

“Managing the Transition
from the Millennium
Development Goals to the
Sustainable Development
Goals: What It Will Take”

Summary

UNDESA Expert Group
Meeting in Preparation for
the 2015 and 2016 cycles of
the United Nations Economic
and Social Council (ECOSOC)

4-5 December 2014, New York

KEY MESSAGES OF THE EXPERT GROUP MEETING

1. Existing mindsets and approaches to development are not commensurate with the magnitude and complexity of current global challenges.
2. The six essential elements for delivering the SDGs outlined by the Synthesis Report of the Secretary-General – dignity, people, prosperity, justice, planet and partnership – provide important guidance in navigating the transition to the new development framework.
3. The transition to a new development framework that will be universal in scope, inclusive, and focused on sustainable development will entail a paradigm shift. It should build on lessons learned from the MDGs.
4. Universality, equality, sustainable patterns of consumption and production, common but differentiated responsibilities, green economy, and means of implementation should be the key principles for a new development framework that is sensitive to different priorities and levels of development.
5. The issue of governance and related institutional and policy frameworks will be critical in defining “the new normal.”
6. The role of institutions will be central to generate the necessary synergies across the broader range of policy areas underpinning the SDGs, and to ensure coordinated and mutually reinforcing policies.
7. Institutional coherence and coordination, at all levels, including within the organs of the United Nations, will be necessary to ensure more integrated policy frameworks. A thorough analysis and review of existing institutional structures and the way they work will be essential to ascertain that they are fit-for-purpose.
8. The means of implementation for the SDGs and post-2015 development agenda are not only a financial matter. They also entail overcoming capacity and institutional gaps, as well as promoting peace, security and effective governance.
9. There is a need to ensure coherence among existing inter-governmental processes, from financing for development to climate change. The Economic and Social Council has an important role to play in this regard working in close collaboration with partner institutions

**Expert Group Meeting in preparation for the
2015 and 2016 ECOSOC cycles
4-5 December 2014, UN Women Headquarters, New York**

I. INTRODUCTION

The experience of the MDGs has underscored that a goal-oriented agenda *alone* is not sufficient to produce positive and transformative change. This requires a comprehensive and integrated policy framework enabled by strong institutions and supported by broad-based partnerships and robust monitoring and accountability mechanisms.

The inter-governmental process has made important strides in defining the scope of the new post-2015 development agenda, which is now firmly anchored in the Sustainable Development Goals with poverty eradication as its highest priority. Now there is a need to understand how these goals would be implemented and what type of institutional, policy and other changes should take place to make this possible.

The new agenda will be universal in scope and span a broader range of issues than those captured by the MDGs. Its implementation would require more complex and integrated analytical frameworks, institutional structures and business modalities, to cater to more complex policy linkages and to identify potential policy synergies and trade-offs across all dimensions of sustainable development.

Over the next two years, ECOSOC will have a critical role to play in unpacking the policy and institutional implications of transitioning from an MDG- to an SDG-based development agenda and in supporting its implementation. In resolutions 68/1 and 67/290, the General Assembly has recognized and reinforced this role establishing a new institutional structure around the ECOSOC, HLPF and the General Assembly to address sustainable development challenges.

The next two cycles of ECOSOC will be critical to effectively align the work of the entire ECOSOC system with the new priorities and enable the Council to provide substantive leadership to guide the transition to the new agenda.

With this in mind, the Council decided that the 2015 and 2016 ECOSOC themes will focus respectively on “*Managing the transition from the Millennium Development Goals to the Sustainable Development Goals (SDGs): What it will take*”; and on “*Implementing the post-2015 development agenda: moving from commitments to results*” in 2016.

To facilitate these tasks, OESC/DESA convened an expert group meeting to explore the various facets of the preparation for the 2015 and 2016 cycles. The meeting was held in New York on 4 and 5 December 2014 at the UN Women Headquarters. It brought together representatives of Member States, UN system partners, parliamentary community, academia, the private sector and NGOs to share their views, insights and experiences on different dimensions of the transition from the MDGs to the SDGs and the post-2015 development agenda.

