



# Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development

Pilot version based on the 22 countries that reported on national implementation at the 2016 HLPF

**UN Department for Economic and Social Affairs  
(Division for Public Administration and Development Management)**

[For any update or comments, please email: [kim3@un.org](mailto:kim3@un.org)]



**United Nations**

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## Introduction

Many countries have initiated their efforts to implement the 2030 Agenda for Sustainable Development and the Sustainable Development Goals (SDGs), inter alia by configuring institutional arrangements that would enable government institutions and other stakeholders to work together in delivering the objectives encapsulated in the Agenda.

In a number of Member States, inter-ministerial bodies are in charge of steering and coordinating SDG implementation. Others rely on a single ministry to spearhead and coordinate implementation. In some countries, Parliaments and other national institutions are embracing the SDGs and incorporating them into their portfolios. Some governments are reaching out to engage civil society and the private sector in shaping policies to implement the SDGs. This also seems to apply to the engagement of regional and local governments. Countries are also active in enhancing their statistical capacity to monitor and review progress on SDG implementation.

This compendium takes stock of the institutional arrangements being adopted by a sample of Member States as they take the initial steps in implementing the SDGs. By reflecting the different approaches taken by countries facing different contexts and circumstances, the compendium aims to facilitate exchanges on institutional practices among governments and other stakeholders, thereby helping them to identify institutional arrangements that may be conducive to supporting the realization of the SDGs.

This pilot version of the Compendium of institutional arrangements, prepared by the Department for Economic and Social Affairs of the United Nations (Division for Public Administration and Sustainable Development), covers the 22 UN Member States who chose to voluntarily present their reviews of progress on the SDGs at the 2016 high-level political forum on sustainable development (HLPF). They were: China, Colombia, Egypt, Estonia, Finland, France, Georgia, Germany, Madagascar, Mexico, Montenegro, Morocco, Norway, the Philippines, the Republic of Korea, Samoa, Sierra Leone, Switzerland, Togo, Turkey, Uganda and Venezuela.

The official presentations made by these countries at the HLPF, as well as the larger reports on which those were based, provided up-to-date snapshots of the efforts made by them to kick-start SDG implementation. Institutional arrangements were only one aspect covered by national presentations, however, and the emphasis that countries chose to put on them, and the aspects that they highlighted, varied across the 22 volunteers. Hence, in order to achieve comparable coverage for all the 22 countries, this important source of information had to be complemented by desk research. Other sources used for this report include: government websites and other reliable sources, to further elaborate, refine, verify, and update the information. The report also draws on the Issues Brief “Overview of institutional arrangements for implementing the 2030 Agenda at national level” prepared by the Division in 2016.

The format selected to present the information consists of six categories.

- (i) national strategies,
- (ii) national institutional arrangements,
- (iii) local authorities,
- (iv) parliament,
- (v) Engaging and equipping public servants,
- (vi) civil society and the private sector, and

(vii) monitoring and review.

This format was developed through experimentation, and was found to provide a convenient and consistent way of presenting the institutional arrangements of the 22 countries. The research was conducted within the period from March to July, 2017.

Member States are invited to signal interpretation errors that could have been made by the authors of the report while compiling publicly available information and would result in misrepresentation of a country's institutional arrangements, and to contribute additional information about the institutional arrangements being forged by their Governments to implement the SDGs, in particular with regards to rubrics for which no information was found in the context of the research done for this report, as well as regarding adjustments made to institutional setups since 2016, progress assessments and others. Other stakeholders are also invited to share their comments. Comments may be sent to [kim3@un.org](mailto:kim3@un.org).

## Synthesis and early analysis

The HLPF showed that there is a sense of urgency the world over regarding the implementation of the SDGs. Only six months after the implementation of the SDGs started, 22 countries volunteered for the first Voluntary National Reviews (VNRs) and presented their early implementation efforts to their peers and other actors. They will be 44 at this year HLPF.

The discussions at the 2016 HLPF showed that, with the SDGs, the role of Government and public institutions has never been more critical. This was also a key message of the UN Public Service Forum in the Netherlands in June 2017. But, the SDGs also call for governments to transform themselves and deeply change the way they are organized, work, make and deliver policies and relate to people. The 2030 Agenda commits governments to engaging people in decision making and making institutions effective, inclusive and accountable. It is thus important that government mobilizes all agencies, all actors and society at large around the SDGs.

The countries who gathered in the 2016 HLPF explained how they have been working to move in that direction and how they have been adapting their policy and institutional frameworks and mobilizing all parts of governments and other actors around the SDGs. The present compendium aims to capture the gist of those actions, with a focus on institutional dimensions. It focuses on the 22 countries who conducted VNRs in the 2016 HLPF and is being expanded to include the 44 countries presenting VNRs in 2017.

### **Adoption and adaptation of national strategies and plans:**

The 2030 Agenda notes that it is up to each Government to “decide how [the] aspirational and global targets [of the SDGs] should be incorporated into national planning processes, policies and strategies.” It specifies that the national responses to implement the Agenda can “build on existing planning instruments, such as national development and sustainable development strategies”.

Many countries have incorporated the targets in their national development plans (e.g., China, Colombia, Estonia, Georgia, Madagascar, Mexico, the Philippines, Republic of Korea, Samoa, Sierra Leone, Togo, Turkey, Uganda, Venezuela). Others have used their existing sustainable development strategy (Egypt, Estonia, Finland, Germany) or developed a new one (e.g., Egypt, Montenegro, Norway, Switzerland). In China, the goals and targets have been incorporated in the national five-year development plan. There is an additional dedicated plan to outline specifically how the government will implement the SDGs through various plans in more specific areas.

In all such processes, it is important to ensure that the ambition and precision of the targets are reflected in national plans and policy documents. Another issue is that, in some countries, the cycle of the national development plans may make it more difficult to make adjustments to reflect the SDGs.

As we move forward, it would be important to look at the lessons learned from the implementation of the National Sustainable Development Strategies (NSDS) which many countries launched in response to the first Rio Conference on the environment and development.

In 2010, the number of countries implementing such a NSDS was 106, with a further 10 being developed. Few of them however managed to ensure that those strategies includes mechanisms to be continually modified according to national needs, priorities and resources. In many of the world's poorest nations, NSDS only played a peripheral role, with efforts instead focusing on Poverty Reduction Strategy Papers (PRSPs), conservation programmes, environmental action plans, strategies related to the so-called Rio Conventions (biodiversity, climate, desertification), and later MDG-related initiatives, all of which were linked with more direct access to financial resources. During the 1990s, PRSPs in particular failed to 'sufficiently address the environment's contribution to poverty reduction'.

The adoption of the 2030 Agenda establishes sustainable development as the reference paradigm, with an attached set of goals and targets. Hence, national strategies that adapt the SDGs to national context and circumstances could be expected to be more influential and perform better than the past generation of NSDS.

Most importantly, useful lessons learned from the implementation of NSDS over the world during the past 20 years can be directly transposed to current NSDS, in particular regarding: the establishment of effective national legal and regulatory frameworks; the identification of stakeholders and the creation of institutionalized mechanisms for stakeholder engagement and participation in decision-making; the coordination of sectoral development plans; the mobilization of financing for the SDGs; and monitoring and review. This also applies to the sub-national level, where lessons learned from Local agenda 21 and similar initiatives are still largely relevant.

### **National institutional arrangements:**

For many countries, implementing the SDGs has started with the reorganization or transformation of their institutional framework. Some countries have created inter-ministerial committees at various levels to spur and coordinate the implementation of the SDGs (e.g., China, Colombia, Germany, Madagascar, Mexico, Sierra Leone, the Philippines). Some of those committees are chaired by the Head of State or Government, such as in Colombia, Germany, Madagascar, Mexico, and Sierra Leone. This should help to maintain the momentum in implementation overtime. Such inter-ministerial committees may include planning, sectoral ministries, finance ministry and foreign affairs. In some countries, the public administration ministry is included, such as in Egypt.

Some countries have entrusted a specific ministry to spearhead implementation (e.g., Egypt, France, Georgia, Morocco, Norway, Republic of Korea, Samoa, Switzerland, the Philippines, Turkey, Uganda).

It would appear important that the institution leading implementation has sufficient clout, the ability to mobilize resources and the vision and capacities necessary to plan SDG implementation in the whole country. It also would be important to avoid that the SDGs be perceived as restricted to a specific sector such as the environment or as related only to foreign affairs or development cooperation.

The creation of inter-ministerial structures is a way to mobilize the various parts of the government around the SDGs and ensure coherent and coordinated efforts overall. It can also facilitate integrated approaches to implement the SDGs by the Government.

An important condition for implementing the 2030 Agenda will be to incorporate the SDGs into the actions of all parts of Government – in other words adopting a “whole of Government” approach – while also bringing the various government institutions together to develop and implement integrated policies. To mainstream the SDGs across government institutions including sectoral and other ministries, some countries (e.g. China, Finland, Mexico, Norway and Sweden) have requested relevant ministries to identify their mandates and responsibilities vis-à-vis specific SDGs.

