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“Implementing the 2030 Agenda: moving from commitments to results”

Integration Segment

“Implementing the 2030 Agenda for sustainable development through policy innovation and integration”

2 – 4 May 2016

Conference Room Paper¹

Executive Summary

Following a wide and comprehensive consultation process, the 2030 Agenda was adopted in September 2015 as the new international roadmap for sustainable development. It is an integrated and holistic agenda that promotes the three dimensions of sustainable development in full alignment with the objectives of peace and security and the promotion of human rights for all. Moreover, it is built on new principles for action that aim at ensuring that no one is left behind: inclusion and universality.

The realisation of the Agenda will require the consideration and adoption of new ideas, methodologies and tools. In a whole-of-process approach, this will translate into the evolution of organizational structures, as well as new strategies and programmes. Furthermore, it will need to spread through all steps of implementation, monitoring and review, and follow-up.

As this paper shows, initiatives by some Member States, as well as by UN system entities, are already being undertaken to align strategies and plans to the 2030 Agenda and fully address its inter-related provisions through innovative processes and initiatives. Various examples are analysed for a better understanding of the practical implications of the new development agenda as well as in an attempt to share ongoing practices that could be replicated or scaled up.

¹ This conference room paper has been developed on the basis of the inputs provided by the following Member States: Albania, Chile, Czech Republic, El Salvador, Germany, Honduras and Jordan; as well as the following UN system entities and bodies: CCPCJ, CEPA, CND, CPD, CSocD, CSTD, CSW, DOCO, DPAD, DPADM, ECE, IAEA, IMF, IMO, ITU, OCHA, PFII, UNCCD, UNDP, UNEP, UNESCO, UNISDR, Statistical Commission, UNCTAD, UN Women, WFP, WMO, World Bank, WTO. These contributions are posted at the [dedicated page](#) on the 2016 Integration Segment at the ECOSOC website www.un.org/ecosoc.

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Introduction

From 2 to 4 May, the Integration Segment of the 2016 session of the Economic and Social Council will focus on the theme of “Implementing the 2030 Agenda through Policy Innovation and Integration”. The Segment will serve as a platform for dialogue and exchange of views on lessons learnt and recommendations for ways forward in policy innovation and integration. It will aim to extract policy recommendations to guide the implementation of the 2030 Agenda. It is a platform to share experiences and extract concrete, action-oriented policy recommendations aiming to promote the economic, social and environmental aspects of sustainable development for the implementation of the 2030 Agenda. Its proceedings may serve as substantive input to the follow-up and review process to be carried out at the high-level political forum (HLPF) under the auspices of ECOSOC.

Innovative thinking has taken a central role in finding solutions for the world’s most pressing challenges, offering new solutions to old problems or paving the way to previously unattainable results. In the context of the 2030 Agenda, policy innovation and integration aim at creating sustainable well-being for the society as a whole, both in the short and long run.

This conference room paper consolidates the inputs received from Member States and the United Nations system so as to provide an overview of the emerging best practices in policy innovation and integration to facilitate sustainable development. The paper highlights lessons learned and suggests ways forward. It also draws from analytical work conducted within the United Nations’ Department of Economic and Social Affairs.

Part I. The SDGs require a new approach

The 2030 Agenda is a network of targets...

As a “plan of action” for people, planet, peace, prosperity and partnerships, the 2030 Agenda for Sustainable Development lays emphasis on implementation and calls for the adoption of an integrated approach: The 17 Sustainable Development Goals and 169 targets demonstrate the scale and ambition of this new universal Agenda. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental.² The proposed goals and targets can be seen as a network, in which links among goals exist through targets that refer to multiple goals. Lack of integration across sectors in terms of strategies, policies and implementation has long been perceived as one of the main pitfalls of previous approaches to sustainable development. Insufficient understanding and accounting for positive synergies and negative trade-offs across sectors have resulted in incoherent policies, adverse impacts of development policies focused on specific sectors on other sectors, and ultimately in diverging outcomes and trends across broad objectives for sustainable development.³

...And inter-related goals...

² General Assembly resolution 70/1, Transforming our world: The 2030 Agenda for Sustainable Development, A/RES/70/1 (25 September 2015).

³ David Leblanc, “Towards integration at last? The sustainable development goals as a network of targets”, DESA Working Paper No. 141, March 2015 ST/ESA/2015/DWP/141.

The network of targets emphasises interlinkages between goals. For example, as highlighted by the Development Policy and Analysis Division (DPAD) of UNDESA, health is covered by goal 3 (Ensure healthy lives and promote well-being for all at all ages), which includes thirteen targets, four of which relate to means of implementation. Eight targets under Goals 2, 6, 11 and 12 also explicitly refer to health in their wording. Those targets can be referred to as “extended” targets for Goal 3, as opposed to the “core” targets listed under that goal. Arguably, institutions concerned with the health sector and operating within the framework of the sustainable development goals will have to consider both core and extended targets when designing, implementing and monitoring policies. This implies a widening of the policy space, and will require comprehensive and integrated policy analysis, particularly to identify trade-offs and complementarities across sectoral policies.

An example of this integrated analysis is the approach emphasised by the Commission for Social Development. It was suggested during the Commission’s 54th session that the Commission be a forum to discuss issues such as youth, which is cross-cutting to all SDGs and their targets. The Commission was also asked to ensure the participation of youth in all stages of design, implementation and monitoring of the sustainable Development Goals. This approach should integrate all dimensions at all stages of implementation.

A similar approach applies to the gender goal, SDG 5, as well as gender-sensitive targets across other goals as emphasized by UN Women. Realising gender equality and the empowerment of all women and girls will be crucial to progress across all Sustainable Development Goals and targets. On the contrary, the achievement of sustainable development will not be possible if women and girls continue to be denied the full realisation of their human rights and access to opportunities. This question cannot be addressed solely through SDG 5. It will require closing the gender gap in educational enrolment (SDG 4), additional policies to reduce the gender wage gap (SDG 8), and other actions related to other SDGs.

...That can be addressed through nexuses...

This approach leads to going beyond sectors and adopting nexus approaches as exemplified by United Nations Economic Commission for Europe (UNECE)’s assessment of the water-food-energy ecosystems in the framework of the Convention on the Protection and Use of Transboundary Watercourses. The “nexus approach” to managing interlinked resources provides a way to enhance water, energy and food security by increasing efficiency, reducing trade-offs, building synergies and improving governance, while protecting ecosystems. Such an issue is particularly prone to a regional approach, rather than a sectorial one. Though the nexus approach may be expected to be more easily adopted by non-specialised agencies, such as regional organizations, it is not limited to those structures. Indeed, integration and specialisation are not contradictory. On the contrary, integration and specialisation are mutually reinforcing, when appropriate coordination mechanisms are in place.

To better understand the food-water-energy-ecosystems nexus and other water and sanitation interdependencies across the 2030 Agenda, such as those between water, health, poverty and inequalities, and the potential trade-offs and synergies, in conjunction with other goals, the United Nations system has strived over the past year to enhance its interpretation of the nexus and apply it in practice. As highlighted by the Secretary-General’s report on “Mainstreaming the three dimensions of sustainable development throughout the United Nations system,” the UN has established UN-Water, an inter-agency coordination mechanism for all freshwater-related issues, comprising thirty-one UN agencies, funds and programmes as its Members, and thirty-nine international organisations, primarily from the private sector and civil society, as its Partners. UN-Water is producing a new analytical brief, due for release in 2016, which aims to be of direct use to countries in their implementation of the 2030 Agenda.