II. OBJECTIVES AND EXPECTED OUTCOMES

The main objectives of the EGM were to:

- 1) Increase understanding of the issues involved in the transition to and implementation of a universal, SDG-based development agenda;
- 2) Increase understanding of what needs to change in the way policy is made, results are monitored and accountability is carried out in the development field;
- 3) Identify how the ECOSOC system can work more effectively to provide substantive leadership to support the transition to and implementation of the SDGs and the post-2015 development agenda.

More specifically, the EGM aimed to: take stock of and build on the current debate, including existing studies and reports on the implications of transitioning from an MDG agenda to a broader, universal, and inclusive development agenda, and; to determine what kind of changes – policy, institutional, financial, and otherwise - should take place for a successful transition. It also aimed to define new ways for the Council, and the HLPF under its auspices, to address sustainable development issues and challenges that account for more complex inter-linkages between different policy areas, to promote synergies, and to effectively guide policy trade-offs. Finally, it aimed to identify ways to tap into the breadth of work and knowledge of the entire ECOSOC system to support the transition from the MDGs to the SDGs and the post-2015 development agenda.

The outcome of the EGM discussions will be used to refine the outlines of the Secretary-General Reports on the 2015 ECOSOC Theme and 2015 Thematic Discussion, as well as to provide the analytical basis for the preparations for the next two cycles of ECOSOC.

III. SUMMARY OF DISCUSSION

Opening Session and Session I - Transition Towards a New Development Framework: Changing Mindset

The discussion focused on the implications of transitioning to and delivering on a more integrated and universal development framework based on the SDGs. It examined current understanding of a universal agenda and the implications in terms of practical changes and adaptation of existing institutional, policy, and accountability systems at all levels of analysis. It also discussed the role of ECOSOC and the HLPF under its auspices in supporting the transition towards a universal development agenda and how such role can be best enhanced.

There is a need to shift from thinking in terms of narrow national interests to a more globally oriented pursuit of interests –The narrow view of national interests is not only myopic but also dangerous. Many current problems, including security and climate change concerns, cannot be addressed locally. There is a need to think beyond narrow national interests and focus on humanity and the common good. Only with such an enlightened view can the problems that the post-2015 development agenda is called to solve be tackled. This will require a paradigm shift in the way we think about nations and people, from acting locally, according to narrowly defined national interests to multilateralism and partnership. The role of the UN will be critical in facilitating such a shift towards partnership and collective

action to ensure delivery of the new agenda. The ECOSOC and HLPF, in particular, have a role to play in helping to define how other parties should and would participate.

Focus on principles – The Secretary-General’s synthesis report presents a visionary view of the post-2015 development framework aimed at balancing the economic, social and environmental imperatives. It stressed that there cannot be a siloed agenda. Development activities cannot be performed with disregard to their environmental implications. The paradigm of economic growth could be challenged when discussing sustainability concerns. Economic growth and well-being are not always complementary to each other. More than ever, there is a need to transition towards a development model based on sustainable patterns of consumption and production, which address both economic and social implications. Under the new agenda, the green economy, which was formerly viewed as a prerogative of developed countries, will have to be part of the national development strategy of all countries.

Universality entails a new way to look at development – there is need to unpack the concept of universality and the definition of prosperity, which need not be the same for all countries. The new development framework and the SDGs will have to be relevant for all countries. The goals will need to be responsive to different stages of development and national priorities, such as those expressed in the LLDC and SIDS Conferences. The practical implications for the most vulnerable countries must be taken into account. Developed countries, in particular, will need to do their share domestically, especially with regard to policies that have international spill-over effects. Issues of equity in the distribution of resources will be critical in the debate on the means of implementation to ensure that no country or individual is left behind.

Means of implementation is not only a financial matter – While there are financial commitments to be fulfilled, financial resources alone would not be sufficient to address the diversity of challenges faced by a variety of middle income countries. Issues of capacity and institutional gaps will need to be addressed. Technology transfer, capacity building, creation of endogenous capabilities and productivity of emerging economies, as well as issues of South-South and Triangular cooperation, trade and financing for development will all be crucial dimensions of the means of implementation. Governments will not be able to implement the new agenda by themselves. Knowledge-sharing opportunities and platforms for mutual learning among all countries, rich and poor, and the sharing of policy experts will be key components to generate national capacity. The active participation of all stakeholders, including the private sector, civil society and the UN system, will be essential. Monitoring such a broad new agenda and holding accountable a broad range of stakeholders would also pose enormous challenges. ECOSOC provides an important institutional framework to address these issues and to strengthen coherence.