The Agenda also emphasizes the importance of taking into account cross-sectoral challenges and has triggered a renewed attention to the need for integrated approaches, which in turn call for appropriate institutional arrangements.

Integration needs to be ensured not only at the level of the government as a whole but between institutions working on closely interrelated goals. The meeting organized by DESA in Vienna showed that there is good experience already in addressing issues cutting across several sectors. But some institutional aspects can hinder progress, for example in the area of food where there is often no dedicated ministry or institution. Such issues should ideally be discussed during the HLPF thematic review of specific goals.

### **Local authorities:**

Successful implementation of the SDGs will depend in no small part on local authorities. Several governments have been taking actions to mobilize local authorities around the SDGs including through ensuring their representation in mechanisms for implementing the SDGs (Finland), encouraging the formulation of local plans and the creation/updating of local institutions (China, Colombia, Egypt, Estonia, Mexico, Montenegro, Morocco, Philippines, Sierra Leone and Uganda), sensitization, dialogue and consultation efforts (Germany, Norway, Philippines, Switzerland and Turkey), and providing support (Colombia).

It is recognized that it is important to bring the 2030 Agenda down to local agendas. The UN Committee of Experts on Public Administration (CEPA) called for the elaboration of local Agendas 2030, akin to the local Agenda 21 called for by the first Rio Conference. Local Agendas 21 were widely cited as a success in linking global goals to local action, in particular through raising awareness of citizens on sustainable development concepts and issues.

Equally important is the relationship between national and local Governments: It should be based on effective collaboration and coordination between the national and local levels. The breadth of the 2030 Agenda requires local Governments to be part of decision-making, even more than was the case before.

According to the United Nations Committee of Expert on Public Administration (CEPA), the resources of local governments should also be commensurate with their responsibilities. In this regard, functional decentralization warrants some attention. Local governments are increasingly establishing functional decentralized agencies, such as autonomous organizations, public companies, foundations and public business entities to provide public services. Furthermore, they are also introducing the private sector, contracting out public services to a private company and creating mixed companies.

A concern that has been voiced by some is the relatively low emphasis on the importance of the local level for the implementation of the 2030 Agenda in international discussions, in spite of



the Habitat III Conference last year. Addressing this will require sustained efforts to raise awareness of the Goals at various levels of Government.

### **Parliaments:**

In order to succeed, the SDGs should not be the exclusive domain of the executive branch or a ministry-driven exercise. It is important to mobilize parliaments around the SDGs as well as the political world. Engaging parliaments can also ensure that accountability to people is enshrined in the implementation of the SDGs from the outset. Some countries are already involving their parliaments (e.g., Switzerland, Norway, Pakistan, Mexico). It will be important to monitor how this evolves over time. It is to note that if the SDGs are incorporated in the national plan and budget, the parliament will be naturally able to review their implementation.

Engaging Supreme Auditing Institutions (SAIs) is a way to keep SDG implementation under review and “election proof” the SDGs. SAIs have usually not been much involved in conducting audits of the implementation of the SDGs. But, through their international organization-INTOSAI, they have undertaken a reflection on how they can contribute to reviews of SDG implementation at national level.

### **Engaging and equipping public institutions and administrations:**

The UN Public Service Forum showed the importance of mobilizing public servants and outlined the innovative initiatives they are launching in many countries. Various UN meetings have also highlighted that the SDGs give renewed urgency to issues which public institutions have been grappling traditionally, such as professionalism, ethics, impact and participatory approaches. New challenges are also many. The Committee of Experts on Public Administration advised that “Leave No One Behind” should be a guiding principle for public institutions. At this juncture, there appears to be little evidence that public servants are being mobilized and equipped to implement the SDGs.

### **Civil society and the private sector:**

A critical dimension for implementing the SDGs is engaging civil society and the private sector in steps being taken to implement the SDGs. Several countries have been doing this either by ensuring that the entities spearheading implementation are multi-stakeholder or interact with various stakeholders (Colombia, Estonia, Finland, Georgia, Mexico, the Philippines and Venezuela) or by ensuring interaction of key ministries with civil society and other actors (Egypt), or by conducting consultations with civil society and the private sector (France, Morocco, Samoa, Switzerland and Turkey). Germany has engaged its Council for Sustainable Development and held various dialogues. Overall, it is important for the engagement of civil society to be fairly institutionalized - so that it does not depend on an ad hoc participatory process - and meaningful, so that the views expressed are proactively and transparently addressed.

There again, lessons can be drawn from the experience with the National Councils of Sustainable Development (NCSD) and various other stakeholder steering committees established by several governments after the Earth Summit. Some of those NCSD comprised representatives from academic, scientific, business and NGO backgrounds, performing an official watchdog function and scrutinizing the government’s progress on implementing its sustainable development strategy. It has however been generally accepted that the influence that NCSDs had on the majority of

policy making processes remained insufficient, with some key stakeholders being systematically excluded, ignored or simply not mandated to influence decisions that were not considered conventionally ‘environmental’ in nature. These concerns must be borne in mind as civil society engagement deepens.

It is to note that some countries such as Finland or France have created bodies to mobilize the advice of scientists or experts.

### **Monitoring and review:**

Some countries have been clarifying or putting in place their architecture and systems for reviewing progress in implementing the SDGs. Particularly active are, for example, Colombia, Egypt, Estonia, Finland, Georgia, Germany, Madagascar, Mexico, Montenegro, Morocco, Norway, Republic of Korea, Sierra Leone, Switzerland, the Philippines, Togo, Turkey, Uganda and Venezuela -- including through strengthening existing structures or creating new ones (e.g., Egypt, Switzerland, Togo, Uganda).

Efforts are underway to set up reliable information systems with baseline data, so as to monitor and review progress on SDG implementation. The Statistical Offices have usually been engaged in developing national indicators based on the global indicators framework (e.g., Colombia, Estonia, France, Georgia, Germany, Norway, the Philippines, Republic of Korea, Samoa, Sierra Leone, Uganda, Venezuela). In Mexico, indicators have been developed with civil society, academia and the private sector, and each indicator has been assigned to a specific ministry for follow-up. Disaggregated data is identified as a problem.

There are different types of reviews which would all need to be given adequate attention and need to be borne in mind the principles for review adopted in the 2030 Agenda:

- Reviews on whether SDG commitments have been incorporated in plans and policies and on whether the government is ready to implement the SDGs (on which INTOSAI- the international organization of supreme audit institutions is developing various approaches and a methodology);
- Review on whether policies related to the SDGs have been implemented and whether this was done in an effective and accountable way. (Where the SDGs have been integrated in the national development plan, they may be reviewed through the established mechanisms for that plan);
- Review of actual progress towards the SDGs (for which Statistical Offices are usually engaged); and
- Review of the implementation of the SDGs in a specific sector.



**Country:**

**China**

**National strategies:**

China's 13th Five-Year Plan (2016-2020) for Economic and Social Development adopted in March 2016 prioritizes poverty eradication and sustainable growth. The SDGs are reflected in this Plan. Its outline contains a commitment to the active implementation of the 2030 Agenda for Sustainable Development, with a view to achieving a synergy between the 2030 Agenda and China's mid-and-long term development strategies.

In April 2016, China's Position Paper on the Implementation of the 2030 Agenda for Sustainable Development was formulated, which points out nine key areas in implementing the 2030 Agenda, with prioritization of eradication of poverty and hunger.

In September 2016, China's National Plan on Implementation of the 2030 Agenda for Sustainable Development was formulated to advance the country's SDG implementation efforts. This Plan explains how the Chinese government intends to turn the 17 SDGs and 169 targets into specifically developed action plans.

**National institutional arrangements:**

China has established an **inter-agency mechanism for the SDGs**, coordinated by the **Ministry of Foreign Affairs**, which is responsible for formulating the implementation plan, reviewing the progress of implementation and strengthening policy coordination and communication. The mechanism includes 43 line ministries and government agencies, which will draw up the implementation plans for the SDGs and targets specific to their respective portfolios.

**Local authorities:**

31 provinces, autonomous regions and municipalities have formulated their own five-year plans, based on the 13th Five-Year Plan. The cities and counties have also completed their road maps and annual plans, which feature a synergy between the 13th Five-Year Plan and the 2030 Agenda.

China's National Plan on Implementation of the 2030 Agenda for Sustainable Development outlines local-level actions required to address certain Goals and targets (for example, SDG 6.b, 11.e, 15.9, 17.7).

Furthermore, China will build 10 innovation demonstration zones<sup>1</sup> on sustainable development nationwide in an effort to implement the 2030 Agenda for Sustainable Development, during the 13th Five-Year Plan (2016-2020). The **National Sustainable Development Inter-ministerial Joint Meeting**, comprising of the Ministry of Science and Technology, the Ministry of Foreign Affairs, National Development and Reform Commissions, the Ministry of Environmental Protection and other member ministries, is responsible for reviewing the plan of innovation demonstration zones.

