



LONG-TERM PATHWAYS FOR THE IMPLEMENTATION OF THE SDGs: THE GOVERNANCE IMPLICATIONS

Reflection Paper July 2019

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INTRODUCTION

The 2030 Agenda and the Sustainable Development Goals adopted in 2015 are a universal plan of action for humankind. Yet, four years after their adoption many countries are not yet on track to meeting the SDGs by 2030. Independent assessments by the OECD (2019), SDSN (Sachs et al. 2018; Sachs et al. 2019), and others show that no country has achieved all SDGs. Trend analyses also suggest that no country is on track towards meeting all the goals by 2030. For many goals, particularly relating to social inclusion and environmental sustainability, some countries are actually moving further away from the targets.

Meeting the SDGs will require sustained long-term investments and coherent policies. Transformations towards achieving the SDGs will require greater levels of public and private investments in all of the SDGs, including human capital (health and education), social protection, clean infrastructure and industry, urban management, and environmental protection (IPBES 2019; TWI2050 2018). Success will also require greater efficiency in investments and above all coherent policies and governance frameworks to ensure that the long-term goals can be met.

Governments need to develop actionable strategies and leverage all available governance tools in order to reach the transformative goals of the 2030 agenda. Evidence shows a number of important steps to achieving these changes, in particular: translating the SDGs into quantitative, time-bound national objectives and benchmarks; devising long-term strategies for meeting them; and aligning policy frameworks and governance mechanisms with these strategies (OECD forthcoming, SDSN, 2015a). Whole-of-government and whole-of-society approaches are key to building ownership for large-scale and long-term changes in areas such as governance, infrastructure, and technologies. Countries should define such transformations in ways that best help them achieve the SDGs considering local needs. As one example, the SDSN has proposed six broad SDG transformations (Sachs et al. 2019) (Annex 1). Countries may organize SDG implementation in other ways depending on their specific needs and context.

This reflection paper explores how strategic design and public management practices and procedures can be leveraged to help achieve the long-term pathways towards the successful implementation of the SDGs.

Section 1 drawing mostly from SDSN work, discusses how transformations to achieve the SDGs might be designed and implemented over the long term. Key elements include: 1) setting transformative, quantified and time bound targets; 2) designing long-term pathways and intermediate strategies in collaboration with key stakeholders; 3) Strengthening monitoring mechanisms.

Section 2 based mostly on the work of the Public Governance Directorate of the OECD, discusses how public management practices and procedures can be mobilised to support strategic orientations in the context of the SDGs. This includes: 1) ensuring a whole-of government and whole-of-society approach to the SDGs 2) fostering long-term, sustainable thinking and action beyond electoral cycles, and 3) leveraging governance tools such as the budget and public procurement for effective SDG implementation.

PART 1: LONG-TERM SDG TRANSFORMATIONS

Country performance on the SDGs varies greatly; and all need to accelerate progress to achieve the Goals by 2030. Countries face a number of different challenges depending on their national context with performance in SDG implementation being uneven across SDG goals and targets. While some targets have been reached by countries progress is limited at best or even negative on several of the SDGs (SDSN 2019, OECD 2019). Even the wealthiest countries face major challenges in achieving the goals and will have to step up their efforts, including on mitigation of negative international spillover effects through trade and other transmission channels. This is particularly important, as many countries face deep SDG implementation challenges relating to poverty and social inclusion, infrastructure and economic development, and environmental sustainability (Espsey, Lafortune, and Schmidt-Traub 2018).

Achieving the SDGs requires deep, directed system transformations that must be carefully designed involving all sectors in society. Market forces alone will not achieve the SDGs. Instead directed transformations are needed to develop the technologies, promote the public and private investments, and ensure adequate governance mechanisms needed to achieve the time-bound goals. Such directed transformations require careful design to ensure technical feasibility and efficient investments, promote policy coherence, and ensure buy-in from all parts of society. The latter point is critical, since transformations towards the SDGs must address trade-offs, as might occur between short-term economic and environmental or social objectives. Poor policy design and inadequate consultation with all parts of society might generate opposition to change, as has already been experienced in many countries.

In a first instance, countries should consider how to organize SDG implementation. Countries might find it helpful to organize the 17 SDGs and 169 targets into discrete transformations that focus on policy challenges, which must be considered in combination to manage synergies and trade-offs. For example, the food system is a critical driver of biodiversity loss and accounts for up to a third of greenhouse gas emissions (IPBES 2019), so policies relating to agriculture, biodiversity, and healthy diets might be considered together in one SDG transformation. Just as decarbonization of energy systems requires strategies that cover the entire energy system, including power generation and transmission, transport, buildings, and industry. Each locally defined SDG transformation would mobilize line ministries and associated government institutions to work with business and civil society in designing and implementing long-term strategies. Annex 1 outlines six illustrative SDG transformations, responsible line ministries, and key interventions. SDSN underscores the illustrative nature of these transformations and the need for every country to organize SDG implementation in ways that suit the local context. As described further below, Centers of Government will play a central role in designing and implementing strategies to achieve the SDGs.

