships for sustainable development of SIDS was the core of the Third SIDS Conference which was held under the theme of genuine and durable partnerships. Given the limited resources, size and capacity of SIDS, partnerships are particularly important for SIDS. Paragraphs 97 to 101 of Samoa Pathway provides

recommendations for strengthening all forms of partnerships to promote sustainable development of SIDS.

Recognising the role of partnerships for the sustainable development of SIDS, the United Nations Office of the High Representative for Least Developed Countries, Landlocked Developing Countries and Small Island Developing States (UN-OHRLLS) together with the Government of Samoa and the Samoa Chamber of Commerce and Industry, convened a two day Private Sector Partnerships Forum in the margins of the SIDS Conference in Samoa from 30 to 31 of August 2014. It was the first time that a dedicated private sector forum was organised on the margins of a SIDS conference. The forum successfully contributed to fostering and strengthening collaboration with the private sector – nationally, regionally and internationally – to support SIDS efforts in achieving their sustainable development aspirations.

Over 400 participants from SIDS private sector, global business leaders, UN system entities and government representatives attended the Forum. Some 20 partnerships, initiatives and recommendations were announced at the Forum, in the fields of Oceans; Connectivity – through ICT and Transport; Sustainable Agriculture, Sustainable Tourism, Renewable Energy, Disaster Risk Reduction.   The Forum culminated in a High-level Dialogue on finance and other support measures for Sustainable Private Sector in SIDS.

One of the key outcomes of the Forum was the establishment of a SIDS Global Business Network. Work is underway to launch the SIDS Global Business Network that aims to link the national and regional SIDS private sectors, global businesses and relevant stakeholders through a coordinated, structured and supportive network at the national, regional, inter-regional and international level. The network is expected to complement and reinforce the work done by other actors such as governments, civil society and communities.

In light of the upcoming 2015 World Conference on Disaster Risk Reduction, OHRLLS also convened an Expert Group Meeting on "Partnerships and Collaborative Approaches to Disaster Risk Reduction in SIDS Municipalities" in Singapore on 10 November 2014. The EGM underscored that Small Island Developing States (SIDS) have limited capacity to recover from natural and environmental disasters. Recognising the current gaps in institutional frameworks and structures in SIDS to deal with disaster risks, the EGM proposed a number of recommendations focused towards building capacity and resilience at the local/community level. The experts also noted that in relation to SIDS-specific financing and resource mobilization for DRR, existing funding is fragmented and needs to be consolidated. Including disaster risk reduction and management in the Post-2015 Development Agenda, the 2015 World Conference on Disaster Risk Reduction, the Financing for Development Conference and others is also pertinent to achieve disaster reliance.

OHRLLS will hold a side event on "Building effective partnerships towards resilient SIDS in the post-2015 world" at the upcoming Third World Conference on DRR in Japan on 17 March.

Landlocked Developing Countries (LLDCS)

The Vienna Programme of Action demonstrates the renewed and strengthened partnerships between landlocked developing countries, their transit neighbours and their development partners. Partnership between landlocked developing countries and transit countries is important for the improvement and maintenance of their infrastructure connectivity and of technical and administrative arrangements in their transport, customs and logistic systems. It is also critical for regional policy coherence, especially for the development of shared transit transport networks, such as border points, ports, highways and transport corridors. Good governance and institutional efficiency are also identified in the outcome document as being of great importance in such partnerships.

Para 16 of the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014–2024 stresses that the programme of action is based on renewed and strengthened partnerships between landlocked developing countries and the transit countries and their development partners. And also underscores that strengthened partnerships within the context of South- South and triangular cooperation, as well as strengthened partnerships with the relevant international and regional organizations and between public and private sector actors, are also essential.

ECOSOC has an important role to play in the area of promoting LDCS, LLDCS and SIDS partnerships, in particular the high-level political forum on sustainable development and the Development Coopeartion Forum (DCF) where partnerships for these groups of countries can be monitored and lessons learned can be shared.