**Parliament:** No information found

**Engaging and equipping public servants:** No information found

**Civil society and the private sector:** No information found

**Monitoring and review:** China will conduct reviews of its SDG implementation efforts simultaneously with annual assessments of progress of the 13th Five-Year Plan. In its effort to implement the Goals related to sustainable environment, China aims to establish a national centralized and real-time environment monitoring system and improve the environmental information disclosure system by 2020.

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<sup>1</sup> Innovation demonstration zones benefit from a specific policy approved by the Chinese government and aim to improve creative S & T level

[http://www.fmprc.gov.cn/web/wjbxw\\_673019/t1356278.shtml](http://www.fmprc.gov.cn/web/wjbxw_673019/t1356278.shtml)

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**Country:**

**Colombia**

**National strategies:**

In Colombia, the National Development Plan 2014–2018, drafted by the National Planning Department in 2014, presents the key strategic framework for the country’s SDG implementation. It focusses on each specific SDG and provides guidelines for SDG implementation.

**National institutional arrangements:**

Colombia has created a **High-level Inter-ministerial Commission for the preparation and effective implementation of the post-2015 development agenda and its sustainable development goals** in February 2015 to oversee the implementation and monitoring of programs that would lead to the achievement of the SDGs.

It is chaired by the head of the **National Planning Department** with ministerial level representation across the government under the guidance of the **Office of the President**. The Commission is designed to include different institutions to function in a cross-sectoral manner. It includes five working groups, i.e., indicators; territorial; resource mobilization; international affairs; and communications.

The Commission is in charge of developing the SDG implementation strategy and action plan at national and regional levels, as well as of monitoring, following-up and evaluating the achievement of the SDG targets.

The **National Council for Economic and Social Policy** is the highest authority in planning and coordinating various economic and social reforms and strategies in Colombia. Since 2015, the Council has put forward policies and proposals that have encompassed various SDGs. It has prioritized providing assistance to the public, and supporting an environment that would facilitate the achievement of the SDGs.

**Local authorities:**

The Commission is integrating the SDGs into local development plans and is helping local governments understand how the 2030 Agenda fit into local objectives.

To further assist local authorities, Colombian national government has also created the “Territorial Kit”, a tool for local authorities to use in planning their respective SDG

implementation. The Kit gives local governments step-by-step instructions on how to evaluate their current situation create action plans, develop strategies to implement the SDGs and other plan objectives, and evaluate the successes of their planning.

<b>Parliament:</b>	No information found
<b>Engaging and equipping public servants:</b>	No information found
<b>Civil society and the private sector:</b>	The technical secretariat of the Commission interfaces with representatives from civil society, the private sector, academia, and has strong stakeholder participation at all levels. The Commission also includes a leading private sector firm as a permanent member.
<b>Monitoring and review:</b>	The criteria of success in implementing the SDGs in Colombia are: Indicators, Territorial Implementation, Mobilization of Resources, International Matters and Communication. To better monitor SDG implementation, these success criteria are monitored by different government agencies. For example, the <b>Department of National Administration and Statistics</b> monitors the indicators; the <b>Ministry of External Relations</b> monitors international matters; and the <b>National Planning Department</b> directly monitors territorial implementation, mobilization of resources and communications.
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**Country:**

**Egypt**

**National Strategies:**

Egypt adopted Sustainable Development Strategy (SDS): Egypt Vision 2030 in 2016. This national strategy is closely aligned with the vision of the 2030 Agenda and has the three dimensions of sustainable development at its core.

**National institutional arrangements:**

**Egypt National Committee for the Follow-Up on the Implementation of the Sustainable Development Goals** was established through a decree by the Prime Minister in December 2015. The Committee performs the role of coordinator and rapporteur for the SDGs, and aims to ensure the alignment and integration of the SDGs into Egypt’s sustainable development strategies. Specifically, the Committee ensures that there is coherence among the sectoral strategies, plans, and programs, and that the environmental and social dimensions are integrated.

The Committee is comprised of the following: Ministry of International Cooperation (Chair and Coordinator); Ministry of Planning, Follow-Up and Administrative Reform; Ministry of Environment; Ministry of Social Solidarity; Ministry of Local Development; Ministry of Higher Education and Research; Ministry of Health; Ministry of Housing, Utilities, and Urban Communities; and Ministry of Education and Technical Education. The National Council for Women, the National Council for Motherhood and Childhood, and the Central Authority for Public Mobilization and Statistics are also members of the Committee.

The Ministry of Planning is responsible for planning, coordinating and follow-up on the implementation of the sustainable development strategy. Sustainable Development Units are being established in some line ministries.

**Local authorities:**

The **General Organization for Physical Planning (GOPP)** prepared a General Strategic Plan for use of local government units in setting up a vision for the future development of a city, village or Governorate until 2027.

GOPP and the Governorate of Qena agreed to pilot the localization of the SDGs as one of the outputs of undertaking a strategic plan for the Governorate. The Pilot program will include



awareness campaigns among relevant stakeholders in the Governorate highlighting the importance of the SDGs followed by an assessment of the current performance of the Governorate in the SDG indicators. The strategic plan will then outline how the SDGs could be implemented in the Governorate highlighting priority projects and investments.

The pilot project aims to show how GOPP's strategic plans can be used as a means to implement the SDGs, propose a methodology on streamlining plans for local levels with the SDGs, and provide insights for the central level on how the SDGs can be implemented on different levels of the government.

**Parliament:**

The SDS also aims to enable the Parliament to monitor the implementation of the Strategy's objectives, targets, programs and projects within a specific timeframe and against a clear set of SMART key performance indicators.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

Multi-stakeholder involvement is central to the monitoring and evaluation of the SDGs in Egypt. The **Egyptian Sustainable Development Forum (ESDF)**, a non-profit organization under the Ministry of Social Solidarity, is a "think tank" established to facilitate the dialogue among the different stakeholders in determining policy gaps in legislation, strategies and national planning as they are related to achieving sustainability. The ESDF acts as a mechanism for open communication among representatives of the Government, local authorities, Parliamentarians and politicians, universities and research centers, NGOs, the private sector, media, trade unions, and other sectors of society.

**Monitoring and review:**

In April 2016, a Sustainable Development Unit (SDU) within the **National Statistical Agency (CAPMAS)** was established to lead the monitoring and evaluation of the implementation of the SDGs and Egypt Vision 2030.

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**Country:**

**Estonia**

**National strategies:**

Estonia has had a national sustainable development strategy (NSDS) since 2005—“Sustainable Estonia 21”. The **Sustainable Development Commission** has conducted an analysis of the NSDS to determine its compliance of with the 2030 Agenda and has confirmed that it covers the three dimensions of sustainable development plus the sustainability of Estonian culture.

**National institutional arrangements:**

Estonia is utilizing an already functioning national coordination mechanism for sustainable development issues for coordinating the implementation of the 2030 Agenda — the **Sustainable Development Commission** chaired by the Prime Minister and co-chaired by the Minister of Economy and the Minister of Environment and the **Inter-Ministerial Working Group for Sustainable Development**. The Commission’s membership includes non-government organizations in every significant field of sustainable development including the academe, while the Working Group is comprised of representatives —at the level of deputy secretary general and heads of departments—from various relevant ministries, i.e., the Ministry of the Environment (which drafted the NSDS), the Ministry of Economic Affairs and Communications, the Ministry of Agriculture, the Ministry of Social Affairs, the Ministry of Education and Research, the Ministry of Culture, the Ministry of Finance, the Ministry of the Interior and the Ministry of Justice.

At the center of this mechanism is the **Government Office Strategy Unit** which acts as the secretariat of the Sustainable Development Commission and links it to the **Inter-Ministerial Working Group**, chaired by the Strategy Director of the Government Office Strategy Unit. The Unit also coordinates the competitiveness strategy of Estonia 2020, takes part in the preparation of sector strategies and cross-cutting strategies, and drafts and monitors the Government Action Plan. This helps to maintain the coherence between these horizontal strategies.

**Local authorities:**

Most Estonian cities and local governments are at the forefront of sustainable development implementation and have developed their own long-term development strategies.

**Parliament:**

No information found

**Engaging and equipping public servants:**

No information found

**Civil society and the private Sector:**

The NSDS was completed in close cooperation between the government and the stakeholders. Its adoption was preceded by a thorough public discussion.

The membership and function of the **Sustainable Development Commission** was revised in 2009. It now comprises of 19 representatives from non-government associations and is mandated to monitor the implementation of Estonia's NSDS, to publish appropriate reports, and make relevant proposals to the Government to ensure the attainment of sustainable development.

**Monitoring and review:**

A new set of indicators released in March 2015 by **Statistics Estonia** was developed and agreed in cooperation with the Sustainable Development Commission, the Inter-Ministerial Working Group for Sustainable Development, and the Government Office.