There is need to address issues of global governance and its inequalities - Current global governance frameworks perpetuate inequality between nations and deny national ownership of development strategies. The debate on the means of implementation should focus on this. A more effective global governance system and global partnership for development would require a stronger voice for developing countries in global institutions. Securing consensus on the principle of common but differentiated responsibility would be essential to trigger the required change in global governance.

The UN system itself must become fit for purpose – The UN needs to prepare for supporting a much broader agenda for development through new and innovative approaches. ECOSOC can be a crucible in this regard. As there is an emerging clarity on *what* transformation needs to take place, it is the task of ECOSOC to define *how* such transformation can occur. Business as usual would not be an option. ECOSOC and the UN system need to map out the necessary course correction, learning from the experience of the MDGs.

Session II - What's Needed: Institutional Structures and Behaviours for Transformation

This session discussed the institutional implications, both at the global, regional and national levels, of an inclusive and integrated sustainable development agenda. In particular, it examined what type of adaptations and changes will be required in existing institutional structures and behaviours to enable strong, coherent and integrated policies to address sustainable development challenges and support national implementation of the SDGs. The session also discussed institutional changes that would be needed to facilitate the integration of the environmental and development agendas.

Policy coherence is essential for the implementation of the SDGs – a critical challenge would be to identify policy trade-offs and contradictions between policy areas –e.g. between growth and sustainability, trade and development policies, energy, water and food. The analysis of existing gaps will be important in this regard. ECOSOC is the platform for policy coherence in the UN system. Fulfilling this role, however, will require greater effort for joint inter-agency work and coordination, including with the OECD. One option might be the creation of inter-agency sub-groups for the different SDGs or to rename UNDG, UNSDG. In that way, the SDGs should be mainstreamed in the agencies' programmes and operations. Greater interaction, through joint meetings with the BWIs, would be a good step in this regard. The HLPF could be devoted to issues of policy guidance, operationalization, and mainstreaming of the new agenda into national policies, consistent with its mandate to provide policy guidance and recommendations, while ECOSOC could provide substantive guidance to the HLPF, review and steer the UN system's approaches to implementing the new agenda and forge stronger links between the normative and operational work.

Trade rules to help achieve the SDGs will be critical for many countries – these rules should address issues of market access, including for environmental goods and services. Greater funding for Aid for Trade and increased capacity to take advantage of trade rules would also benefit developing countries. Currently, the focus is heavily on partnerships – e.g. South-South, North-South and triangular cooperation – representing only one aspect of SDG implementation. Green growth and infrastructure development are becoming increasingly important for developing countries.

There is a need to promote decoupling between growth and environmental protection and greater integration of the growth and environmental agendas – institutions should help strengthen the science-policy nexus. They should create room to evaluate indicators more systematically to promote evidence-based policy-making. They should also facilitate strong linkages among data sets and stakeholders and accountability of all development actors. The UN can provide data, analytical frameworks and reporting modalities working closely with the OECD, which has greater capacity in this regard. The UN could use a “stress test” related to Sustainable Development indicators to identify tipping points.

Sustainable development requires an institutional champion – This requires institutions that are universal while flexible, specialized while coherent and inter-related, policy-oriented while rigorous, intergovernmental while open and inclusive. All institutions need to work together and to be open to inputs from other sectors and actors, bearing in mind the necessity to forge new partnerships to support implementation. They should adopt a holistic approach to achieving common targets and formulate policies that act on the inter-linkages between different sectors. Coordination and coherence will be key. HLPF has the GA and ECOSOC as parent bodies and is therefore well placed to bring relevant issues for consideration before the two bodies. The HLPF could focus on clusters of issues, while ECOSOC, through its coordinating role of the UN system, could address the different issues around the common theme bringing the expertise of the whole ECOSOC system to bear. It could advance the economic dimension of sustainable development, and strengthen the links with the social, humanitarian and peace-building dimensions. It was also suggested that ECOSOC concentrates on UN system implementation while HLPF concentrates on monitoring implementation by Member States. National reports on SDGs will be important to ensure review of implementation of post-2015 development agenda. Solid country-level data and reports of a more evaluative nature grounded in evidence will be needed. Regional commissions should feed into intergovernmental processes. An intergovernmental coordination mechanism will be crucial to help align these processes.