UN-OHRLLS input to report of Secretary-General on the 2015 ECOSOC theme

Small Island Developing States (SIDS)

In paragraph 120 of the Samoa Pathway outcome document, Member States calls upon OHRLLS, under its advocacy mandate, to 'ensure the mainstreaming of Samoa Pathway and issues related to SIDS in the work of the UN system and enhance the coherence of SIDS issues in the UN processes, including at the national, regional and global levels'. As such, OHRLLS will look towards enhancing coherence of ongoing UN processes as well as any additional processes that flow from any future mechanisms or institutions.

Due to the inherent characteristics that emanate from being small, SIDS the constraints and challenges that SIDS continue to face, particularly in terms of their limited resources and capacity, in implementing global policy at the regional and national levels will need to be fully considered.

OHRLLS is looking into strengthening, developing, or establishing, mainstreaming coherence focal points at national, regional, and global levels both in the UN system as well as in SIDS themselves.

Better policy linkages must also be created between the post-2015 development agenda and other ongoing and recurrent annual UN processes. For example in the case of SIDS these include those on oceans, biodiversity, health, food and agriculture, education, tourism, broadband connectivity, and other sustainable development related processes that affect SIDS. Strengthening collaboration among wide-range of stakeholders will successfully contribute to the transition from MDGS to SDGS and implementation of the post-2015 development agenda.

OHRLLS will continue to work with SIDS and their partners on enhancing coherence of SIDS issues in UN processes can be carried forward, particularly on the issue of strengthening national focal points to promote coherence on SIDS issues and linkages to regional and global processes. As such, resources commensurate to its expanded mandate will be needed for OHRLLS to effectively implement its mandate in support of SIDS.

Landlocked Developing Countries (LLDCS)

The LLDCs and transit countries do not have all the institutions ready and in place. Thus para 74 of the VPoA invites the LLDCs and transit developing countries to mainstream the implementation of the programme into their national and sectoral development strategies for its effective and successful implementation. The VPoA also requests the international community to support the LLDCs and transit developing countries (through inter-alia financial and technical support) to implement the actions that have been agreed upon in the VPoA.

Good and working institutions are essential to assist the LLDCs to incur lower trade transaction costs and encourage structural transformation. The VPoA stresses the importance of good institutions to enable LLDCs to fully participate in the global economy, join global value chains, structurally transform their

economies, and achieve higher levels of sustainable and inclusive growth along with poverty reduction for the more than 450 million people in LLDCs.

Although trade costs have fallen worldwide because of lower transport and communication costs, higher quality and faster speed, the LLDCs in particular have not been able to benefit from this trend because of geographical and "bureaucratic" distance from major markets, poor infrastructure, diseconomies of scale in trade volumes, additional border crossings, persisting transit bottlenecks, inadequate equipment and facilities, weak institutions and a widespread lack of human and productive capacities, which prevent them from becoming competitive players in international markets.

The VPoA in paragraph 48 stresses that non-physical barriers, delays and inefficiencies associated with border crossings and ports, including customs procedures and documentation requirements, uncertainty in logistical services, weak institutions and widespread lack of human and productive capacities, continue to make transport costs high. Further streamlining and harmonization of customs and transit procedures and formalities and transparent and efficient border management and coordination of agencies involved in border clearance should have a concrete and direct impact on reducing the cost of doing trade and stimulating faster and competitive trade for landlocked developing countries. Such improved trade facilitation would help landlocked developing countries to enhance the competitiveness of their export products and services.

The VPoA also notes that in many landlocked developing countries, human and institutional capacities are not adequate in a number of areas, including in customs and border entities, transit transport agencies, the trade negotiation process and the implementation of transit and trade facilitation agreements, including the Agreement on Trade Facilitation of the World Trade Organization, leading to a lack of effective implementation. Technical assistance and the improvement of trade- and transit-related logistics are crucial in enabling landlocked developing countries to fully participate in and benefit from multilateral trade negotiations, effectively implement policies and regulations aimed at facilitating transport and trade and diversify their export base.