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**Country:**

**Finland**

**National strategies:**

Finland's SDG implementation strategy includes "The Finland we want by 2050 – Society's commitment to sustainable development", which serves as Finland's guideline for sustainable development and a practical tool for translating the SDGs into national and local objectives, and actions. The strategy was prepared by the National Commission on Sustainable Development.

A National Agenda 2030 Implementation Plan will be designed, which will outline how Finland will put into practice the SDGs, explain how to monitor and review the progress and offer a roadmap for allocation of activities and resources.

**National institutional arrangements:**

In Finland, the **National Commission on Sustainable Development**, which is chaired by the Prime Minister, plays a key role in the national implementation, assessment and monitoring of the 2030 Agenda. The **Coordination Secretariat in the Prime Minister's office** has responsibility for planning and coordination of the SDGs. The General Secretariat of the Commission (moved into the Prime Minister's Office from the Ministry of Environment in October 2015) as well as a broad-based Inter-ministerial Network Secretariat consisting of various government administrations are responsible for the practical work of the Commission. A **scientific expert panel on sustainable development** supports the work of the Commission.

All sectoral ministries were asked to assess their role with regard to 11 targets and to chart key policy measures for implementing the SDGs.

**Local authorities:**

The regions and municipalities will play a key role in the implementation of the 2030 Agenda. At present, there are two representatives from each region, city and municipal administration in the National Commission on Sustainable Development.

**Parliament:**

The Finnish Parliament plays a key role in the national and global implementation of the 2030 Agenda. The aim is for various Parliamentary committees to take a holistic approach in considering the SDGs and their targets, taking into consideration

the integrated nature of the 2030 Agenda. The National Commission on Sustainable Development and the Development Policy Committee will arrange joint events with Members of Parliament to clarify the Parliament's role in activities such as monitoring and assessing implementation.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

The **National Commission on Sustainable Development** is also a forum bringing together key actors in Finnish society. It is based on a hybrid model, combining high-level political leadership with wide-ranging participation by civil society.

The **Development Policy Committee** is another key actor enabling the participation of stakeholder groups in the implementation of the 2030 Agenda. The Committee monitors and assesses the implementation of Finland's development policy guidelines and international commitments – particularly Finland's implementation of the 2030 Agenda – and supervises policy formulation within the government program.

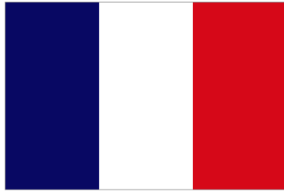
**Monitoring and review:**

The **National Indicator Network** has been responsible for long-term indicator work in Finland and for supporting the monitoring and assessment of sustainable development. The Network will update the national sustainable development indicators previously approved as part of the national implementation plan for the 2030 Agenda. It will also act as the national support group in the international monitoring of SDG indicators.

In addition to statistics authorities, Ministries, and various research institutions, a range of other organisations will be invited to participate more extensively in the national indicator network and the updating of national indicators.

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**Country:**

**France**

**National strategies:**

In France, the National Strategy for Ecological Transition towards Sustainable Development 2015-2020 (SNTEDD) replaces the national sustainable development strategy 2010-2013 and goes beyond sectoral policies with a focus on climate change, biodiversity, resource management and environmental health. France will develop a further national action plan for the SDGs that is driven by a shared vision, government measures and public policy guidelines for sustainable development, assistance to actors in their fields of activity, especially economic actors, citizens' ownership of the SDGs, rollout at national, regional and local levels and international cooperation, especially with the European Union, the Organisation Internationale de la Francophonie and the United Nations.

**National institutional arrangements:**

The French **Ministry of Environment** is leading the SDG process. In addition, the **Ministry of Ecological and Solidary Transition** prepares and implements governmental policy in the areas of sustainable development, environment and green technologies, energy, industry and industrial safety, transport, maritime infrastructure, marine fisheries and aquaculture. The **Office of the Commissioner General for Sustainable Development**, within the Ministry, is responsible for the preparation of annual environmental conferences and the implementation of the resulting governmental roadmaps, as well as the development of the national strategy for ecological transition towards sustainable development. The Commissioner General, under the authority of the Prime Minister, coordinates inter-ministerial actions through a network of senior officers for sustainable development appointed by each ministry.

**Local authorities:**

Action by local authorities is administered through a variety of regional and inter-regional services within the Ministry of Ecological and Solidary Transition and under the authority of regional prefects. Among them are the **Regional Directorates for Environment, Planning and Housing (DREAL)**, which conduct and implement State policies on the environment and sustainable development at the sub-national level, ensure the integration of sustainable development principles and objectives in government actions, contribute to national plans, and promote citizen participation in sustainable development, and other functions; and

**Interregional Directorates of the Sea** which are in charge of the conduct of State policies in the field of sustainable development of the sea, resource management and regulation of maritime activities.

**Parliament:**

Matters pertaining to regional planning, construction, transport, infrastructure, public works, the environment and hunting are within the purview of the Committee on Sustainable Development and Regional Planning. Agriculture and fisheries, energy and industry, applied research and innovation, consumption, internal and external trade, postal and electronic communications, tourism, urban planning and housing are within the purview of the Committee on Economic Affairs. Both are standing bodies of the National Assembly with a mandate to prepare and review reports and bills within their areas of competence.

No information found

**Engaging and equipping public servants:**

**Civil society and the private sector:**

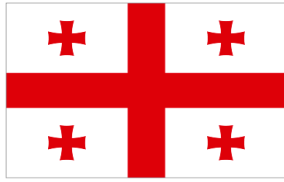
France conducted consultations with civil society.

**Monitoring and review:**

A progress report on the implementation of the SNTEDD, prepared by the Ministry of Ecological and Solidary Transition, is sent to the National Assembly each year. Progress indicators are produced by the **National Institute of Statistics and Economic Studies (INSEE)** in cooperation with statistical departments at the ministerial level.

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**Country:**

**Georgia**

**National strategies:**

In Georgia, the SDGs have been mapped and integrated into a strategic umbrella document, the Annual Governmental Work Plan, and in other national, multi-sector strategies and action plans such as the Social and Economic Development Strategy “Georgia 2020”, the National Strategy for Protection of Human Rights in Georgia (2014-2020), the Public Administration Reform Roadmap (2015) and its Action Plan 2015-2016.

**National institutional arrangements:**

In Georgia, the SDG implementation process is directed and coordinated by the **Administration of the Government of Georgia**, specifically, the **Government Planning and Innovations Unit** of the **Policy Analysis, Strategic Planning and Coordination Department**.

In 2016, the Government of Georgia established a **joint technical working group** that comprises experts from different line ministries and from the National Statistics Office to discuss the “nationalization” of the SDGs and to facilitate the implementation of the SDGs at the national level.

**Local authorities:**

No information found

**Parliament:**

The Parliament of Georgia is currently implementing a program (2014-2018) to strengthen its efforts to represent the needs and views of citizens more effectively, and to streamline law-making processes and enhance governmental control. The European Union and United Nations Development Programme (UNDP) are jointly supporting this program. Another role of the Parliament of Georgia in sustainable development was its endorsement of the Joint Declaration on “Open Government for Implementation of the 2030 Agenda for Sustainable Development”.

**Engaging and equipping public servants:**

The SDGs have been mapped against the public administration reform roadmap and its action plan.



**Civil society and the private sector:**

Non-governmental bodies are foreseen to play a crucial role in offering feedback, policy advice and participating in monitoring and evaluation at the central as well as local levels. In particular, Georgia's **multi-stakeholder SDG Council** serves as the platform for agreement on national indicators.

**Monitoring and review:**

Efforts have been undertaken by the **National Statistics Office of Georgia (Geostat)** to set up a reliable information base with baseline indicators for each target so as to monitor and review progress of the SDGs. Geostat is working with line Ministries to collect relevant data and identify weaknesses of disaggregated statistics. As of 2016, nearly 120 indicators had been identified as baseline data.

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**Country:**

**Germany**

**National strategies:**

In Germany, the National Sustainable Development Strategy, prepared by the **Federal Chancellery** with the involvement of all ministries, provides a key framework for implementing the 2030 Agenda in Germany. Its final, revised draft focuses on each individual Goal and proposes actions that the Government could undertake for its implementation. The revised Strategy will be further developed and updated every four years.

**National institutional arrangements:**

In Germany, SDG implementation is being driven by the high-level **State Secretaries' Committee for Sustainable Development** - headed by the **Federal Chancellery** with representation from all Federal ministries. Each ministry analyzes the Goals relevant to its mandate and identifies means to achieve them. The Federal Chancellery consults with each of the Federal ministry on its progress and coordinates the relevant programs of individual ministries, to ensure consistent implementation of the strategy.

The Federal Chancellery also presides over a working group of heads of sub-departments from all ministries, which complements the Committee. The working group focuses on the technical preparation and implementation of the resolutions of the State Secretaries' Committee, and coordinates working-level activities relevant to sustainability issues.