By tying together and building on the mandates of many organizations, UN-Water serves as a platform to address the interconnected nature of water. It simultaneously works to maximize system-wide coordinated action and coherence in order to help Member States implement the 2030 Agenda and other water-related international goals and commitments. Building on technical and substantive support provided by UN-Water for the elaboration of the Sustainable Development Goals and their indicators, a new interagency global monitoring initiative, GEMI, has recently been formed under the auspices of UN-Water. The initiative brings together an array of existing global monitoring mechanisms to form a coherent global monitoring and reporting system⁴.

Similarly, the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) has championed this nexus approach on a normative, as well as strategic and operational level. The 2030 Agenda's vision of 'leaving no one behind' strongly encourages the consideration of the humanitarian-development nexus across the UN's work in the implementation of the Agenda. OCHA has worked closely with humanitarian and development partners and Member States to find improved ways for joint action to better manage the risks of humanitarian crises and protect development gains.

One prominent example is the World Humanitarian Summit, an initiative of the Secretary-General, managed by OCHA, which aims to align humanitarian action closer to development and peace actors in pursuit of the Agenda's implementation. Another outstanding example is the Global Alliance for Humanitarian Innovation (GAHI), which seeks to incentivize the principled testing and piloting of innovative policies in humanitarian contexts, thereby creating an enabling environment for policy innovation to succeed. By spreading risk amongst the network of actors involved in that initiative, the system will be better equipped to experiment with innovative policies while ensuring that guided and principled decisions are taken. Similarly, such a system will allow for post-facto policy review and the identification of both successes and failures that help to feed and shape future planning within the humanitarian community.

...Using a comprehensive and holistic approach to development...

The above-mentioned factors lead to an approach that goes beyond individual goals or sectors to considering issues at large and more holistically. It is in that manner, for example, that the Development Policy and Analysis Division (DPAD) of UNDESA addresses the question of the fight against poverty by creating positive synergies between expanding productive capacity and desirable social outcomes. Improved social outcomes can contribute to increasing productive capacity and increased productive capacity can support improved social outcomes in areas such as education, gender, health, thereby drawing on and reinforcing inter-dependencies between otherwise siloed sectoral considerations.

Similarly, during Commission for Social Development's 54th session, a high-level panel discussion on its priority theme "Rethinking and strengthening social development in the contemporary world" showed the link between the three dimensions of sustainable development. It highlighted the social implications of areas such as trade, finance and technology, demonstrating that social policies can be seen as contributing to growth and investment. Social inclusion is essential to sustainable economic growth. This is why the Copenhagen Declaration of the UN World Summit on Social Development (1995) is not only a social plan of action, but an economic roadmap that also promotes the preservation of the environment. Its objectives - eradicating poverty, generating

⁴ General Assembly and Economic and Social Council Resolution, A/71/76-E/2016/55 - Mainstreaming of the three dimensions of sustainable development throughout the United Nations system, Report of the Secretary-General (29 March 2016)

productive employment and decent work, fostering social inclusion – have yielded positive results on sustainable development. These are therefore very relevant to the ongoing work on policy innovation and integration in support of the implementation of the 2030 Agenda.

Addressing climate change also provides an opportunity to integrate the economic, social and environmental dimensions of development issues and will require innovation. The Global Framework for Climate Services (GFCS) spearheaded by World Meteorological Organization (WMO) provides an example of a multi-stakeholder initiative that supports policy-making, provides knowledge and capacity and addresses issues such as agriculture, food security, disaster risk reduction, health and water in an integrated manner. This initiative is based on financial integration through a mechanism for pooling resources which encourages coordination at country level. Addressing climate change also illustrates the interdependencies between practices traditionally laid out as distinct, such as humanitarian intervention, including disaster relief and rehabilitation, and development.

The United Nations Development Programme (UNDP)'s collaboration with Bangladesh Scouts and the North South University of Bangladesh to launch local flood warning systems triggered through mobile phones contributes to addressing this issue in an inclusive, innovative and integrated manner. Addressing climate change will require new models and new tools, which will also stimulate innovation. UNDP has reported a diverse portfolio of initiatives which are leveraging Information and Communication Technologies (ICTs) to address disaster risk reduction and/or support rehabilitation: in Armenia - to establish a climate change early warning system by creating a network of sensors that collect environmental data (such as humidity, air pressure, noise); in Kosovo - to examine geospatial and time distribution of emergency calls, identifying the patterns of demand for emergency services, mapping hotspots and historical trends; in Macedonia (FYROM) – analysis of mobile phone data to identify type of risks and exposure to emergencies of different groups, including urban mobility patterns and seasonal changes in city demographics and in Colombia - testing use of unmanned aerial vehicles (UAVs) for mine clearance.

Overall, history shows the interdependencies between economic growth and environmental protection, along with their joint consequences on social conditions. Recent evidence suggests that the relationship between economic growth and greenhouse gas (GHG) emissions is undergoing a fundamental shift. Historically, economic growth has been associated with rising emissions, as economic activities have long been energy-intensive. According to the latest data, however, the world might start to see some delinking between growth and emissions. In 2014 and 2015, carbon emissions remained flat even as global output grew at a moderate pace. Renewable energy investment reached a new record in 2015, mainly due to increased commitments in developing countries. Besides strong policy support, this positive trend can be attributed to a growing realization among institutional investors that renewable energy is a stable and relatively low-risk investment. The recent developments in the area of renewable energy show that economic and environmental goals cannot only be compatible, but mutually reinforcing.

However, as opposed to positive synergies, measures that directly increase the productive capacity of a country do not necessarily generate positive impacts for all; they may enhance income and social outcomes of some groups while compromising the livelihoods of others. For instance, investments in large scale infrastructure such as and in mining projects can have negative impacts on local populations. Anticipated trade-offs need to be taken into account and compensatory measures adopted and implemented to ensure that local communities are able to share the benefits.

Similarly, as emphasised by the Permanent Forum on Indigenous Issues (PFII), experiences from the implementation of the Millennium Development Goals show the importance of implementing the 2030 Agenda framework with respect to human rights and cultural diversity, especially the United Nations Declaration on the Rights of Indigenous Peoples (2007), ILO Convention No. 169

(Indigenous and Tribal Peoples Convention) and the World Conference on Indigenous Peoples Outcome Document (2014). During the many statements heard from indigenous peoples across the globe, it appears that some goals and targets of the 2030 Agenda, such as Goal 7 on ensuring energy for all, could pose risks for the rights of indigenous peoples. This relates particularly to their rights to lands, territories and resources, which in numerous situations have come under threat owing to major development projects. Therefore, integrated development implies building on positive synergies as much as reducing negative trade-offs.

...Integration requires innovative thinking...

According to UNDP, effective implementation of the 2030 Agenda at country level will require a keen understanding of the relationships between sectors and impact of policies in one or several areas. This will necessitate taking into account synergies between the goals while balancing different needs, priorities and contexts. This includes taking different challenges into account and adapting solutions to specific contexts, considering, for instance, the vulnerabilities faced by least developed countries or Small Island developing States, or groups of vulnerable populations within countries. In the view of the Committee of Experts on Public Administration (CEPA), integrated policy-making will require reliable information to track progress, transparent, accountable and 'outcome-related' funding, and a full understanding of the policy levers. These approaches will require new ways of working, new skills and techniques such as macroeconomic modelling, strategic foresight and scenario planning.

In the field of science, technology and innovation (STI), foresight is defined as the process of forecasting the evolution of technologies and their impact on society with a view towards developing policy within government and/or strategy within firms. Strategic foresight is an innovative tool for policy planning that explores potential long-term futures. When implemented in coherence with public policies, strategic foresight can help shaping the future in a desirable way that allows maximizing the benefits while mitigating risk. During 2014-2015, the Commission on Science and Technology for Development (CSTD) addressed Strategic foresight for the post-2015 development agenda as one of its priority themes. During its 18th session, CSTD conducted a horizon scanning of the STI sector as a whole and identified key trends in relation to the post-2015 development agenda and arrived at policy lessons⁵. For example, the Commission noted that the foresight approach can be used to identify potential gaps in the education sector and help strengthen vocational education. Also, the Commission noted that the foresight exercise can be used a process to conduct structured debate among all relevant stakeholders and create a shared understanding of long-term issues and build consensus around future policies. This suggests the value in applying the foresight methodology to sectors beyond STI.