Successful implementation of the VPoA is important for the achievement of sustainable development and the SDGs in the LLDCs. All the 6 priority areas of the VPoA - namely Fundamental Transit Policy Issues Infrastructure Development and Maintenance, International Trade and Trade Facilitation, Regional Integration and Cooperation, Structural Economic Transformation, and Means of Implementation --all have important institutional requirements.

- *Institutional Requirements at national level:*

At national level the LLDCs require institutions that can work well to support the successful implementation of the six priority areas of the VPoA.

For example the VPoA para 51 a stresses that the LLDCs need to establish or strengthen, as appropriate, national committees on trade facilitation, with the involvement of all relevant stakeholders, including the private sector;

The VPoA also stresses that the LLDCs should strengthen institutions that support trade, foster trade competitiveness, build spaces for private-public dialogue, foster technical and vocational education and training and capacity-building and creating market linkages through business-to-business platforms;

The LLDCs need to develop the necessary policies and regulatory frameworks to promote private sector involvement in infrastructure development and promote an enabling environment to attract foreign direct investment;

The VPoA also indicate that the transit countries should also build national capacity and ensure secure and reliable transport across borders.

- *Institutional requirements at the regional level*

Regional organizations provide LLDCs with a valuable opportunity to cooperate on trade facilitation and infrastructure development issues. The VPoA under its priority area on regional integration stresses that infrastructure, trade and regulatory policies, together with political stability of neighbouring countries, have significant repercussions for the external trade of landlocked developing countries. Regional integration and coherent and harmonized regional policies provide an opportunity to improve transit transport connectivity and ensure greater intraregional trade, common regulatory policies, border agency cooperation and harmonized customs procedures to expand regional markets. The VPoA therefore calls for the LLDCs and transit countries to take actions to deepen regional integration. The VPoA also calls on the regional organisations including development banks to support regional integration efforts of the LLDCs and their neighbours. It also calls the regional and subregional organizations, including regional economic communities and regional development banks, are invited to mainstream the implementation of the Vienna Programme of Action into their relevant programmes.

- *Institutional requirements at the global level*

At the global level, the development partners, the UN system and other International Organizations and other stakeholders need to play a critical, multidimensional role. They should act as a facilitator in bringing the different parties together. They should provide technical assistance and policy advice and financial support.

UN Office on Drugs and Crime (UNODC)

UNODC input to report of Secretary-General on the 2015 ECOSOC theme

An **integrated UN system-wide approach** will be required to implement the transformative post-2015 agenda which includes the "qualitative" dimensions of development (i.e. human rights, rule of law, justice, security, environmental sustainability etc.).

Within the above framework, the most urgent priority for the UN system would be to **ensure the joint pursuit of rule of law/justice/security and development,** since participatory democracy, free, safe and peaceful societies are both enablers and outcomes of development. This will require a synergy between the "development community" and the "rule of law community".

For this purpose, the UN system needs to adopt **innovative measures at the global, regional/sub-regional, country and local level.** As stated by the UNSG: *"Effective Governance for sustainable development demands that public institutions in all countries and at all levels be inclusive, participatory, accountable to people…Inclusive partnership must be a key feature of implementation at all levels: global, regional, national and local"*:

i) Global level

- The normative foundation for UN Rule of law work is the **Charter**, together with four main pillars of the international legal system: **international human rights law, international humanitarian law, international criminal law and international refugee law.** The Post-2015 framework will further highlight the importance of the UN's normative work, including the provision of capacity support. **Global norms and standards need to be effectively inserted in regional and national agendas.**

- The inclusion of rule of law related issues into the post-2015 framework will have a major impact on the UN role by leading to demand for high-quality statistics and research to monitor global, regional and national trends in the above topics. The UN system needs to **champion evidence based policy** and provide leadership in the collection and use of data. This includes the definition of a **common quality framework for producing data to monitor the SDGs** and to oversee the regular production of data from different agencies into a common SDG data platform. As recommended by the Secretary-General, there is a need to establish a comprehensive programme of action on data under the UN Statistical Commission. A partnership should be ensured between the UN system, multilateral agencies, national statistical offices and civil society to leverage expertise in **collecting and analysing data on transnational threats to development** at the global, regional, and national level. An example is the current **UN task-force on transnational organized crime and drug trafficking** which aims at promoting a system-wide response, including data-gathering, threat-mapping, vulnerability and assistance needs assessments, evaluation of policy tools and lessons learned.