**Local authorities:**

All 16 Federal states are being engaged by the Federal Government in a regular dialogue on the implementation of the 2030 Agenda. The Federal states also participated in drafting the new edition of the National Sustainable Development Strategy, with contributions approved at the level of the states' prime ministers. The Strategy stresses the need for cooperation between the Federal, state and local governments.

**Regional network hubs for sustainability** have been established primarily to help to link the sustainability initiatives of the Federal, state and local governments.

**Parliament:**

The **Parliamentary Advisory Council on Sustainable Development** provides Parliamentary guidance on sustainability policy issues and the National Sustainable Development Strategy. The Council also formally reviews whether the sustainability impact assessment of draft legislation of the government has been conducted in a plausible manner. It holds regular public hearings and publishes policy papers to trigger debate on various aspects of sustainable development.

The Council has issued a statement urging a comprehensive SDG implementation. It also advocates establishing the position of "sustainability officer" at the director general or director level in all departments to enhance coordination.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

The multi-stakeholder approach has been institutionalized through the **German Council for Sustainable Development**, whose members are drawn from the business, civil society and scientific community.

The German Council for Sustainable Development, an independent advisory panel, advises the government on all issues related to sustainable development and fosters dialogue on sustainability within society. It has been supporting the German government since 2001.

In 2014, when the list of SDGs emerged and took shape, the Council conducted an initial assessment of the SDGs at the request of the Federal Chancellery. It analyzed the gaps, options and opportunities for SDG implementation; and presented recommendations and stakeholder proposals for implementing the SDGs.

The comprehensive involvement of non-governmental stakeholders is being promoted through a variety of dialogue formats, including the four public regional conferences held as of February 2016.

An example of German Council for Sustainable Development's initiative for private sector engagement is the development of the German Sustainability Code, which encourages private companies to present their sustainability-related activities and to report on compliance with 20 established criteria.

## Monitoring and review:

For some of the issues, suitable indicators have yet to be defined. The number of measurable indicators has increased from 38 under the previous sustainable development strategy to 61 under the revised draft. Every two years, the **Federal Statistical Office** will publish reports on Germany's progress on these 61 indicators.

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**Country:**

**Madagascar**

**National strategies:**

The National Development Plan of Madagascar for the period 2015 to 2019 focusses on improving governance, fostering economic recovery, promoting job creation and inclusive growth, expanding access to basic social services, promoting environmental preservation and strengthening resilience to natural disasters. The SDGs informs the preparation of the national plan and are associated with its strategic focus areas.

**National institutional arrangements:**

In Madagascar, the institutional framework for the SDGs was set up in July 2015 by decree of the Prime Minister's Office, which established a Steering and Follow-up Committee chaired by the Prime Minister as Head of Government. A Technical Committee was established at the same time and is chaired by the Minister of Economy and Planning. These committees are composed of representatives of various ministries, the private sector, civil society organizations, academia, and technical and financial partners.

**Local authorities:**

No information found

**Parliament:**

No information found

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

No information found

**Monitoring and review:**

The Ministry of Economy and Planning and the National Institute of Statistics have updated the National Strategy for the Development of Statistics, with support from the United Nations system and the World Bank. The strategy seeks to provide a monitoring framework for development outcomes, and for SDG targets at the national, sectoral and regional levels. The Government plans to include SDG monitoring and evaluation as part of its National Monitoring and Evaluation System and of its budgeting process. It also intends to prioritize indicators that are measurable and affordable for the country.

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**Country:**

**Mexico**

**National strategies:**

In Mexico, the National Development Plan 2013-2018 is considered the central instrument for aligning and ensuring coherence with the SDGs. Mexico is also considering the creation of a National Strategy to implement the 2030 Agenda.

**National institutional arrangements:**

Mexico has established the **Specialized Technical Committee on Sustainable Development Goals**, comprising a number of Mexican government agencies charged with implementing policies related to the SDGs. It is headed by the **Office of the President**. The Committee is mandated to: (a) revise and adjust the indicators recommended by the United Nations to include those significant to Mexico; (b) agree on the sources of information for the purpose of monitoring data at the national and subnational levels; (c) coordinate regular update of indicators and their publication as open data; (d) manage a pilot, open source platform for the SDGs; (e) integrate progress reports and (f) coordinate with other stakeholders.

Recently, Mexico has established **National Council for the 2030 Agenda for Sustainable Development** as a binding institution between the Federal and local governments, the private sector and the academia.

**Local authorities:**

Mexico aims to have authorities at all levels to adopt a SDG perspective in crafting their working plans. It aims for local authorities to play a key part in Mexico's SDG implementation plans.

The **Office of the President** is developing a strategy to engage local authorities and assist them in integrating the SDGs in their public policies. The government has identified existing mechanisms to promote the implementation of the SDGs at the state and municipal levels. These include the **National Governors' Conference**, with participation of 31 States as well as Mexico City, and the National Conference of Municipalities of Mexico, which brings together 2,456 municipalities.

**Parliament:**

The Mexican Parliament is likely to play an important role in implementing SDGs, particularly in terms of formulating budgets.

No information found

**Engaging and equipping public servants:**

**Civil society and the private sector:**

Mexico aims to create a multi-stakeholder initiative that will facilitate access to data and enhance collaboration on the implementation of the SDGs, e.g., maintaining a website with an open format and accessible to the general public. The Committee involves State Secretariats, local authorities and representatives from civil society, academia and the private sector in defining national indicators. It helps facilitate the continuing engagement of these different stakeholders. Furthermore, different processes in implementing SDGs in partnership with the private sector have been initiated, including through the launch of the **Sustainability Alliance**, a platform for dialogue and action. The Alliance includes 80 Mexican and foreign companies aiming to exchange information on how to integrate the SDGs into business models and to design international cooperation projects around the 2030 Agenda.

**Monitoring and review:**

The national sustainable development indicators will be revised to correspond to the NDP and the national SDG implementation plan. This process will include civil society, academia and the private sector. Mexico has assigned each SDG indicator to a specific ministry for follow-up after consultation with the various ministries/agencies represented in the Committee. The Committee is also tasked with building an open, transparent and accountable system of statistical information for monitoring the SDGs.

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**Country:**

**Montenegro**

**National strategies:**

The Government of Montenegro has adopted the National Strategy for Sustainable Development until 2030 (NSSD), a long-term strategy to support the national implementation of the 2030 Agenda for Sustainable Development. It is mapped against Agenda 21 and the 2030 Agenda, and is organized around six areas: (i) human resources; (ii) social resources; (iii) natural resources; (iv) economic resources; (v) governance for sustainable development; and (vi) financing for sustainable development.

**National institutional arrangements:**

In Montenegro, the central unit for the implementation of NSSD is the **Sustainable Development Office** in the **Office of the Prime Minister**. For issues related to the Addis Abba Action Agenda, an official focal point has been established at the **Ministry of Finance**.

**Local authorities:**

It is anticipated that the first workshop with stakeholders from local governments would take place in 2017, with the aim to review the design and implementation processes at the local level. There are plans to establish counterparts of the National Council for Sustainable Development at the local level so as to harmonize strategic development plans of municipalities with the requirements of the NSSD. It has clearly been recognized that local governments, which operate on the front line of development, have an important role in the implementation of the Agenda.

**Parliament:**

The Government reports to the Parliament on the results of the implementation and progress of the NSSD. The **Parliamentary Budget Office (PBO)** is to serve as a vital tool for producing the analysis and information needed to ensure that the implementation of the 2030 Agenda stays on track.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

One of the priorities of the National Strategy for Sustainable Development of Montenegro until 2030 is overcoming fragmentation and enabling active participation of all relevant stakeholders, so as to achieve a common goal, i.e., the sustainable development of Montenegrin society based on the integration of the three dimensions of sustainable development.

## Monitoring and review:

NSSD strategically states as a goal “to establish the system for monitoring the sustainability of national development, including the monitoring of the implementation of sustainable development goals”.

As a result, an integrated NSSD monitoring framework has been proposed, which will comprise of 231 global SDG indicators along with 281 national indicators, 9 composite indicators and 36 other indicators provided by international organizations that are relevant to Montenegro. Overall, 42 per cent of the global SDG indicators will be tracked through existing or newly accessible data by 2018, with a view to contributing to the preparation of the First National Report on NSSD implementation planned in 2019.

The competent authority for statistical data development is the **Statistical Office (MONSTAT)**, which needs to strengthen its capacity to monitor sustainable development indicators more effectively.

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**Country:**

**Morocco**

**National strategies:**

In Morocco, the SDGs are expected to play a predominant role in the country's development policy over the next fifteen years. Many of the targets identified were already reflected in sectoral strategies. Morocco will continue to analyze its development strategies and their interconnections to further align national plans with the SDGs.

Morocco intends to use the opportunity of the 2030 Agenda to move towards sustainable consumption and production patterns enabled by technology, innovation and inclusive business models, equality and respect for human dignity through improved standards of living and quality of life, efficiency of public and private institutions, and targeted actions at the subnational level.