From an epistemic point of view, the 2030 Agenda introduces a new paradigm, that such techniques need to consider. It introduces a new approach to development thinking and practice that takes fully into account a variety of considerations such as behavioural economics, the interplay between culture and development (context and practice), new thinking on knowledge societies and the role of the growing digital economy. One example of such new epistemic models that, when adopted, can trigger innovation throughout the whole design and implementation processes is the inclusion of the traditional knowledge of indigenous peoples in the 2030 Agenda.

Indigenous peoples' traditional knowledge about nature, medicine, climate, social cohesion, has contributed to sustainable development for centuries. The importance of this knowledge has been recognised in the Addis-Ababa Action Agenda and the 2030 Agenda discussions. One of the ten

⁵ Read policy recommendations included in the Secretary General's Report available here: http://unctad.org/meetings/en/SessionalDocuments/ecn162015d3_en.pdf

members in the expert group of the Technology Facilitation Mechanism (TFM) is an indigenous representative, Ms. Myrna Cunningham. The PFII also has a special focus on indigenous knowledge, cultures and languages, and facilitated an expert group meeting with UNDESA, Division of Social Policy and Development (DSPD), to learn about and promote indigenous peoples' practices. One of the conclusions emerging from the meeting report is the importance of revitalization initiatives being owned and led by indigenous peoples themselves, backed by Governments' support.

One example of the benefits of wider, multidisciplinary expertise and inter-sectoral approaches was provided by the United Nations Educational, Scientific and Cultural Organization (UNESCO). Given its inter-sectoral mandate, encompassing education, natural sciences, culture, communication and information, UNESCO has taken a specific approach to policy integration and innovation in the context of the 2030 Agenda and its implementation. In its work, UNESCO champions the value that culture and cultural industries can bring as sources of creativity and innovation for the implementation of the SDGs, therefore taking an intrinsically cross-cutting approach to the concept of sustainable development itself. By harnessing the potential of the creative economy and cultural industries to stimulate success in all three dimensions of sustainable development, it integrates and innovates in policy-making. UNESCO's New Urban Agenda and Inclusive Cities initiative aims at providing support to urban planners and cities to design policies and programmes to promote inclusion and diversity as key aspects of urban development, encompassing a multi-dimensional and cross-cutting approach to policy formulation.

...And fosters inclusion.

Beyond the macro-policy level at which integrated sustainable development policies are designed through novel approaches to development concepts and practices, the objective of the implementation of those policies is to leave no one behind. Inclusion is also a dimension by which the 2030 Agenda is holistic. It implies fully participatory design processes such as the Open-ended Working Group which led to the elaboration of the new development objectives, as well as other processes (High-Level Panel, My World survey, national and regional consultations). It means involving a wide range of stakeholders with expertise in economic, social, environmental and cross-cutting fields in the process of policy analysis and design to adequately reflect the intrinsic multidimensionality of integrated policy-making. The multi-stakeholder approach will not only foster accountability and counterweigh special interests, but also enhance implementation, as well as support continuous reviews and evaluation of policy outcomes. It also means ensuring the most vulnerable are reached first, an ambitious objective that will require innovation.

Innovation, especially in ICTs, adds value to the user while co-designing solutions with the user. In terms of social inclusion, for instance, social networking services are expanding the reach, volume and speed of networks and social interactions. Comprehensive and coordinated policy-making in ICTs can help empower communities and individuals to boost development, although the digital divide between and within countries, and between women and men, remains a major challenge that needs to be addressed, as pointed out by the International Telecommunications Union (ITU).

Strategic inclusion also implies a strongly integrated institutional framework for effective delivery. Whereas the previous considerations focus on the innovative aspects of the goals, the integrated 2030 Agenda will also require innovative approaches in terms of means, including horizontal and vertical integration.⁶ A main challenge will be to align interests among government ministries and

⁶ Division for Public Administration and Development Management, UNDESA, Report of the Expert Group Meeting on Policy integration in governments in pursuit of the sustainable development goals, held on 28 and 29 January 2015 at United Nations, New York

departments involved with implementing the SDGs. This will have to be done by breaking with functional silos and fragmented agenda-setting to put in place adequate arrangements for policy integration across levels and sectors of government. Overcoming sectorial self-interests as well as providing adequate institutional frameworks for policy integration will be vital.

This also implies the full inclusion of local authorities who assume a vital role in SDG implementation on the ground and have an inherent advantage in policy integration as there are usually fewer actors and greater overlaps in practice at the local level. The Division for Public Administration and Development Management (DPADM) of UNDESA refers to this as “Policy innovation at all levels”. It also requires innovative approaches to enhancing local authorities’ capacities, thus implying innovation in finance mobilisation and distribution. Therefore, vertical integration would build and benefit from the capacities for horizontal integration of local governments and lead to greater efficiency.

For this to succeed, the tensions between national policy developers and local policy implementers need to be overcome. High expectations are often placed on local governments without accompanying resources and effective institutions. This is directly related to the need to adequately adapt current structures or mechanisms for allocating resources for cross-cutting purposes. A key problem is not only underfunding of local governments but also underfunding of initiatives and institutions associated with integrated policymaking, such as climate change committees or the project management boards coordinating national sustainable development programmes.

Integration therefore implies policy innovation and inclusion, which in turn can support greater integration for the sake of delivering on the 2030 Agenda for Sustainable Development. In practical terms, policy innovation and integration should underpin all steps of the process, from problem definition and agenda setting, to policy formulation, decision-making, implementation and evaluation/learning. This is a whole-of-process approach.

Part II: Strategic approaches to policy innovation and integration

This section outlines how Member States, as well as the UN system, are adapting their respective strategic frameworks to foster the design and delivery of innovative policies for an integrated approach to sustainable development. Furthermore, it will analyse the influence of internationally-agreed goals on policy integration and innovation at the international level. The analysis is based on the inputs received from Member States and the UN system.

A. Policy innovation and integration at national level, consisting in...

...Aligning policy and institutional frameworks...

Member States who responded to the request for contributions have highlighted a diversity of policy integration tools, incorporating the different dimensions of sustainable development, used at the level of policy design, decision-making and implementation.

The government of Albania has prepared a National Strategy on Development and Integration 2015-2020 (NSDI), which will soon be approved by the Council of Ministers. Along with sector strategies, crosscutting strategies, master plans and action plans, the NSDI forms the framework of the comprehensive strategic development for the country. The NSDI also is a key component of the

government of Albania's Integrated Planning System (IPS), which is a mechanism established in 2005 to streamline policy making (NSDI and sectorial strategies), programming, budgeting (MTBP), monitoring, evaluation and aid coordination tailored to the government's organizational structures and human resource capacities.

The Government of Jordan launched the "Jordan's Vision 2025" which expresses high political commitment to the Sustainable Development Goals and integrates sub-regional development plans. Horizontal integration is also fostered in the Government through the Higher National Committee on Sustainable Development. Established in 2002 and supported by its Executive Secretariat within the Sustainable Development Division at the Ministry of Planning and International Cooperation, the Committee serves as a national platform for inclusive dialogue on sustainable development and contributes to the formulation of integrated development strategies. In 2005, the Committee broadened its scope and enhanced its integration capacities by including the Ministry of Environment and nominating the Minister of Environment as its vice-chair, and by adding six new institutions to the participating sixteen.