ii) Regional/sub-regional level

- The UN's operational responses on the ground are largely framed in terms of national-level mandates and country programming which are ill-suited to address **major transnational threats such as conflicts, organized crime and illicit trafficking (i.e. persons, arms, drugs, natural resources, etc.), illicit financial flows**, **corruption, cybercrime, terrorism, pandemics**, **climate change, as well as financial shocks.** These factors cannot be addressed successfully by a single country; **solutions need to be increasingly conceived of as regional/sub-regional**, and through a **multi-disciplinary and participatory approach.**

- **Multi-sectoral Regional Programmes** should be developed in close consultation with regional/sub-regional entities and partner countries**.** They would provide joint platforms for action for relevant stakeholders by increasingly integrating development and rule of law. As implementation tools

for the post-2015 development agenda, the Regional Programmes would attract a broad range of partners, including regional entities, regional commissions, UNDG regional and country teams, countries of the region, regional development banks, civil society, private sector, etc.

iii) Country level

- The UN system-wide collaboration should be enhanced and become **more strategic in promoting the rule of law, justice and security.** The UN Country Teams, led by the UN Resident Coordinators, should create **UN task-forces on the above topics,** such as the UN task-force on transnational organized crime, thus promoting the integration of the **rule of law in the development agenda (i.e. national plans/UNDAFs/Delivery as One)**. The policy dialogue with national stakeholders in promoting the rule of law should be strengthened, in addition to concentrating only on the technical dimension. Cooperation should be expanded with civil society, NGOs, scientific & research community, private sector, media, etc.

iv) Local level

- **It would be critical to "localize" the Post-2015 agenda**. The role of local government is vital as this is the layer of government closest to the people, and it has significant decision-making and spending power. By 2030, almost sixty per cent of the world's population will be urbanized. The quality of urban governance is even more essential in the world's mega-cities which outstrip in size many of the Member States. As a scholar indicated recently :"*on the decades to come, the city, not the state, will decide stability and development......*". In many instances, subnational and local authorities, including mayors, are already leading the charge for sustainable development and the rule of law. **The contribution of the UN system to the above integrated effort would be essential.**

UN Research Institute for Social Development (UNRISD)

UNRISD input to report of Secretary-General on the 2015 ECOSOC theme

Summary of key points:

- Reducing inequality should be recognized as guiding principle for the post-2015 agenda around which the SDGs can be integrated and implemented coherently across the dimensions of sustainability

- Social policies provide an effective set of policy instruments for achieving more equitable and sustainable development when designed and implemented in an integrated, and coherent manner

- A shift in the normative hierarchy for decision-making is required, away from social and environmental issues as the consequences of economic policy choices, to economic choices being conditioned on sustainable and just social and ecological outcomes

1) Reducing inequality as overarching principle in the post-2015 agenda

Despite overall progress towards the MDGs, development successes have been hampered by rising inequalities and increasing environmental disruption (UNRISD 2014a, 2010a; Fukuda-Parr 2012). This can be seen as a result of insufficiently integrated policies that have focused on one dimension of sustainable development rather than balancing economic, social and environmental objectives (Elson 2002, UNRISD 2012a). But it can also result from the strong emphasis on poverty eradication as the main, overarching objective of the MDG agenda, which inadequately addressed the root causes and drivers of social exclusion and unsustainable practices.

Shifting the main objective onto reducing inequalities allows to overcome these pitfalls. Addressing inequality not only among and within countries, but also in a third, intergenerational dimension - which implies ecological sustainability to ensure future prosperity - offers the potential of balancing social and environmental objectives with economic development. Anchoring the new development agenda in the overarching objective of reducing inequality opens the way for transformative change that is socially inclusive and ecologically sustainable.