**National institutional arrangements:**

In Morocco, the **Ministry of Foreign Affairs and International Cooperation** played a key role in facilitating the national consultations on the SDGs jointly with the **High Commissariat for Planning (HCP)**. In order to promote policy coherence, Morocco finds it important to further strengthen coordination between different administrative entities, consolidate coordination modalities between departments responsible for related areas of activity (notably education and health).

**Local authorities:**

The first line of action in the implementation of the SDGs will be the expansion in the adoption and adaptation of public policies at the local level and the strengthening of the capacities of local governments and territorial collectives for SDG implementation. The country has noted that the engagement of elected representatives and other actors at the local level will call for mechanisms to support territorial coordination and the further development of a legal framework for administrative decentralization.

**Parliament:**

No information found

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

Morocco conducted a series of consultations. National consultations jointly organized by the Ministry of Foreign Affairs

and Cooperation and the High Commissariat for Planning were held in May 2016 with a view to adapting the 2030 Agenda to the Moroccan context, inter alia by formulating national SDG priorities in a participatory manner.

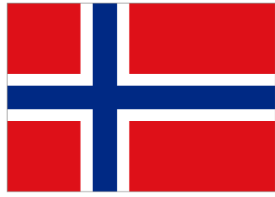
**Monitoring and review:**

Monitoring of implementation in Morocco is based on the production of SDG indicators, the responsibility for which rests with the HCP as the entity overseeing the national statistical system. Most of the SDG indicators in the Moroccan context are already available or can be easily calculated. Missing data is more common in the areas of governance and the environment.

The country finds it important to enhance its evaluation capacity in particular with a view to improving coordination. This may entail introducing a clear and visible institutionalization of the evaluative function, involving such bodies as the Court of Auditors, the Economic, Social and Environmental Council, the National Human Development Observatory, HCP, the Ministry of Economy and Finance, the Ministry of General Affairs and Governance and others.

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**Country:**

**Norway**

**National strategies:**

Following the adoption of the 2030 Agenda, the Government of Norway developed a plan for a national follow-up of SDGs that is linked to the budget process.

**National institutional arrangements:**

In Norway, the responsibility for each of the 17 SDGs was assigned to a ministry. Each coordinating ministry is mandated to follow up on the various targets under its Goal, coordinate with others involved in these targets and to report the outcome of the follow-up in its budget proposal. The **Ministry of Finance** is responsible for consolidating the budget proposals and submitting them to the Parliament. This process ensures annual reporting on the status of SDG implementation to the Parliament.

The **Ministry of Foreign Affairs** is responsible for the follow-up, coordination and integration of SDGs in foreign and development policies and international cooperation. The **Ministry of Climate and Environment** is responsible for national and international follow-up of climate and environment related SDGs.

**Local authorities:**

The Government plans to make use of existing mechanisms for cooperation with local and regional authorities, such as the regular consultative meetings between the central government and local authorities. These consultative meetings take the form of plenary and bilateral meetings between the **Norwegian Association of Local and Regional Authorities** and ministries.

**Parliament:**

The Norwegian Parliament (Storting) is actively involved in SDG implementation. The Storting has debated the 2030 Agenda and the SDGs several times. During the debate in November 2015 that involved the Prime Minister and other ministers as well as leaders of the opposition, a broad support was reached for the Government's priorities and policies for follow-up of Agenda 2030.

**Engaging and equipping public servants:**

No information found

**Civil society and the private Sector:**

There has been active involvement and consultation with civil society stakeholders regarding the implementation and follow-up of the 2030 Agenda. For example, the **Norwegian Forum for Development and Environment (ForUM)**, a network of 50 Norwegian organizations active in the areas of development,

environment, peace, human rights and humanitarian aid. ForUM has compiled its own report on how Norway can reach the SDGs by 2030, where it lists recommendations for all of 17 SDGs in Norway.

**Monitoring and review:** **Statistics Norway**, the national statistical institute of Norway and the main producer of official statistics, is in the process of developing additional indicators for the SDG targets.

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## Country:

## The Philippines

### National strategies:

In the Philippines, the **National Economic and Development Authority (NEDA)** released the Philippine Development Plan (PDP) 2017-2022, the first medium-term plan anchored on “AmBisyon Natin 2040”, the country’s long-term development plan. Nearly all of the issues covered by the 17 SDGs are incorporated into the PDP.

The Philippines will also formulate an SDG Implementation Roadmap, which will serve as an overall framework that guides government and other key stakeholders on the actions, resources, responsibilities and partnerships needed for the implementation of the SDGs. This Implementation Roadmap will include a financial plan, a data collection and methodology work plan, and a communications and advocacy plan.

### National institutional arrangements:

A dedicated **high-level inter-agency committee** led by the National Economic and Development Authority (NEDA) will be created to oversee the coordinated implementation of SDG-related policies and programs and to monitor progress vis-à-vis targets until 2030. Horizontal and vertical linkages of the committee with concerned bodies, e.g., planning, budget coordination, investment programming, subnational councils, among others, will be clarified for policy and program coherence and maximization of resources.

### Local authorities:

**NEDA Subnational Offices** requested the establishment of an operational and integrated mechanism within the NEDA in the localization of the SDGs. This mechanism will define the development actions and commitments at the subnational/local level to contribute to the attainment of the SDG targets. The resolution is also calling for the NEDA Central Office to ensure a highly participative and consultative process by involving the subnational level in SDG-related activities through the existing Regional/Subnational Development Councils.

### Parliament:

Participation of the legislative branch (Senate and Congress) is sought through various legislative agendas outlined in the PDP to facilitate the implementation of the programs under PDP (e.g., agenda in support of the goal of building safe and secure shelter in well-planned communities, agenda to reduce vulnerability of individuals and families).

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

An advisory committee composed of representatives from government, academia, civil society, and the private sector guided the long-term visioning process “AmBisyon Natin 2040”, to which the PDP is anchored.

The PDP states that citizen’s participation platforms will be reviewed and modified for more effective citizen engagement. Some civil society organizations have worked with the government in identifying advocacy opportunities and/or policy proposals for legislative prioritization.

**Monitoring and review:**

Headline indicators will be monitored by NEDA using data from the **Philippine Statistics Authority (PSA)**. The Philippine Statistical System, spearheaded by the PSA, proposes to work with institutions and other organizations in the government and the private sector to discuss essential statistical programs and to craft the Philippine Statistical Development Program (PSDP) 2017-2023. PSA and NEDA are steering the Philippine Government’s efforts to finalize its SDG indicators, which will inform the country’s sustainable development roadmap through to 2030, including the new PDP.

**Sources:**

- Philippines, “Voluntary National Review at the 2016 High-Level Political Forum on the Sustainable Development Goals (SDGs)”, presented at the High-level Political Forum on Sustainable Development, July 2016. Available from [https://sustainabledevelopment.un.org/content/documents/10765PH%20VoluntaryNationalReview\\_FINAL.pdf](https://sustainabledevelopment.un.org/content/documents/10765PH%20VoluntaryNationalReview_FINAL.pdf)
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**Country:**

**Republic of Korea**

**National strategies:**

In the Republic of Korea, the Third National Basic Plan for Sustainable Development 2016-2035 provides a basic platform for implementing the 2030 Agenda. The Plan was drafted by analyzing the situation in the Republic of Korea and selecting the SDGs and targets that are most relevant and urgent in the national context.

**National institutional arrangements:**

In the Republic of Korea, ministries that have been identified as relevant to the implementation of the SDGs, include the **Ministry of Foreign Affairs, Ministry of Environment, Statistics Korea,** and the **Office for Government Policy Coordination.** The **Ministry of Environment** is at the forefront of domestic implementation efforts. Plans for a more holistic national institutional framework to implement the SDGs are currently being discussed.

**Local authorities:**

The **Local Sustainability Alliance of Korea**, consisting of about 200 organizations in 17 provinces as of 2016, has played a significant role in establishing local institutional and organizational frameworks for SDG implementation and in addressing SDG related goals and targets. The Alliance works in close collaboration with local governments.

**Parliament:**

The **Korea National Assembly** established a **UN SDGs Forum** to support SDG implementation. The Forum was founded by 43 representatives from both parties, allowing for political momentum and wide national interest in the implementation of SDGs within the Republic of Korea.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

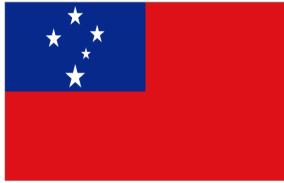
No information found

**Monitoring and review:**

**Statistics Korea**, the country's national statistical office, is in the process of putting together a set of national indicators for the SDGs. These SDG indicators will be the basis for modifying the existing national sustainable development indicators, so as to ensure the availability of solid, disaggregated data for monitoring and evaluating national progress on SDG implementation.