Learning from past lessons for monitoring and implementation of the SDGs – This should start with a basket of indicators as opposed to core indicators. Reviews should be done at the regional level, with the role of regional commissions critical. At the national and local levels, parliaments should be given the opportunity to review national reports. The review process should be organized around characteristics or similar challenges – e.g. long coastlines - and focus on incentivizing countries to open up to review. The UN has a role for capacity development in countries and the system could start harmonizing how it collects data. It could also identify a basket of indicators that will allow countries to decide what indicators apply. An institution like “UN Data” could cope with the data-related challenges regarding the post-2015 agenda and be led by the UN statistical division. The global sustainable development report should look at policy inter-linkages. National reviews should be moved to the regional level, which will provide greater incentives for countries to share experiences and good practices. Reviews could also be produced by national sustainable development councils at the level of the president’s office, with the involvement of parliamentarians, to ensure national endorsement and ownership. The HLPF should have a lead role in carrying out these reviews supported by the entire ECOSOC system. Some attention should be paid to work flows between ECOSOC, HLPF and the General Assembly Second and Third Committees to avoid overlap. This would entail working together to avoid parallel tracks and promoting greater clarity on the functions of each institution. In this regard, an annual UN system wide work plan for SDGs, including funds and programmes and the BWIs, would avoid duplication and promote complementarity of functions.

National policies and global norms – National policies will continue to be guided by global norms and priorities in addition to national realities. The multilateral community, and in particular ECOSOC and HLPF should focus on whether the conditions exist at the national level that would enable countries to define their own path towards the SDGs, rather than on simply monitoring results. The debate should thus focus on power dynamics, as they have not been at the forefront of the discussions on the new agenda. The implementation of the SDGs will require a shift in the way policies are formulated, implemented and financed. It

will require a stronger role for governments and capacity development should be looked at in terms of institutional development.

Adapting existing institutions to the demands of the new agenda – Rather than create a new institutional architecture, existing institutions should operate in ways that are commensurate to the challenges of a sustainable development agenda - i.e., not only reacting to crises, but anticipating and preventing them. Each institution produces decisions and rules and the overall picture looks like shared matrices. This requires great coordination to ensure policy coherence. The HLPF could be the centre of such shared matrices where information flows would be streamlined. The institutional structure at the national level is crucial, as this is where the ownership lies. Coherent policy making for sustainable development at the national level is a key to deliver on the post-2015 agenda, as well as at the regional and national levels. Institution building, including for parliamentarians, to improve governance and tackle issues of political economy is thus essential.

Session III – What is Needed: Building the Policy Framework

This session focused on changes and adaptation that will be needed to take place in existing policy frameworks to support the implementation of the post-2015 development agenda. In particular, participants explored tools and approaches that would account for more complex inter-linkages, synergies, spill-overs and trade-offs between different policy areas underpinning the delivery of the SDGs.

The importance of policy coherence – A policy framework set around the SDGs will need to be broader than the existing ones and policy-making more integrated to ensure synergies and complementarities across a broader range of policy areas. Policy and institutional coherence will be essential, as specifically mentioned in the discussion on the means of implementation for a post-2015 development agenda. New tools, providing a better matrix for data collection and decision-making, might be needed to ensuring greater policy coherence in a post-2015 development context. Existing approaches - focused on the principle of “do no harm”- remain too limited. While they focus on the unintended, trans-boundary impacts of sectoral policies, they remain sectoral in nature, failing to capture policy-inter-linkages and trade-offs as well as systemic and sustainability issues. The OECD is currently developing a tool on Policy Coherence for Sustainable Development (PCSD), which fosters a more transparent and multi-sectoral approach, including all relevant actors and sources of financing, to identify development outcomes, priorities and gaps. Applying OECD’s PCSD Framework to challenges such as the water-energy- food nexus could be a way forward for “coherence checking” in the context of the SDGs, and thus provide a step in the right direction.