The government of El Salvador has begun incorporating sustainable development concerns into its national strategies and institutional frameworks, the most prominent being the National Development Plan 2014-2019. This Plan paves the way for integrated policies in the framework of sustainable development in order to create a just and inclusive society and a model of sustainable economic growth. A National Council on Sustainable Development is being formed, acting as a coordinating mechanism between the government and civil society. It is responsible for promoting coherence in efforts to achieve the sustainable development objectives at the national level.

The Federal Government of Germany will revise its National Sustainable Development Strategy in order to adapt it to the transformative 2030 Agenda by the end of 2016. It serves as the main framework for national implementation of the 2030 Agenda, a process that is led by the Federal Chancellery, ensuring coherent implementation by the different institutional actors.

The Government of Honduras has adopted a structure of eight sectoral cabinets. Under the coordination of the General Coordination Secretariat of the Government, ninety public sector institutions are guided so that their work meets the development priorities of the country in the short, medium and long terms. This coordination scheme creates a comprehensive view of the dimensions of sustainable development and fosters synergies between the interventions of the various institutions.

In the Czech Republic, the main coordinating body at the government level is the Government Council for Sustainable Development chaired by the Prime Minister and the Sustainable Development Unit at the Office of the Government and whose Members represent all key stakeholders. In addition, financial support from the public administration (Ministry of Foreign Affairs, Office of the Government) allows civil society organizations and the private sector to develop their priorities within the framework of the 2030 Agenda.

...Through multi-stakeholder processes...

Civil society, trade unions and private sector engagement takes place at different levels. Member States have cited various ways of engaging different stakeholders through a range of partnerships, alliances and social dialogues that take place at cross-sectorial levels.

For example, the Federal Government of Germany carried out regular Dialogue Fora with a broad range of stakeholders prior to the Rio+20 Conference, in order to exchange views. In addition, the Federal Government organized five Dialogue conferences between October 2015 and February 2016 aiming at including civil society stakeholders, academia, the business sector and other experts in the process of revising the National Sustainable Development Strategy, including the very

challenge and potential of a closer and more effective multi-stakeholder-collaboration in the wake of the adoption of the 2030-Agenda. A similar exercise was carried out by the government of El Salvador, with the help of the United Nations. More than 4500 citizens, belonging to various vulnerable groups in the society, including the LGTBI community, women, indigenous peoples, were consulted over two years to voice their priorities for the negotiations on the then “post-2015” Agenda. In 2015, the Government of Albania approved a ‘Road Map for an Enabled Environment for Civil Society’, which aims at facilitating and strengthening dialogue between the government and civil society organizations in the drafting of public policies. This is envisaged to lead to an increased public ownership of policies designed to achieve sustainable development.

The Government of Jordan’s Vision 2025 is inclusive in its elaboration as it was prepared with the participation of representatives from public and private sectors, civil society organizations, local governments, academia, non-profit research and study centres and individual experts: about three hundred experts from those various fields participated in the seventeen technical sectoral committees established to support the Vision’s Steering Committee. Similarly, the Government issued a public call for contributions to the Vision and this open consultation was accompanied with a national conference to gather views from the citizens. In addition to such consultative processes, the Government has also established individual strategies that stimulate multi-stakeholder partnerships, such as the Social and Economic Transformation Programme, and the Social and Economic Development Plan, which aimed at a greater role of the private sector in development processes such as those targeting unemployment.

In the Czech Republic, the Government Council represents a partnership platform, bringing together key stakeholders from the civil society as well as from the business sector. Non-governmental organizations have formed a wide coalition of environmental, social, development and gender organizations and think-tanks which will likely become main partners of the government in promoting the implementation of Agenda 2030 with civil society.

The Government of Honduras’s project with the National Autonomous University of Honduras (UNAH) is a good example of collaboration with academia. The project aims to build a baseline level of six municipalities of the country in order to establish an Observatory of the SDGs at the local level to encourage the monitoring of the implementation of sustainable development policies. Additionally, in Germany, examples of successful cooperation between different stakeholders include multi-agent alliances, such as the Alliance for sustainable textiles, the German Water Partnership, the German initiative for transparency in the extractive sector, the German Energy Agency and the German Recycling Technologies and Waste Management Partnership.

...And with innovative tools...

Inputs received from UN Member States have highlighted various ways of incorporating new knowledge and technologies into policy-making.

One example includes the Government of Chile’s use of the Multidimensional Poverty Index (MPI) to significantly complement official measures of income poverty, thereby providing a useful tool for the design, implementation, monitoring and evaluation of public policies. The Government of Chile also implemented a new Social Household Registration system, which facilitates more accurate nomination and selection of beneficiaries of social benefits, by building on an advanced database.

The Government of Honduras on the other hand has included traditional knowledge in concrete projects to combat poverty and facilitate sustainable development. Examples of this are the Integrated Rural Development Project implemented by the Ministry of Agriculture and Livestock, and the Honduran Social Investment Fund.

The Federal Government of Germany uses a mix of economic and legal instruments to disseminate technology and knowledge. One example includes the introduction of feed-in tariffs for renewable energies in the 1990s, which gave investors the long term perspective they needed and are now contributing to Germany's success in transitioning to renewable energies. Macro-economic tools and foresight are therefore good drivers of policy integration. The Government of El Salvador also relies on a National Strategy for innovation, science and technology with the aim of implementing innovative policies in that realm. Similarly, the Government of Albania has approved the Cross-Cutting Strategy "Digital Agenda of Albania" in 2015, which sets out the vision for the next five years and defines regional development strategies in the digital area.

B. Policy innovation and integration at the international level, consisting in...

...Integrating institutionally distinct but inter-dependent global frameworks...

At the international level, policy integration and innovation translates into the integration of institutionally distinct but thematically related and inter-dependent global frameworks. This means aligning various agendas, distinct in nature and process, to one another and to the 2030 Agenda. An example of such alignment is that of the ITU, which has brought together the provisions of the World Summit on the Information Society and the 2030 Agenda in its strategic framework. Such alignment is necessary to ensure a synergy of global efforts and to safeguard States and stakeholders against fragmentation of objectives, partnerships and resources.

Similarly, the United Nations Office for Disaster Risk Reduction (UNISDR) works at linking mechanisms for monitoring and reporting on the Sendai Framework and the SDGs, through the alignment of tools, metrics and indicators to allow for a systematic monitoring of the contribution of disaster risk reduction to sustainable development, and by seeking a synchronised and harmonised review process. It also supports the design of mutually reinforcing outcomes between the two frameworks.

The Commission on the Status of Women (CSW) focused, in its 60th session, on ways to ensure a gender-responsive implementation of the 2030 Agenda for Sustainable Development. In doing so, the Commission referenced existing commitments to gender equality and the empowerment of all women and girls, and the synergies between full, effective and accelerated implementation of the Beijing Platform for Action and the implementation of the 2030 Agenda for Sustainable Development. Furthermore, it deems essential to integrate gender equality and the empowerment of women and girls throughout national, regional and global reviews of the implementation of the 2030 Agenda and to ensure the follow-up on this agenda and the Beijing Platform for Action are aligned. Towards this end, the Commission will continue to exercise its catalytic role for gender mainstreaming so as to ensure that the implementation of the 2030 Agenda benefits all women and girls and contributes to the full realisation of gender equality and the empowerment of women and girls by 2030.

...Including at ECOSOC...

Beyond the procedural or thematic integration of global frameworks, Member States and the United Nations system also reinforce the coherence between the content of those frameworks. ECOSOC offers a platform where different international processes come together such as the High-Level Political Forum held under the auspices of the Economic and Social Council, and to which the functional commissions such as the Commission on Crime Prevention and Criminal Justice (CCPCJ) or the Commission on Population and Development (CPD) contribute via ECOSOC.