## Sources:

- Republic of Korea, “Executive Summaries of Voluntary National Reviews”, presented at the High-level Political Forum on Sustainable Development, July 2017. Available from [https://sustainabledevelopment.un.org/content/documents/10446Executive%20Summary%20Review\\_ROK.pdf](https://sustainabledevelopment.un.org/content/documents/10446Executive%20Summary%20Review_ROK.pdf)
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**Country:**

**Samoa**

**National strategies:**

In Samoa, the Strategy for the Development of Samoa (SDS) is aligned with the SDGs, as well as with the Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway. The new 2016-2020 SDS was drafted by the Ministry of Finance after Samoa conducted an assessment of its 2012-2016 development strategy against the SDGs. The new SDS takes the theme “Accelerating sustainable development and creating opportunities for all” and identifies priority goals and actions needed to achieve them.

**National institutional arrangements:**

Samoa established the **National SDG Task Force**, to lead the SDG monitoring and reporting processes. The Task Force is chaired by the **Ministry of Foreign Affairs and Trade** and comprises representatives from the lead ministries representing the 3 pillars of sustainable development (Finance and Planning, Natural Resources and Environment, Community and Social Development). It is supported by the Samoa Statistics Bureau (SBS), the Ministry of the Prime Minister and his entire Cabinet.

Affiliate members include the relevant sector ministries that are responsible for implementation of each of the Goals, as well as representatives of civil society and the private sector. Sector representatives work with the Task Force to review and assess SDG indicators.

**Local authorities:**

No information found

**Parliament:**

No information found

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

A wide range of stakeholders, including civil society, private sector and Parliamentarians, were engaged in the extensive consultative assessment of 2012-2016 SDS against the SDGs. Samoa also attaches much importance to a close collaboration between the national statistical offices and key stakeholders for the collation and validation of indicators relevant to country and regional contexts.

**Monitoring and review:**

The **National SDG Task Force** is looking at adopting some of the global SDG indicators that reflect the Samoan context. Through a joint collaboration between the **Samoa Statistics Bureau** and the **Ministry of Finance**, SDS goals and indicators as well as the means of implementation were mapped against the SDGs and the SAMOA Pathway in an effort to align them. Samoa also attaches a lot of importance to regional cooperation, such as the Framework for Pacific Regionalism, in coordinating assessments of data readiness.

**Sources:**

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- Samoa Observer, “P.M. Addresses European Union”, 28 June 2016. Available from [http://www.samoobserver.ws/en/28\\_06\\_2016/local/7943/P-M-addresses-European-Union.htm](http://www.samoobserver.ws/en/28_06_2016/local/7943/P-M-addresses-European-Union.htm)



**Country:**

**Sierra Leone**

**National strategies:**

The eight pillars of Sierra Leone’s third-generation poverty reduction strategy paper, also called the Agenda for Prosperity (A4P) 2013-2018, are aligned with the SDGs. The SDGs will be implemented within the framework of A4P.

Sierra Leone has also integrated the SDGs into its national budget. In fact, the SDGs constituted a major policy thrust in Sierra Leone’s National Budget for the 2016 Fiscal Year, with the goals aligned to matching spending categories in the Budget. The Budget Statement clearly defines the responsible actors and the scope of their reporting responsibilities on the SDGs within the various government offices where resources were allocated.

**National institutional arrangements:**

The **Presidential Board on the SDGs (PBS)** leads SDG implementation at the highest level, providing overall policy and strategic guidance. The PBS is chaired by the President of Sierra Leone, with members from the Office of the President, the Ministry of Finance and Economic Development (MoFED), the Ministry of Foreign Affairs and International Cooperation (MFAIC), the Ministry of Information and Communication, and the Office of the UN Resident Coordinator.

Under the PBS is the **Ministerial Committee on the SDGs (MCS)**, which provides operational guidelines to line ministries and agencies at both central and local levels. The MCS includes representatives from MoFED, MFAIC, Statistics Sierra Leone, the Open Government Initiative/Partnership and Strategy and Policy Unit from the Office of the President, as well as other relevant offices and stakeholders.

At the next level below the MCS, experts work in **pillar working groups**. Within each pillar, they are tasked to capture technical follow-ups and reporting on the SDGs.

**Local authorities:**

**MoFED** and the **Ministry of Local Government and Rural Development** have engaged the 19 local councils in Sierra Leone to integrate the SDGs into their district and municipal development plans to ensure that future annual budget proposals of councils are aligned with the SDGs. This will facilitate progress reporting on the goals at the local level.

<b>Parliament:</b>	No information found
<b>Engaging and equipping public servants:</b>	No information found
<b>Civil society and the private sector:</b>	No information found
<b>Monitoring and review:</b>	Sierra Leone’s monitoring of the SDGs will be embedded in the monitoring and evaluation arrangement for its Agenda for Prosperity. <b>Statistics Sierra Leone (SSL)</b> is the Government’s lead institution in carrying out national surveys and certification of national data generated by public institutions or in collaboration with non-governmental agencies. SSL is the lead agency in defining the SDG indicators relevant to Sierra Leone and in setting baselines and targets for these indicators.
<b>Sources:</b>	<ul style="list-style-type: none"> <li>• Sierra Leone, Ministry of Finance and Economic Development, <i>Advanced Draft Report on Adaptation of the Goals in Sierra Leone</i> (Freetown, 2016). Available from <a href="https://sustainabledevelopment.un.org/content/documents/10720sierraleone.pdf">https://sustainabledevelopment.un.org/content/documents/10720sierraleone.pdf</a></li> <li>• Sierra Leone, “Summary Report of Adaptation of the Goals”, presented at the High-Level Political Forum on Sustainable Development, July 2016. Available from <a href="https://sustainabledevelopment.un.org/index.php?page=view&amp;type=30022&amp;nr=72&amp;menu=3170">https://sustainabledevelopment.un.org/index.php?page=view&amp;type=30022&amp;nr=72&amp;menu=3170</a></li> <li>• United Nations, “2016 Synthesis of Voluntary National Reviews”, January 2017. Available from <a href="https://sustainabledevelopment.un.org/content/documents/126002016_VNR_Synthesis_Report.pdf">https://sustainabledevelopment.un.org/content/documents/126002016_VNR_Synthesis_Report.pdf</a></li> </ul>



**Country:**

**Switzerland**

**National strategies:**

In Switzerland, the Sustainable Development Strategy (SDS) 2016-2019 adopted by the **Swiss Federal Council** in January 2016 is the principal instrument for SDG implementation in Switzerland.

The new SDS underlines the need for SDGs to be a coherent feature of all policy areas. It consists of a concrete action plan structured into nine thematic areas: Consumption and production (SDG 12); Urban development, mobility and infrastructure (SDGs 9 and 11); Energy and climate (SDGs 7 and 13); Natural resources (SDGs 2, 6, 14, and 15); Economic and financial system (SDGs 8, 10, 16, and 17); Education, research and innovation (SDG 4); Social security (SDGs 1 and 16); Social cohesion and gender equality (SDGs 5, 10, and 16); and Health (SDG 3).

These priorities are based on the general focus areas of Federal government policies, on the SDGs and on the outcomes of a stakeholder dialogue. Switzerland aims to align the SDS as comprehensively as possible with the 2030 Agenda.

**National institutional arrangements:**

In Switzerland, the implementation of the SDGs at the national level is coordinated by the **Interdepartmental Sustainable Development Committee (ISDC)** comprised of all Federal offices with SDG-related mandates. The ISDC functions as a coordination and discussion platform for sustainability-related activities. It is chaired by the **Federal Office for Spatial Development (ARE)** of the Federal Department of the Environment, Energy and Communications. Federal Offices are required to include sustainable development in their own periodic reporting on issues covered by their sectoral policies.

**Local authorities:**

As a decentralized country, Switzerland attaches great importance to vertical cooperation between the Confederation, the cantons and communities. The cantons and communities are called on to do their part in implementing the SDGs and launching relevant initiatives.

In particular, ARE works closely with the cantons and municipalities in the **Sustainable Development Forum** and promotes sustainability processes at cantonal, regional and local level. The Forum was set up in 2001 as an initiative of ARE, and linkages between the federal, cantons and local levels of

governance are generally managed within the framework of the Forum.

Switzerland has held workshops with representatives of local governments on the implementation of its SDS. Regional and local government-level involvement is being implemented through partnerships between the Confederation and the cantons, communes and stakeholders.

**Parliament:** In December 2015, the Swiss Federal Parliament approved the 2030 Agenda for Sustainable Development as a new universal framework in sustainable development efforts.

**Engaging and equipping public servants:** No information found

**Civil society and the private sector:** Swiss stakeholders have been involved in two parallel public dialogues on SDGs led by ARE and ISDC, where their views were considered and discussed. Since 2015, Switzerland has been using a more structured way to involve stakeholders through the **2030 Dialogue on Sustainable Development**, which aims to ensure that stakeholders are included through implementation partnerships with representatives of business, civil society, politics and academia. This mechanism provides continued inputs from stakeholder dialogue on the 2030 Agenda, and ensures that all relevant stakeholder groups are involved in the on-going SDG implementation process.