Policy coherence should cut across all levels of analysis and across all partners – There is a need to promote policy coherence among the international, regional and national levels and among the agendas of different development partners across the three dimensions of sustainable development. This would require an institutional structure that allows a broad range of stakeholders that are not natural partners to share information and create knowledge that can be leveraged for policy-making.

National ownership should be a key guiding principle in building the post-2015 policy framework – A key challenge of the post-2015 development agenda will be to ensure

ownership of all citizens, which will be critical to its successful implementation. The new framework should thus reflect the priorities expressed by all other frameworks. In particular, it should reflect African priorities as expressed in the 2063 African Agenda to ensure its implementation in Africa. Commitments made to the continent, in particular, must be honored and the institutions supporting the new agenda must be flexible and responsible to adapt to existing African policy frameworks. The institutional structure should promote coordination at the technical level and ensure coherence with the global level. ECOSOC can play an important role in ensuring such coordination.

The gender dimensions should underpin all aspects of the post-2015 development agenda – It should not only include a stand-alone goal on gender equality, but also ensure that the gender dimension informs all policy design, planning, budgeting, monitoring and accountability processes with the full and equal participation of women. This would be critical to address the root causes of gender inequality and generate a true transformation in gender relations that promotes maternal health, poverty eradication, sustainable development and the respect of human rights. Achieving all these goals indeed entails a focus on women’s wellbeing and empowerment. Targets and indicators that reflect the gender dimension of these issues would be needed. Investment in the collection, analysis and use of data that measure and monitor the gender dimension should be part of the data revolution. Gender-responsive accountability systems that enable women to hold government and other actors accountable will be especially critical to shape public policies and prevent abuses of women’s rights.

Partnership with the private sector should be based on the alignment of business interests with sustainable development objectives - Sustainable development is not social corporate responsibility but a business strategy. Companies have come to realize that prosperity of developing countries is critical to the achievement of their commercial objectives. This is especially true for companies that rely on local supply chains. Investing in more resilient crops, in SMEs and promoting a more efficient use of water, for example, help ensure sustainability in the supply chain of brewing companies like SabMiller. While the private sector has a natural role to play in promoting sustainable development, aligning sustainable development objectives with commercial interests requires an enabling policy environment that allows the private sector to play this role. For example, private companies would benefit from a policy environment that invests in education and promotes intellectual and property rights. The fair inclusion of all segments of the private sector, including small, medium and large enterprises, in the national policy-making process, particularly in the context of the water-energy and agriculture policy nexus, would allow it to contribute to its full potential to the achievement of sustainable development.

Session IV - Multi-stakeholder Partnerships for Delivering on the Post-2015 Development Agenda

Session IV dealt with the key features of multi-stakeholder frameworks that would account for the differentiated roles and levels of responsibility of diverse development partners and development contexts. It also examined how such frameworks could build on existing governance structures and mechanisms to ensure robust partnership arrangements commensurate with the challenges embedded in the SDGs.

The regulatory role of governments in establishing a conducive business environment - has diminished over the years. This has been witnessed at the national level, but also at the local

level, as local authorities have weak capacities and authority to do their job. Building partnerships is more difficult in such contexts. The erosion of government's power has been particularly visible in developing countries, where corruption is unaddressed. As we enter the post 2015 era, the ability of government to implement norms and standards will be challenged. An effective partnership between Government and corporate sector will require regulatory, institutional and fiscal frameworks that promote and channel private capital flows towards longer-term investments that benefit all.

The success of the post 2015 agenda will depend on changing the mind-set - This global agenda should be seen in the self-interest and for the benefit of all rather than a benevolent gesture from rich to poor nations. The current status quo has to be questioned. As highlighted by the SG synthesis report, the responsibility of implementing the post 2015 agenda should be shared and all stakeholders and partners should have a sense of ownership of it. There is a need to move from a "me too" perspective to an "us" perspective as global citizens. Market incentives have started to change as companies have begun to invest responsibly, and as a new generation of business leaders has entered the job market wanting to contribute more to social change.