The question of persons with disabilities, for example, is integrated throughout the whole 2030 Agenda and essential to sustainable development that leaves no one behind. To ensure persons

with disabilities and their representative organisations are involved in all stages of policy and programme design, implementation and monitoring, there was a proposal, during the Commission for Social Development's 54th session, for the creation of a standing forum on disability and development within the Commission or under the General Assembly. The possibility for ECOSOC to create a permanent space in which United Nations agencies, the Committee on the Rights of Persons with Disabilities and other relevant mandate holders can analyse progress in the implementation of the SDGs, coordinate efforts to guarantee the coherence of approaches and support States in their reporting to the ECOSOC HLPF was raised.

Similarly, since its first meeting in 2002, the PFII has made several recommendations on how to include indigenous peoples' priorities in the global agendas, but also on how indigenous peoples can contribute towards innovative, integrated and human rights-based understandings of sustainable development.

Achieving gender equality provides similar insights. During the Commission on the Status of Women's 60th session, Member States committed to implementing the 2030 Agenda in a comprehensive and gender-responsive manner through concerted actions to strengthen normative, legal and policy frameworks; foster enabling environments for financing gender equality and the equal participation in decision-making in all areas of sustainable development; strengthen gender-responsive data collection, follow-up and review processes; and enhance national institutional arrangements. These are cross-cutting areas for action that, pursued together, contribute to an integrated and gender-responsive implementation of and follow-up to the 2030 Agenda. Towards this end, as pointed out by the Commission, national mechanisms for promoting gender equality and the empowerment of women and girls must work in a coherent and coordinated manner with relevant government agencies and other actors to ensure that national planning, decision-making, policy formulation and implementation, budgeting processes and institutional structures contribute to the achievement of gender equality and the empowerment of all women and girls. The Commission also called on United Nations system entities to support States in that endeavour.

As part of the intergovernmental structure of the United Nations, functional commissions have been reporting to ECOSOC through negotiated outcomes. Efforts have been made to ensure coordination and follow-up functions through the alignment of the work programs of functional commissions with the ECOSOC annual main theme, as well as coherent reporting and efficient sharing of information. For example, the Commission on Population and Development (CPD) added, as early as 2009, an agenda item in order to consider the contribution it could make to ECOSOC's annual ministerial review (AMR). While the reporting mechanism guarantees overall coherence and integration of distinct perspectives, progress on the implementation of the 2030 Agenda should be fostered and reviewed through the full consideration of its substantive content, on which reports of the functional commissions could be focused.

Finally, integration, in terms of the coherence between the work and substantive coverage of the functional commissions reporting to ECOSOC and feeding into the HLPF could be enhanced beyond formal periodic reporting, through mechanisms that allow for the permanent sharing of information, plans, programmes and strategies. Meetings of the Chairs of the functional commissions with the ECOSOC President have resulted in resonating strategic priorities and a stronger alignment of the commissions' work with the Council's priorities. This process should be resumed, scaled up and concluded.

...And integrating global and national frameworks.

Integration at the global level also means ensuring coherence between the internationally-agreed development goals and operations at country level. UNESCO, for example, focuses strongly on the

interlinkages between the United Nations' international normative work and countries' operational work through standard-setting in the culture sector.

By the same token, it is important to acknowledge and address the effects of national policies on other countries as well as those of international agreements on national issues and circumstances, which also falls under the concept of policy integration. It is why, through the World Trade Organization (WTO), the Nairobi Ministerial Declaration contains a commitment by all Members to advance negotiations on the remaining Doha issues including advancing work in all three pillars of agriculture, namely domestic support, market access and export competition to which the question of export subsidies is related.

This form of integration also consists in coordinating processes that aim at supporting innovation, such as the Connect 2020 Agenda set by the 193 Member States of the ITU, or UNECE's work, in cooperation with UNEP, on the preparation of a pan-European Strategic Framework for greening the economy. The aim of the Strategic Framework is to guide the region in its transition to an inclusive green economy by 2030. Three main objectives are being pursued: reducing environmental risks and ecological scarcities, enhancing economic progress and improving human well-being and social equity. Under the Strategic Framework, a voluntary initiative, the "Batumi Initiative on Green Economy" (BIG-E) is proposed to support the implementation of the Framework during 2016 – 2030.

The Batumi Initiative on Green Economy is an innovative, integrated and innovative initiative. It is proposed for the period 2016–2030. It will comprise voluntary commitments by interested countries and organizations, both public and private, in the form of green economy actions. Together, the committed actions will constitute the BIG-E, which will be launched at the Batumi Ministerial Conference. Countries and organizations are invited to identify and voluntarily commit green economy actions under one or several focus areas, for instance to incentivize green investments and trade or green consumption habits in order to advance the transition to an inclusive green economy. An important criterion for stakeholders in identifying, developing and committing green economy actions for the BIG-E is whether they are expected to deliver economic benefits with environmental and social co-benefits. Other criteria are whether an action includes a mixture of new and ongoing actions; will make a clear contribution to the achievement of SDG targets; will have a measurable impact over time; and will be a driver for transformation and innovation towards green economy that may be relevant to and inspire other countries in the region.

In order to address multiple Sustainable Development Goals in a synergistic and cost effective manner, countries can now formulate voluntary targets to achieve Land Degradation Neutrality (LDN), according to their specific national context and development priorities, with the support of the United Nations Convention to Combat Desertification. This approach addresses issues in a territorial manner (land) that inherently integrates various sectors and inter-related priorities. Indeed, the "landscape approach" considers and manages trade-offs among all land use sectors, including sustainable agriculture, sustainable livestock management, agroforestry, sustainable forestry, renewable energy, infrastructure development, and eco-tourism. Moreover, it is sensitive to national contexts while still promoting a global framework. It also fosters coherence between various sets of internationally-agreed development goals by leveraging, for instance, the Rio Conventions (such the Convention on Biodiversity) and the United Nations Framework Convention on Climate Change. An innovative and collaborative Impact Investment Fund for Land Degradation Neutrality is now in the making.

C. Structural, strategic and managerial change: evolution of the UN system

In order to respond to the imperatives of policy innovation and integration, the UN system has been re-shaping itself through restructuring and by jointly establishing ad hoc new structures so as to reflect a shared vision and common objectives. These transformations aim at greater efficiency on one hand, and greater effectiveness in supporting Member States on the other.

The United Nations Environment Programme (UNEP) is working institutionally to promote better integration in its business model theory of change as well as delivery mechanisms. The World Food Programme (WFP) established a dedicated Innovation and Change Management Division. This corresponds to strong strategic impetus and translates into reshaping its planning and operational focus. Indeed, WFP has begun a dialogue with its Executive Board on the development of a new Strategic Plan, supported by a comprehensive budgeting, resourcing and country results architecture for planning – at country level – that will enable WFP to align its contribution to long-term national outcomes. WFP is developing Country Strategic Plans (CSP) on the basis of country-led strategic reviews and in line with the planning processes of governments and the UN country teams.

Beyond organizational transformations such as the creation of new structures dedicated to innovation and integrated management, UN agencies are also co-creating joint initiatives and structures that reflect integration and shared strategic management priorities. The UNDP-UNEP Poverty and Environment Initiative is an example of such a structure joining a traditionally delinked fight against poverty and preservation of the environment. Similarly, ITU and UNESCO established the Broadband Commission for Sustainable Development. These structures often also benefit from an integrated financing and management model because of their integrated nature. They are also well-equipped to support Member States in their integration efforts.