**Monitoring and review:** Switzerland uses its sustainable development monitoring system (MONET) which has existed since 2003. MONET is a joint activity of the **Federal Statistical Office**, the **Federal Office for the Environment, ARE** and the **Swiss Agency for Development and Cooperation**.

In May 2016, MONET's reference framework was amended so as to take into account the 2030 Agenda and the new SDS. Preliminary analysis has been done to link the SDGs and global indicators with the existing MONET framework. The current legislative period will bring further expansion to allow the MONET system to measure implementation of the SDGs along with a significant choice of indicators, including those recommended by the UN Statistical Commission in March 2016.

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**Country:**

**Togo**

**National strategies:**

In Togo, the accelerated growth and employment promotion strategy (SCAPE 2013-2017) constitutes the current reference framework for all development efforts, with a focus on growth and employment to reduce poverty and inequality, improve quality of life, and accelerate progress towards achievement of the MDGs. Togo initiated a process of elaboration of a sustainable development implementation framework following the adoption of the 2030 Agenda. The forthcoming national development plan (PND 2018-2022) will replace the SCAPE and address all 17 SDGs with 112 first priority targets and 52 second priority targets identified for the country. Access to energy, youth employment, coastal protection and resilience of coastal communities to climate change, and capacity-building are among the major concerns to be addressed in the PND.

**National institutional arrangements:**

In Togo, responsibility for implementation of the SDGs is shared among all development actors, each of which has their own planning instruments. Sectoral ministries use the country's sustainable development analysis grid (GADD), a framework for integrating sustainable development and the SDGs in their respective policies, strategies, programs and projects.

The country is considering new institutional arrangements for overseeing implementation of the SDGs on three levels: (1) a guiding mechanism within the **Office of the Prime Minister** to manage trade-offs among ministries; (2) a steering committee to act as a strategic coordination mechanism ensuring integration of actions needed in the economic, environmental and social areas, chaired by the **Ministry of Development Planning** and comprising ministries responsible for the environment and social sectors as well as finance; and (3) a technical and operational execution mechanism entailing the establishment of five or six **multisectoral committees** to promote integration and effective implementation of the SDGs.

**Local authorities:**

Togo attaches a high priority to decentralization in order to engage local actors in the implementation of the SDGs.

**Parliament:**

The Ministry of Development Planning, in collaboration with UNDP, organized a workshop on the SDGs for Members of Parliament in June 2016. The objective of the workshop was to familiarize participants with the SDGs so that they have a sense

of ownership when making proposals and/or reviewing budgets and programs for the achievement of sustainable development objectives.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

No information found

**Monitoring and review:**

A **monitoring and advisory support unit** comprising senior officials from the public and private sectors, civil society and technical and financial partners will be set up to support the implementation of the SDGs. In addition, a monitoring and evaluation mechanism in line with results-based management will be put in place to measure the progress of the national plan and its impact on sustainable development.

Togo will present its second National Voluntary Review in the HLPF in July 2017

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**Country:**

**Turkey**

**National strategies:**

As of July 2016, Turkey was preparing its 11<sup>th</sup> National Development Plan (NDP). A vision that takes into account international and national trends in the development landscape will serve as the starting point for drafting the Plan. The SDGs will be the main inputs to the vision. Turkey's NDP sets out all macro-level national policies and priorities.

**National institutional arrangements:**

The **Ministry of Development (MoD)** is responsible for the preparation of National Development Plans in Turkey. As the central coordinating body, MoD advocates to take the policy coherence approach in implementing the SDGs. MoD is at the top of the policy-making hierarchy in Turkey, thus, all ministries are expected to align their respective policies and fulfil their roles in implementing the SDGs.

**The National Sustainable Development Commission (NSDC)** was established under the **MoD** in 2004 to integrate the diversified institutional structure and to provide for the need of a higher-level political ownership. There are plans to further empower NSDC and increase its membership so as to create an even more cohesive approach to SDG implementation and the monitoring of its progress.

MoD will then undertake the responsibilities of the Secretariat within the NSDC, with the Commission serving as the central political body in the follow-up and review process of SDGs. The Commission will report periodically to the High Planning Council, the Cabinet and the Turkish Grand National Assembly.

The **High Planning Council**, chaired by the Prime Minister, will serve as the political mechanism for policy coherence in integrating sustainable development principles into the country's development plans.

**Local authorities:**

Local governments are involved in the planning process for the 11th National Development Plan as was done during the planning process for the 10<sup>th</sup> National Development Plan when stakeholders from the academe, public employees, private sector and NGO representatives participated in multiple ad-hoc committees and working groups.

The distribution of responsibilities in SDG implementation will support the integration of SDGs into all relevant strategy and policy documents at both national and local levels.

**Parliament:** No information found

**Engaging and equipping public servants:** No information found

**Civil society and the private Sector:** **Ad-hoc Committees**, i.e., **Special Expertise Committees**, are convened during the planning process of the NDP so as to gather diverse viewpoints of experts from various policy fields. Through these committees, the economic and social policy views, recommendations and targets of the diverse stakeholders in society are reflected in the NDP.

**Monitoring and review:** Turkey intends to develop a review framework that conforms with the UN framework for follow-up and review. The **Turkish Statistical Institute (TurkStat)** will take the central role for the monitoring of the 2030 Agenda, based on global SDG indicators.

**Sources:**

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**Country:**

**Uganda**

**National strategies:**

The preparation of Uganda's second and current National Development Plan (NDP) (2015/16–2019/20) coincided with the deliberations and adoption of the 2030 Agenda for Sustainable Development. Hence, the Agenda has been integrated into the second NDP from the beginning.

Uganda has also introduced a number of reforms and legislations that will facilitate the implementation of the 2030 Agenda. Chief among them is the Public Finance Management Act (2015), the Public Private Partnership Act (2015), Public Procurement and Disposal Act (2014), the Financial Institutions Amendment Act (2015) and the Registration of Persons Act (2015).

**National institutional arrangements:**

In Uganda, the **Ministry of Finance, Planning and Economic Development** leads the SDG implementation process. Uganda has undertaken a number of reforms, such as the establishment of the **Prime Minister's Delivery Unit** (a special desk created in 2015 in the Office of the Prime Minister) and the **Government Evaluation Facility** (managed by the Permanent Secretary, Office of the Prime Minister).

**Local authorities:**

The Government has recognized the crucial role of local governments as service delivery points for implementing national projects and programs, for mobilizing local revenues to finance local government priorities, as well as for mobilizing the population to participate in development programs. The 2030 Agenda is being introduced to local governments for planning and implementation frameworks.

**Parliament:**

The Parliament has well-recognized roles in overseeing the implementation of the 2030 Agenda, i.e., appropriating resources for financing sustainable development, and ensuring that the national budget is aligned with the second NDP. It is also responsible for legislating enabling laws in support of SDG implementation.

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

No information found

**Monitoring and review:**

The Government of Uganda, through the **Uganda Bureau of Statistics** (UBOS) has set up an **SDG data task-force** to develop a coherent monitoring and evaluation framework for the second NDP and to address data gaps and identify national indicators and targets to measure SDG progress in Uganda within the framework of the second NDP.

**Sources:**

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**Country:**

**Venezuela**

**National strategies:**

Venezuela has aligned the public policies established in its National Development Plan 2013-2019 with the 2030 Agenda.

**National institutional arrangements:**

Venezuela has a high-level body called the **Council of Vice-Presidents** comprised of the six Sector Vice-Presidents and headed by the country’s Executive Vice-President. They meet regularly to analyze cross-sectoral and cross-cutting aspects of development policies that are applied under the National Development Plan 2013-2019. In addition, the **Ministry of the People's Power for Foreign Affairs** accompanies the coordination of the Offices and competent agencies of the Central Administration with respect to the implementation of the 2030 Agenda.

**Local authorities:**

No information found

**Parliament:**

No information found

**Engaging and equipping public servants:**

No information found

**Civil society and the private sector:**

The Venezuelan government pledges support for the participation of civil society, the private sector, and academia to ensure both a “bottom-up” and “top-down” approach to the implementation of the 2030 Agenda. Venezuela also uses several committees and institutions to consult and engage various parts of civil society.

**Monitoring and review:**

Monitoring of SDG implementation is being undertaken by the **Council of Ministers**, which has instructed the **National Institute of Statistics** to disaggregate relevant data and visualize information about the most vulnerable: children and adolescents, Afro-descendants, indigenous peoples, persons with disabilities, the elderly, and women, among others, under the principle to leave no one behind. As a result, more than 60% of the 309 indicators initially proposed by the UN Statistical Commission have been analyzed by the Institute, which resulted in the identification of the feasibility to monitor at least 184 indicators. The National Institute of Statistics continues to work with



relevant members of the Central Administration on the adaptation and operationalization of all the relevant indicators.

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