The SDG era will be marked by the UN engaging with the private sector and civil society - Governments should lead the way in using the power of NGOs on the ground and the leadership skills of the private sector for successful implementation. Only by partnering can the silos approach be avoided. The UN Global Compact has been working on the development of new partnerships with private enterprises as well as NGOs and civil society. Companies should have a more holistic approach of sustainable development. Accordingly, The UN Global Compact has put emphasis on stopping the existing trade-off that private firms rely on between operating more responsibly and helping local communities. Partner companies must engage in both matters. The recent thrust of private companies in sustainable development is not only because of a change of corporate values, but also because of its beneficial aspect for long-term business. An open and continuous dialogue among non-traditional stakeholders would be critical to define and develop new forms of partnerships and alliances to address sustainable development objectives in ways that are mutually beneficial. The Global Partnership Forum, an online/offline learning platform, bringing together state and non-state actors, provides an example of such an approach.

As new partners are entering, there is a need to implement an adequate accountability framework - An accountability system would incentivize new organizations to become partners. There is need to engage the liquidity of the private sector, which requires proper measurement of the results from such investments. Moreover, corruption, both in the public and private sectors, in developed and developing countries, should be stopped. A public accountability and transparency system should be put in place. This is even more important as the UN is building more and more partnerships with the corporate sector. While this is positive change, it also raises a brand issue. The UN should be particularly careful at monitoring and requiring reports from the companies it associates its name with. Civil society should also be incentivized to engage in reporting. The initiative by the UN to create a better national/international database should help improve accountability mechanisms as knowledge sharing is a particularly efficient tool for monitoring and transparency.

Session V - Monitoring and Accounting for Development Results

This session discussed the design of effective monitoring and accountability mechanisms based on existing models, to ensure the delivery of results. It examined different levels of accountability for players with varying degrees of responsibilities vis-à-vis the new goals and targets. It also explored ways to ensure accountability for frameworks that are legally and non-legally binding, as well as the different role of ECOSOC, HLPF and other inter-governmental mechanisms.

A conceptual framework of governance and infrastructure – Governments should make collective decisions on what to measure, and “what gets measured is what gets done”. Governance should be seen as a means for risk mitigation: shared infrastructure and networks. Many organizations are characterized by decentralization through new information infrastructure and networks, but this also lowers risks. This development should be anticipated and responded to by creating new infrastructures that can also lead to new organizational configuration of interest groups.

“Communities of Interests” are a good way to ensure efficiency and interest articulation that may transcend boundaries. The five stages of rule-making that require measurement include: agenda setting, problem identification, decision, implementation, and evaluation. The UN typifies the operation of these rules in one setting through its role in convening, co-hosting, coordinating, promoting coherence and dialogue and decision-making. Such an institution with clear value-proposition will always be sought out. The existence of a community of interests does not preclude conflict or paradox, which should be seen as a reality in complex systems. The point is to seek commonalities that can lead to agreement.

In this approach, accountability is the state when decisions and actions are subject to oversight and enforcement. A results framework can be applied to the SDGs and at all levels to measure and monitor contributions to implementation at the input, output and outcome levels. Monitoring and review will be best undertaken as independent functions.

Policy coherence is important because the challenges of today are different, problems are more systematic, and there are connections across systems. For the post-2015 agenda, measurement systems are required that make the inter-linkages visible and prominent. Hence, information systems should also be fit for purpose, and monitoring and accountability should be more about collectively learning than an assessment of progress only in order to building flexibility to adjust as necessary.

A possible structure for a monitoring, review and accountability framework – A framework of accountability could be results-oriented or goal-oriented, so that executors could adjust their actions to achieve the goals, rather than blindly follow instructions. Also, the relationship among poor people, policy makers and providers should be triangular: the voices of clients need to reach the policy makers and the policy makers need to represent the voice of the people so that the service provided can effectively respond to needs. In the context of the post-2015 development agenda, the inter-linkages, complexities and movement away from a MDG silo approach require adjustments in the tools and approaches to monitoring and accountability.