Even in the absence of such structures, several UN agencies, funds and programmes are adjusting their strategic plans to reflect the 2030 agenda and to support its implementation through policy innovation and integration. IMO's Strategic Plan 2016 – 2021, for instance, includes “the realization of the new United Nations development agenda and the Sustainable Development Goals”. UNDP's Strategic Plan (2014-2017), for example, identifies innovation as one of the key priorities for designing a new generation of development services to support national governments. CSTD developed the “Strategic foresight”, an innovative approach to policy or strategy design that also fosters inclusion at the policy design stage rather than only on delivery.

Similarly, following the recommendations of the 2014 high-level plenary meeting of the General Assembly, also known as the World Conference on Indigenous Issues, there has been progress in policy integration on indigenous issues. Within the UN, the system-wide action plan has been developed to ensure a coherent approach to indigenous issues (2015).

Such innovation does not only take place at the overall strategic level, but at the planning and programming levels as well. UNEP has aligned its strategic planning to the 2030 Agenda through its Medium Term Strategy (MTS) capturing the “Vision 2030” as well as its Programme of Work (PoW). One set of issues are those such as human rights, peace and security, or industrial policy on which it will be necessary for UNEP to map out the best route for full environmental integration. The Commission on narcotic drugs (CND) developed a Plan of Action on International Cooperation towards an Integrated and Balanced Strategy to Counter the World Drug Problem since 2009.

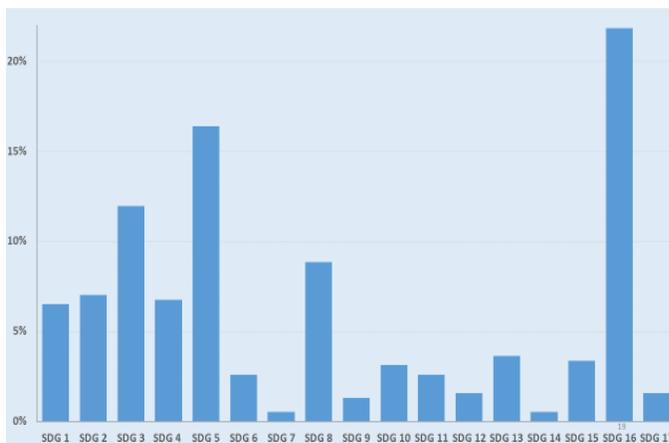
At the programming level, WFP developed a new innovative approach to programme design and operations called “Adaptive Programming”. An example of a tool that can contribute to providing the basis for integrated policy development is its innovative Three-pronged Approach: Integrated Context Analysis, Seasonal Livelihood Programming, and Community-based Participatory Planning.

At the country level, the UN development system (UNDS) provides integrated programmatic support through joint programming approaches, such as joint programmes and results-based groups. Of these two modalities, joint programmes represent the higher form of programmatic integration.

A Joint Programme is defined as a set of activities contained in a joint work plan and related common budgetary framework. DOCO's IMS database reports a total of 320 joint programmes operational worldwide in 2015, an average of 2.5 joint programmes per UN Country Team. Of the 130 UNCTs reporting to the IMS, 106 indicated having at least one joint programme operational that year. This means that 80 percent of UNCTs use this form of integrated programming modality, with an average of four UN agencies participating in joint programmes. Such joint programmes either deal exclusively with operational issues, for instance providing service delivery or capacity development support, yet many have a strong or exclusive policy focus, such as those funded by the Delivering-Results Together Fund (DRT-F), a global pooled funding facility for Delivering as One (DaO) countries. In particular, the DRT-F supports integrated and coherent policy responses to help achieve the unfinished MDGs and the post-2015 sustainable development agenda.

The figure below shows how existing joint programmes are addressing the SDGs. It is important to note that some SDGs are new goals compared to the MDGs, which is why they are less represented in joint programmes. Indeed 60 % of joint programmes address four SDGs (SDG 3 on health, SDG 5 on gender, SDG 8 on decent work and economic growth and SDG 16 on peace, justice and strong institutions).

Figure 1: Share of SDGs addressed by joint programmes / interagency groups (input from DOCO).



The following are examples of such programmes. They foster integration by being all-encompassing, both sector-wise and action-wise. Moreover, they are innovative in their approach, creating space for testing and fostering collaboration as well as knowledge sharing and joint responsibility (including joint funding) which, by spreading the risk, reduces the weight may bear on a single agency.

Involving UNDP, UNFPA, UNICEF, UN Women, UNODC, ILO, UNIDO and FAO, US\$1,500,000 were disbursed by the DRT-F to assist national institutions in cape Verde, at the central and local levels, in promoting disparity reduction and equity in policies and strategies. The work involved a review of crucial sectoral policies to decrease inequalities in compliance with human rights standards, policies and programmes for sustainable, inclusive growth. It also made data more available for

policymaking, involving the design and testing of social protection systems and strengthening national policy frameworks on youth employment.

In Vietnam, a UN initiative on ethnic minorities involving UNDP, FAO, UNESCO, UNICEF, UNFPA, UN Women, UNIDO and UNCTAD, is promoting the formulation and adoption of an action plan to accelerate MDGs achievement among ethnic minorities. It also includes capacity-strengthening support for monitoring and evaluating through the inter-sectoral statistics system. As part of this joint programme, the UN will support the roll-out, mainstreaming and implementation of policies and programmes for the reduction of poverty among ethnic minorities as well as the formulation of national and local guidelines and social audit tools.

With regards to innovation and integration, the UN is supporting other development organisations build new skills and service lines. For example UNDP staff working on innovative initiatives have developed a new generation of skills to support provision of high-demand and new development solutions to its clients: from behavioural insights, big and open data, design thinking, and crowdfunding to real-time monitoring, crowdsourcing, open innovation challenge prizes, innovation labs and impact investment.

Part III: Operational approach to policy innovation and integration

A. Finance

The Global Framework for Climate Services (GFCS) spearheaded by the World Meteorological Organisation (WMO) is the principal platform for expanding, improving and coordinating the delivery of climate services for decision-making on climate change and sustainable development. GFCS structures its activities around three main objectives. The first is to engage stakeholders and the users of climate services in order to improve service delivery. The second is to make climate services more immediately useful for decision-making in the priority areas of agriculture and food security, disaster risk reduction, energy, health, and water, hence demonstrating an integrated approach. The third objective is to upgrade and expand the technical and scientific capabilities that countries need in order to provide user-driven climate services. This initiative is funded by pooling resources. Similarly, the World Trade Organization (WTO) has established an Enhanced Integrated Framework with its dedicated Global Trust Fund.

With regards to the previously mentioned land degradation neutrality objective, the United Nations Convention to Combat Desertification) UNCCD has established an Impact Investment Fund for Land Degradation Neutrality. Participating countries will receive direct technical and financial support for their national LDN target setting processes, with such funding dedicated to integration efforts. Moreover, the fund itself is an example of integrated finance. Indeed, the Impact Investment Fund for Land Degradation Neutrality (Land Degradation Neutrality Fund) is a collaborative initiative in the making. Through public and private investments, the Fund envisions the rehabilitation of 12 million hectares of degraded land per year and the sustainable and productive use of this land.

UNDP has also established a dedicated Innovation Facility with support from the Government of Denmark. Between 2014 and 2015, the Innovation Facility provided seed-funding to 102 initiatives in 73 countries. The initiatives supported by the innovation facility have used big data and digital technologies in all areas of policy-making, planning, implementation and monitoring. They have allowed to develop new tools for social policy, to connect and co-design with leading thinkers and citizens, to test policy hypothesis, and to work with new partners, including the private sector, on building 'shared value'. In social policy-making, for example, the tools developed by the initiatives funded by the Innovation Facility have allowed to reframe policy issues and redesign programing

by identifying key insights into the needs of service users using methods such as human-centred design, behavioural science and social innovation camps. It is therefore innovative in approach and methodology and directly supports implementation of development plans.