2) Policy implications for an ambitious, integrated, coherent, universal post-2015 agenda

UNRISD research suggests that it is only by addressing and remedying the structural determinants of inequality and unsustainable behaviour that the transition to sustainable development can be achieved. Inequality hampers economic growth and poverty reduction efforts (UNRISD 2012b). Countries that managed to reduce poverty in a shorter time frame had political systems deliberately focused on both economic growth and collective welfare. These countries created competent bureaucracies, institutionalized social rights and nurtured competitive democratic regimes(UNRISD 2010a). As economic growth per se does not guarantee that social and environmental goals are met, it has to be framed as a means to address inequality to be more inclusive and sustainable. This requires a stronger focus on redistribution, not only of economic goods and services, but also of entitlements, rights and obligations and with regard to power relations that shape policies, process and outcomes (cf. Cook et al. 2012: 1).

Social policy is a mechanism for promoting these fundamental values of social inclusion, solidarity, equity, respect for nature and human rights (Cook and Dugarova 2014: 34). But various policies and instruments need to be articulated and integrated in a coherent way to reduce inequalities across the different dimensions.

Current policy making tends to be dominated by a particular set of social protection mechanisms aimed at addressing the social consequences of socioeconomic transition (Cook et al. 2012: 9). A second set of approaches aims to achieve social goals in combination with economic or environmental objectives, through policies or programmes that can deliver so-called co-benefits or achieve a win-win scenario, such as green jobs or incentives for green consumption (Cook et al. 2012: 10). A third level of policy relates to

social processes that drive structural change, such as the structural determinants of inequality and unsustainable behaviour. This third level of policy, while currently least addressed, has the potential to move beyond the current focus on compensating losers or protecting the vulnerable, to tackle structural causes of vulnerability and achieve both green and social goals (Cook et al. 2012: iv).

Based on findings from UNRISD research, the emphasis given to these different approaches should be reversed to ensure that structural transformations are prioritized. Cook et al. (2012) have posited that, in order to address social and environmental goals effectively for a green and fair transition, policies should, inter alia, compensate losers and support adaptation through a range of social protection measures; create employment and facilitate the uptake of green economy jobs among disadvantaged groups; facilitate the participation of women as producers and citizens by alleviating the care burden; and minimize inequalities and entrenched disadvantage through redistributive and other social policies (Cook et al. 2012:13).This integrated approach is illustrated below.

a) Structural transformations

Addressing structural transformations for a more ambitious development agenda needs to shift the normative hierarchy for decision-making, away from social and environmental issues as the consequences of economic policy choices, to economic choices being conditioned on sustainable and just social and ecological outcomes (Cook and Dugarova 2014:32). Examples include mutually supportive redistributive policies such as land reform, especially in highly unequal economies where the poor depend substantially on land for their livelihoods; fiscal reforms that improve tax administration, prevent tax evasion and avoidance, and limit opposition to progressive taxation and redistribution; income-generating employment opportunities; and a number of expenditure-related policies that will enhance the welfare of the poor (UNRISD 2010a: 12). Providing the poor with greater access to productive assets can make use of more sustainable growth to reduce inequality (UNRISD 2010a; Rao 2014).

Participation mechanisms must give disadvantaged groups a voice, empowering them to claim their rights, mobilize collectively and exercise influence over decisions that affect them. UNRISD research has highlighted three forms of participation or organized efforts that can be particularly relevant for sustainable development: (1) resource mobilization at the local or community level, which often acts as a precondition for (2) access and influence in decision-making and governance processes; and (3) advocacy by social movements to reframe policy debates on development priorities and pathways" (UNRISD 2014b: 5). In relation to **gender equality** in opportunity and outcome social policies must also address the unpaid work that goes into sustaining families, households and societies by investing in infrastructure and basic services, and thus reducing the unpaid care work done largely by women (UNRISD 2010b:2). b)

Co-benefit approaches

Eco-social policies can create synergies between sustainable development objectives, for examples policies linking climate and employment via green (and decent) jobs, such as in the renewable energy or clean waste sectors; job creation and training in "green and decent" work; education, retraining and skills for the transition from "dirty" to green jobs (Cook at al. 2012, p. 10). Such win-win policies can address the distributional consequences of energy prices and green taxes on different income groups; mitigate the social costs of industrial restructuring, through the creation of green jobs and related training programmes; set standards of decent work associated with green jobs; and protect and promote the livelihoods and rights of rural populations and communities (Cook at al. 2012, p. 21).