Issues and challenges of data and measurement in the post-2015 development agenda - Open data availability should be ensured, taking national requirements and priorities into

consideration when monitoring. Strengthening statistical capacity is a priority, including filling existing data. There are challenges in strengthening national capacities for data production and for monitoring at the sub-national and local level. These include integrating different sources: new and traditional, official and non-official. Issues of governance for statistics and protection of confidentiality also need to be addressed. Furthermore, there is need for new standards to be applied by national statistical systems, creating statistical literacy among policy makers, the public, and the media. There are challenges in improving reporting mechanisms from national to international statistical systems, eliminating inconsistencies between national and global monitoring, and establishing a framework for monitoring suitable for global reporting.

From the MDG experience, valuable lessons were learned, such as: increased attention to the importance of statistics for policy making and monitoring; improving mechanisms of coordination at the national level, better reporting to international systems; increased transparency; improved data availability and comparability; and increased country ownership. Some success stories include gender indicators, household surveys, targets on statistics and statistical capacity in the SDGs. In consideration of the above, statisticians should not only produce data but understand what end users want, and this would require a mindset change.

Closure

In concluding, it was recognized that the session had underscored the role of ECOSOC as the Charter body for coherence, monitoring review and accountability. It was equally recognized that democratizing the post-2015 development agenda would require broad ownership so that all stakeholders could recognize the inter-linkages between the issues in all their complexity. To undertake all this successfully it would be necessary to harness and coordinate all the necessary data and information in the best possible way so that monitoring and reviews would be useful learning processes that benefit implementation. Doing all these successfully would require a change in mindset and institutional behaviours at all levels and among all stakeholders.

ANNEX I.- PROGRAMME OF THE EXPERT GROUP MEETING

Thursday, 4 December

10:45-11:00 Registration

Opening: Welcoming Remarks by Mr. Navid Hanif, Director, OESC/DESA

11:30-12:00 **Opening Remarks**

Chair: **Mr. Thomas Gass**, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, DESA

H.E. Mr. Martin Sajdik (Austria), President of the ECOSOC

H.E. Mr. Sebastiano Cardì (Italy), Chair, GA Second Committee

Ms. Lakshmi Puri, Deputy Executive Director, UN Women

Session I Round Table: Transitioning Towards a New Development Framework: Changing Mindset

12:00-13:30 Moderator: **H.E. Mr. Masood Khan**, Permanent Representative (Pakistan)

Presenters:

- **H.E. Mr. Tekeda Alemu**, Permanent Representative (Ethiopia)
- **H.E. Ms. Maria Emma Mejia Velez**, ECOSOC Vice President and Permanent Representative (Colombia)
- **H.E. Mr. Od Och**, Permanent Representative (Mongolia)
- **H.E. Dr. Mwaba Patricia Kasese-Bota**, Permanent Representative (Zambia)

Interactive discussion

Key Issues: This session will undertake a broad examination of the implications and challenges of transitioning to and delivering on a more integrated and universal development framework based on the SDGs. It will examine the broader perspectives and interpretations of a universal agenda and their implications in terms of practical changes and adaptation of existing institutional, policy, and accountability systems at the global, regional and national levels. The session will also discuss the role of ECOSOC and the HLPF under its auspices, in supporting the transition towards a universal development agenda.

13:30-14:30 **Lunch**

Session II What's Needed: Institutional Structures and Behaviours for Transformation

14.30-16.15 Moderator: **Mr. Thomas Gass**, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, DESA

Presenters:

- **Prof. Steven Bernstein**, Associate Chair and Graduate Director, Department of Political Science and Co-Director of the Environmental Governance Lab, Munk School of Global Affairs, University of Toronto
- **Ms. Marion Barthelemy**, Chief, Intergovernmental Support Branch, Division for Sustainable Development, DESA
- **Mr. Felix Dodds**, Fellow at the Global Research Institute at the University of North Carolina an Associate Fellow at the Tellus Institute
- **Ms. Aleesha Taylor**, Deputy Director, Education Support Program, Open Society Foundation

Interactive discussion

Key Issues: Strong institutions are not only necessary to plan and manage development; they are also needed to anticipate, reduce or avoid risks that could undermine development and cost lives. This session will take a broad look at the institutional implications, both at the global, regional and national level of an inclusive, universal, and sustainable agenda. It will examine what kind of changes and adaptation in institutions and structures would be needed at various levels to enable strong, coherent and integrated policies to address emerging challenges and support the national implementation of the SDGs. The session will also examine the institutional changes that would be needed to reconcile and integrate the development agenda.