In addition to financing innovation, innovation can lie in the financing mechanisms themselves or in the sources of finance. The above-mentioned UNDP Innovation Facility initiatives illustrate the potential in this regard: a Burkina Faso solar energy initiative attracted 3.5 times the seed capital in co-financing from government and the private sector; in Egypt, the Smarter Citizen initiative attracted twice the UNDP funding from private sector, government and civil society and 250% from UN partners; Croatia's Crowdfunding Academy attracted almost three times the initial investment. The European Commission invested in 'exporting' UNDP Armenia's social innovation Kolba lab⁷ into the Government; in China, Baidu contributed 3 million yuan for the testing and scaling of the initiative that targets electronic waste, benefiting both users and recyclers; in the Maldives, the Make My Island the citizen crowdsourcing initiative has attracted pro-bono technical expertise from the UK-based Fix My Street platform, helping improve response from local councils to municipal service delivery issues. This shows how effective innovative approaches can be in mobilizing new sources of engagement and financing.

B. Adopting pilot approaches

Implementation of innovative approaches requires adopting an experimental approach in many instances.

Responding to Member States' request for coherent and integrated support from the UN development system to the implementation of this Agenda, the United Nations Development Group (UNDG) has identified elements in support of a future common approach for effective and coherent implementation support, under the acronym MAPS (Mainstreaming, Acceleration and Policy Support), supported by partnership, accountability and data. It frames the UN development system's support to the engagement of UN country teams (UNCTs) in the implementation of the new agenda, through their respective United Nations Development Frameworks (UNDAFs), providing a shared resource for the UNCT's substantive engagement with governments and partners on the SDGs.⁸

"Mainstreaming" refers to landing the 2030 Agenda at the national and local levels, and integrating it into national, sub-national, and local plans for sustainable development; and subsequently into budget allocations. "Acceleration" refers to targeting national (and UN) resources at priority areas identified in the mainstreaming process, paying special attention to synergies and trade-offs across sectors (reflecting the integrated nature of the agenda), financing, partnerships, and measurement. "Policy Support" entails ascertaining that skills and expertise held in the UN development system is made available in a timely way and at the lowest cost possible. To this end, a Mainstreaming Reference Guide has been designed for UNCTs, under the leadership of the UN Resident Coordinators (RCs), that wish to support Member States and national stakeholders in tailoring the new agenda to national contexts while protecting its integrity.

The IMF has been conducting pilot exercises on operationalizing innovative work on inequality in thirty pilot countries, where these issues have been macro-relevant, with around three-quarters completed. Gender pilots have been focusing mostly on drivers of female labour force participation

⁷ http://www.am.undp.org/content/armenia/en/home/operations/projects/democratic_governance/kolba-innovations-lab-.html

⁸ See <https://undg.org/home/undg-mechanisms/sustainable-development-working-group/country-support/>

and supportive policies, providing a combination of analysis and policy recommendations. Inequality pilots have covered a broad range of topics including: comparative analysis of inequality and poverty outcomes, inclusiveness of growth, the composition of public expenditure, tax progressivity, and financial inclusion, as well as potential trade-offs between growth and inequality under alternative structural reforms.

In addition to procedural pilot approaches, innovation is also stimulated by establishing “labs” that allow for the creation of new approaches and solutions and incubators for the development of tools. In Malawi for example, food insecurity has been a recurring issue which has negatively impacted the livelihoods of people and the economy. UNDP is partnering with a wide range of government, UN, and civil society stakeholders in the Malawi Resilience Innovation Lab (MRIL). This initiative aims to generate resilience solutions, from economic recovery and livelihoods to environmental and climate change. In Salima District, five proposed solutions for building resilience against floods have been shortlisted for co-creation and incubation towards offering lasting solutions in affected communities.

C. Capacity building

The application and use of all those tools requires building capacities to use them to the greatest extent possible for informed policy-making. This is why the International Maritime Organization (IMO) has established an Integrated Technical Cooperation Programme to assist countries in building capacity to implement IMO instruments for safer and more secure shipping, enhanced environmental protection and facilitation of international maritime traffic. IMO’s support includes the introduction of innovative tools for policy-making, such as the Country Maritime Profiles, to ensure the new normative framework is translated into national policies and strategies taking into account their cross-cutting linkages. It has also helped the African Union formulate Africa’s Integrated Maritime Strategy 2050 (AIMS 2050).

On land as well, under the LDN Target Setting Programme, participating countries will receive technical guidance on how to effectively assess and define national baselines related to the indicator frameworks of target 15.3 of the SDGs and the UNCCD, and how to establish relevant measures and targets to achieve LDN by 2030; Have access to cutting-edge technical expertise on demand via an online LDN target setting help desk; Have the opportunity to participate in international capacity building and knowledge exchange events through a private funding capacity building project.

Capacity building and support to the implementation of a fully integrated agenda will be enhanced by partnerships. The Permanent Forum on Indigenous Issues has had increased focus on national action plans as a policy tool to bring together government and indigenous representatives to facilitate the implementation of the UN Declaration on the Rights of Indigenous Peoples. Good examples emerging from El Salvador, for instance, show how the national action plans have encouraged action across line-ministries and facilitate a consultation and prioritization process amongst indigenous peoples. Such tools and approaches can be relevant for the entire 2030 Agenda.

D. Data and monitoring

While funding and building capacity are essential for the implementation of the 2030 Agenda, the innovative initiatives require new types of data for the issues to be visible, implementation to be monitored, and progress to be tracked. It will also imply innovation in the way data is collected, analysed and used.

Disaggregated and relevant data is essential to capture progress for indigenous peoples in the implementation of Agenda 2030. In implementing the 2030 Agenda and the suggested global indicator list, as approved by the Statistical Commission on 11 March, it becomes important that national statistical offices acknowledge the contribution of such community-led initiatives, cooperate with them and integrate their data in to official national reports. UNDESA, Division of Social Policy and Development, in October 2015 facilitated an Expert Group Meeting on the Way Forward for Indigenous Peoples and the 2030 Agenda, identifying several good practices on indigenous-led statistics relevant for implementation of the 2030 Agenda. The challenge is then to also develop better and more user-friendly models and tools for citizens to understand complexity. Research and practice need to be closely connected and aligned to further encourage multi-disciplinary collaboration and cross-boundary thinking.

Measuring poverty, a starting point for many policy interventions in support of any development agenda, has very often used income as the only indicator. The Multidimensional Poverty Index (MPI), published for the first time in the 2010 UNDP Human Development Report, complements monetary measures of poverty by considering overlapping deprivations suffered at the same time.⁹ Each person in a given household is classified as poor or non-poor depending on the number of deprivations his or her household experiences. These data are then aggregated into the national measure of poverty. The MPI reflects both the prevalence of multidimensional deprivation, and its intensity—how many deprivations people experience at the same time. It can be used to create a comprehensive picture of people living in poverty, and permits comparisons both across countries.

The MPI methodology shows aspects in which the poor are deprived and helps to reveal inter-connections among those deprivations. This enables policymakers to target resources and design policies more effectively. The multidimensional poverty approach can be adapted using national-level indicators to create tailored national poverty measures. It can be useful as a guide to help governments tailor a poverty measure that reflects local indicators and data. In 2009, Mexico became the first country to adopt a multidimensional poverty measure reflecting multiple deprivations at household level.

Leaving no one behind means further attention and methodological development of the disaggregation chapeau in the global indicator list and the principle of self-identification. A first step is the inclusion of an indigenous identifier in national censuses and surveys to be able to identify progress for this group. Good examples from ECLAC show how methodologies and data quality improved in Latin America, hence improving the capacity of the concerned countries to better capture the situation of indigenous peoples. Moreover, in recent years, the PFII has seen many promising practices of community-led monitoring of policies where indigenous peoples take lead in documenting progress and their perceptions of progress.