In the same vein, Social and Solidarity Economy (SSE) can contribute to more sustainable development as SSE organizations tend to have lower carbon footprints due not only to their environmental objectives but also to the nature of their systems of production and exchange. Furthermore, organizations such as forestry cooperatives and community forestry groups can play an important role in the sustainable

management of natural resources, particularly in contexts where they constitute common-pool resources (UNRISD 2014c: iv-v).

c) Addressing social consequences of transition

Universalism in social protection and the provision of social services has proved to achieve better results in reducing poverty while simultaneously contributing to greater equality than have targeted approaches towards the poor (UNRISD 2010a). Accelerating income growth for the poor at a greater rate than national average has direct implications for the promotion of decent work, equitable quality education, gender equality and empowerment of women and girls, but also requires that the bottom 40% have access to health facilities, water and sanitation, and energy as well as social protection to ensure well-being as a prerequisite of achieving their full productive capacity (UNRISD 2013). Assessing social consequences and developmental progress in the post-2015 era should be based on disaggregated goals and data to not only depict vertical but also horizontal inequalities (UNRISD 2010a). This can promote a greater social, economic and political inclusion of all.

3) Conclusions and outlook

To achieve more equitable, people-centred and planet-sensitive outcomes, the post-2015 development agenda needs to be not only internally consistent and cohesive but also compatible with other international agendas such as WTO and G20 agendas. Contextual factors may act as counterforces and prevent the process to deliver its outcome. To achieve such multidimensional coherence therefore requires that the post-2015 agenda and various other institutional agendas converge and mutually reinforce each other. This can be achieved by a shift in perspective which recognizes reducing inequality as overarching objective of international governance.

4) References

Cook, S. and E. Dugarova. 2014. "Rethinking Social Development for a Post-2015 World." *Development,* 57 (1): 30-35. doi:10.1057/dev.2014.25

Cook, S.; K. Smith, and P. Utting. 2012. *Green Economy or Green Society? Contestation and Policies for a Fair Transition.* Occasional Paper No. 10. Geneva: UNRISD.

Elson, D. 2002. *Social Policy and Macroeconomic Performance. Integrating "the Economic" and "the Social".* Draft paper prepared for the UNRISD project on Social Policy in a Development Context. Geneva: UNRISD.

Fukuda-Parr, S. 2012. *Recapturing the Narrative of International Development.* Research Paper No. 2012-5. Geneva: UNRISD.

Rao, N. 2014. *Land Reform and Social Policy with a Focus on Women's Rights.* Draft paper prepared for the UNRISD Conference "New Directions in Social Policy: Alternative from and for the Global South", 7-8 April, 2014, Geneva.

UNRISD (United Nations Research Institute for Social Development). 2014a. *Social Drivers of Sustainable Development*. Beyond 2015 Brief 4. Geneva.

UNRISD. 2014b. *Social Drivers of Sustainable Development*. Beyond 2015 Brief 4. Geneva.

UNRISD. 2014c. *Social and Solidarity Economy and the Challenge of Sustainable Development.* UN Inter-Agency Task Force on Social and Solidarity Economy Position Paper. Geneva.

UNRISD. 2013. *Social Policy and Employment: Rebuilding the Connections*. Beyond 2015 Brief No. 3. Geneva.

UNRISD.2012a. *Social Dimensions of Green Economy.* Research and Policy Brief 12. Geneva.

UNRISD: 2012b. *Inequalities and the Post-2015 Development Agenda.* Research and Policy Brief 15. Geneva.

UNRISD.2010a. *Combating Poverty and Inequality. Structural Change, Social Policy and Politics*. Geneva.

UNRISD. 2010b. *Combating Poverty and Inequality.* Research and Policy Brief 10. Geneva.