16.15-16.30 **Coffee Break**

Session III What's Needed: Building the Policy Framework

16.30-18.15 Moderator: **Mr. Peter Hazlewood**, Director for Ecosystems and Development, World Resources Institute

Presenters:

- **H.E. Mr. Lazarous Kapambwe**, Advisor to Chairperson of African Union
- **Ms. Christine Brautigam**, *Director*, Intergovernmental Support Division, UN Women
- **Ms. Ebba Dohlman**, Senior Advisor, Office of the Secretary-General, Policy Coherence for Development, OECD
- **Mr. David Norman**, Senior Manager, Sustainable Development Policy, SABMiller

Interactive discussion

Key Issues: This session will focus on the broad range of critical policy issues that need to be taken into account in supporting the transition to and implementation of the SDGs. It will explore what kind of changes and adaptations in existing policy frameworks would be needed to support the implementation of an SDG-based development agenda. In particular, the session will explore tools and approaches that would account for the complex inter-linkages, synergies, spill-overs and trade-offs between different policy choices underpinning the delivery of the SDGs, while ensuring mutually reinforcing and coherent policy outcomes at the global, regional, national and local levels.

Friday, 5 December

Session IV Round Table: Multi-stakeholder Partnerships for Delivering on the Post-2015 Development Agenda

10.00-12.20 Moderator: **H.E. Mr. Oh Joon**, ECOSOC Vice President and Permanent Representative (South Korea)

Presenters:

- **H.E. Mr. Lazarous Kapambwe**, Advisor to Chairperson of African Union
- **Mr. Amir Dossal**, Founder and Chairman, Global Partnerships Forum
- **Ms. Melissa Powell**, Head of Partnerships and Strategy, United Nations Global Compact
- **Mr. Alessandro Motter**, Senior Advisor, IPU

Interactive discussion

Key Issues: This session will focus on specific roles and responsibilities that different development actors will need to assume in partnership with national governments, acting individually or collectively, to ensure the delivery of an ambitious, integrated and inclusive post-2015 development agenda. The session will examine the key features for a multi-stakeholder framework that would account for the differentiated roles and levels of responsibilities of different actors in a variety of development contexts. It will also examine how such frameworks could build on existing mechanisms and governance structures to ensure robust partnership arrangements commensurate with an ambitious, universal, people-centred, sustainable development agenda. The issues around strengthened governance and oversight for such frameworks will also be considered.

12.20-14:30 Lunch

Session V Round Table: Monitoring and Accounting for Development Results

14:30-17:00 Moderator: **H.E. Mr. Vladimir Drobnyak**, ECOSOC Vice President and Permanent Representative (Croatia)

Presenters:

- **Mr. Scott David**, Executive Director, Law, Technology & Arts Group, University of Washington Law School
- **Mr. Jos Verbeek**, Lead Economist, Development Prospects Group, World Bank
- **Ms. Francesca Perucci**, Chief, Statistical Services Branch, Statistical Division, DESA
- **Mr. Marc Levy**, Deputy Director, Center for International Earth Science Information Network (CIESIN), Earth Institute, Columbia University

Interactive discussion

Key Issues: This session will discuss the design of monitoring and accountability mechanisms based on existing models, to ensure delivery of results. It will examine how to best define different levels of accountability for players with varying degrees of responsibilities for the goals and targets, without compromising the principles of universality, flexibility, country ownership and the sharing of development experience. The session will also explore ways to ensure accountability for frameworks that are legally binding and non-binding, and the differentiated role of ECOSOC, HLPF and other inter-governmental mechanisms.

Wrap-up and Next Steps

17.00:17.30

- **Mr. Thomas Gass**, Assistant Secretary-General for Policy Coordination and Inter-Agency Affairs, DESA

- **H.E. Mr. Vladimir Drobnyak**, Vice President ECOSOC (Croatia)