WFP conducts joint needs assessments using innovative technologies: SCOPE is a new digital beneficiary and transfer management platform to bring together beneficiary data from a wide range of stakeholders in a single place to manage simultaneously all interventions in a country. UNEP Live and IMF's enhanced General Data Dissemination System are also examples of initiatives that are undertaken jointly with other agencies so as to guarantee more comprehensiveness, and they are open and free for access, hence fostering inclusion as well.

As suggested by UN Women, tackling inequality and discrimination will require going beyond averages. To do so, improved data disaggregation and better knowledge of the impact of multiple

⁹ <http://hdr.undp.org/en/content/multidimensional-poverty-index-mpi>

forms of discrimination on the rights of different groups of women and girls are needed as the basis for appropriate responses through laws, policies, programmes and changes in social norms. In that sense, the quality of data will be essential to implement the new approaches presented in the 2030 Agenda for Sustainable Development.

E. Information and Communication Technologies

Information and Communication Technologies (ICTs), including broadband and the Internet, are a powerful tool for bringing about transformative solutions for sustainable development. From poverty reduction and food security, to governance, health, education, gender equality and enabling a low-carbon economy, ICTs are helping to advance a more equitable, inclusive and environmentally healthy world. ICTs are cross-cutting catalysts for all three pillars of sustainable development. They facilitate the direct implementation and monitoring of the SDGs, including through innovative means of collecting data and provide possibilities for follow-up and greater accountability, as shown by previous examples.

However, while presenting considerable potential for sustainable development solutions, many ICTs are themselves contributing to social and environmental damage, with greater attention needed for mitigating such impacts. As shown in the World Development Report (World Bank, 2016) and the input from the World Bank, the aggregate impacts of digital technologies have so far been smaller than expected. Firms are more connected than ever before, but global productivity growth has slowed. Digital technologies are changing the world of work, but labor markets have become more polarized, and within-country inequality is on the rise in many countries. And while the internet facilitates broad discourse, some governance indicators such as the share of free and fair elections are worsening.

These trends have persisted in spite of the rapid spread of technologies for two main reasons. First, the digital divide is still large. Nearly 60 percent of the world's people are still offline and cannot fully participate in the digital economy. Second, some of the benefits of digital technologies are offset by emerging risks such as a hollowing out of the labor market due to the automation of mid-level jobs. In order to maximize digital dividends, technology needs to be applied with matching improvements in other factors—what the World Development Report calls “analog complements” such as shaping a country's business environment, building analog skills, strengthening regulations.

Without sufficiently enabling policies, means of implementation and capacities, the digital divide between and within countries, and between women and men, will remain a major challenge. Therefore, ITU and UNESCO have established the Broadband Commission for Sustainable Development. With members drawn from a range of sectors, including the global technology industry, government ministers, leaders in education and healthcare, and UN organizations, the Commission has developed a significant body of research into national policy-making for broadband and ICTs. The Commission is committed to ensuring that common goals of global Internet access are fully coordinated and mutually reinforcing, with the aim of maximizing the potential that connectivity can bring to achieve global sustainable development.

Part IV: Recommendations

Based on the considerations above, a number of recommendations can be drawn from the inputs received. Some of these recommendations are related to policy-making and governments while others apply more broadly to the policy environment. Another category of recommendations are

focused on the UN system. Finally, some recommendations were made regarding the nature of tools to be used.

In terms of policy-making, governments are encouraged to commit to the SDGs and establish a clear vision of the road to their achievement. Policy integration requires strong and effective central institutions that can keep the focus on the overarching vision from the top and to mobilize coherent efforts of various actors. Through a whole-of-government approach, each ministry or agency needs to work with other ministries and actors in designing strategies and in reviewing progress to achieve a coherent mobilization of public institutions. This should not be limited to the central governments but should translate into decentralisation of capacities to local authorities for the implementation of the Sustainable Development Goals. In addition to implementation, local authorities, vulnerable populations and indeed all citizens, need to be involved in policy design so as to guarantee integration and inclusion. This will imply new ways of establishing policies and lead to longer-term effects. Moreover, it will allow the design and implementation of any policy innovation program to be more specific, considering the context, capacity, needs and benefits. Governments also need to establish a menu of support and incentive mechanisms for collaborative working, knowledge sharing and joint responsibility (e.g., joint reporting), and ensure that there is funding tied to stated objectives or outcomes and that budgets are harmonised.

In terms of policy environment, this means that governments should not only try to achieve inclusion through ad-hoc consultative processes or ex-post consultations, but should rather establish multi-stakeholder partnerships as a permanent mechanism for policy design and implementation. This will allow for building of shared visions and strategies, and will facilitate the sharing of information to achieve consistency of approach at national and subnational levels. It will be equally important to hold all stakeholders accountable.

It will also require the use of a certain number of tools, behaviours and practices. All stakeholders must commit to sharing risk in order to facilitate the adoption of pilot approaches. By sharing information and risks, pilot approaches can foster innovation, the sharing of best practices, as well as the replication and scaling up of best practices. New indicators must be developed for new goals and data must be disaggregated in order to offer an accurate vision of the level of integration.

In order to achieve those objectives, effective support by UN system is required. However, at country-level, there is a need for better coordination. UN agencies should reduce fragmentation of individual operations so as to enhance efficiency and limit the burden on countries. This could be achieved through greater alignment of UN strategies with countries' national development plans and policies in light of the 2030 Agenda for Sustainable Development. It will also consist in joint assessments and programmes based on joint funding.

There is also a need for greater coordination at the international level. On one hand, this implies coherence between distinct yet inter-related international frameworks such as the 2030 Agenda for Sustainable Development and the Sendai Framework for Disaster Risk Reduction. This can be achieved by aligning metrics for example. On the other hand, greater coordination at the international level also means greater coherence between international coordinating bodies such as the functional commissions and ECOSOC.

This paper has presented some initiatives by governments and institutions of the UN system that promote those aspects of policy innovation and integration. It is hoped that they be analysed, replicated and scaled up in the efforts to implement the 2030 Agenda for Sustainable Development.

Annex. List of contributions received

- Contribution by the government of Albania
- Contribution by the government of Chile
- Contribution by the government of the Czech Republic
- Contribution by the government of El Salvador
- Contribution by the government of Germany
- Contribution by the government of Honduras
- Contribution by the government of Jordan
- Contribution by the Commission on Crime Prevention and Criminal Justice
- Contribution by the Committee of Experts on Public Administration
- Contribution by the Commission on Narcotic Drugs
- Contribution by the Commission on Population and Development
- Contribution by the Commission on Social Development
- Contribution by the Commission on the Status of Women
- Contribution by the Development Operations Coordination Office, United Nations Development Group
- Contribution by the Development Policy and Analysis Division, UNDESA
- Contribution by the Division for Public Administration and Development Management, UNDESA
- Contribution by the United Nations Economic Commission for Europe
- Contribution by the International Atomic Energy Agency
- Contribution by the International Monetary Fund
- Contribution by the International Maritime Organization
- Contribution by the United Nations Office for the Coordination of Humanitarian Affairs
- Contribution by the Permanent Forum on Indigenous Issues
- Contribution by the United Nations Convention to Combat Desertification
- Contribution by the Commission on Science and Technology for Development
- Contribution by the United Nations Development Programme
- Contribution by the United Nations Environment Programme
- Contribution by the United Nations Educational, Scientific and Cultural Organization
- Contribution by the United Nations Office for Disaster Risk Reduction
- Contribution by the Statistical Commission
- Contribution by the United Nations Entity for Gender Equality and the Empowerment of Women
- Contribution by the World Bank
- Contribution by the World Food Programme
- Contribution by the World Meteorological Organization
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