Countries need to set long-term quantitative targets that are measurable time bound and monitored regularly. Since achieving the SDGs requires long-term directed change, governments, at all levels, need to set targets and identify interim milestones. Stakeholders within and outside government require clear and shared objectives in order to mobilize joint action, manage progress, and monitor the effectiveness of policies. A feedback mechanism is essential to evaluate the success or non-success of policy interventions and adjust policies where needed. Experience from the health sector under the Millennium Development Goals (McArthur, 2017) shows that long-term targets can raise the level of ambition, promote goal-based policies, and help achieve complex policy objectives. Targets are not a guarantee of

success, especially when disconnected from effective policy planning and interventions, but their absence is a guarantee of failure. For this reason, the governments of several countries have set ambitious time-bound targets in line with the SDGs, e.g.:

- Several EU countries have committed to net-zero greenhouse gas emissions by 2050 in line with the Paris Agreement.
- The Government of Denmark has committed that no children or young people would smoke by 2030 and strives to create the first “smoke-free generation” (OECD, 2018). At the local level, Los Angeles aims to eradicate homelessness over the next decade and achieve a 50% reduction within 5 years (by 2023). The city of Stockholm aims to be fossil-fuel free by 2040 and adopted a milestone target for emissions of no more than 2.3 tonnes of CO₂e (carbon dioxide equivalents) per resident by 2020.

The targets need to be operationalized through long-term pathways that can help guide policy frameworks. Investments made today, say in transport infrastructure or social protection systems, affect countries’ ability to achieve long-term goals relating to climate change and inequality, respectively. In order to meet long-term objectives relating to the SDGs, countries need to design implementation over the long term, too. One approach consists of designing long-term pathways, as required, for example, under Art. 4.19 of the Paris Agreement, in which countries commit to develop mid-century “low-emission development strategies” to achieve the objective of zero net emissions of greenhouse gases. Designing such long-term pathways raises complex questions of design, but early experiences, as promoted for example under the 2050 Pathways Platform, demonstrate the need for and feasibility of such approaches for each transformation. Global networks for research institutions, such as the Deep Decarbonization Pathways Project or the Food, Agriculture, Biodiversity, Land, and Energy (FABLE) Consortium under the Food and Land-Use Coalition, can strengthen capacity and share knowledge across countries (SDSN and IDDRI, 2015; Schmidt-Traub et al, 2019).

Long-term pathways can be a tool for problem solving at national and international levels. Achieving the SDGs will require problem solving on complex economic, social, and environmental issues. For example, countries need to determine how to reform education systems, how to build social protection mechanisms consistent with risks and opportunities from the digital revolution, which technologies are best suited to decarbonize energy systems, or how to make diets healthy and sustainable. Long-term pathways can be a means towards engaging all parts of government, business, and civil society around the practicalities of achieving the long-term goals. They help identify trade-offs and provide a framework for mitigating adverse impacts of policy decisions. Through careful reviews and iterative refinements, the pathways can draw in broad expertise and promote societal buy-in for the needed changes. Similarly, by promoting transparency in long-term government objectives, they can enhance trust and collaboration across countries, as called for by SDGs 16 and 17.

There is a lack of comparative assessments of countries’ strategies and their consistency with the SDGs. Energy is the only partial exception to this statement. The research consortium Climate Action Tracker consolidates information on targets relating to decarbonization of energy systems in 31 countries (including all G20 countries). It inventories major public policy frameworks, budgets, regulation, and other governance tools in each country to assess their consistency with achieving the national targets. Only two governments (Morocco and Gambia) are considered to have strategies and policy actions that are consistent with the 1.5°C scenario. By benchmarking progress across many countries, the Climate Action Tracker helps all countries identify lessons and best practice. It would be very

useful to have such information for all UN members countries. Even more importantly, similar comparative assessments of national targets and policy frameworks are needed for other areas of SDG implementation, such as health, education, inequality, urban development or sustainable land use and food systems (Lafortune and Schmidt-Traub 2019; Lafortune et al. 2019).

Greater investments are also needed in countries' statistical systems and (near) real-time data on SDG outcomes. Much data on SDG outcomes is produced with substantial time lags (SDSN, 2015b). For instance, censuses, are often conducted once in a decade and in some countries the last census pre-dates the year 2000. Data on international spillover effects is unavailable to track real-time changes, and some social data in developing countries can be many years out of date by the time it is published. In general, greater investments in statistical capacity (SDSN, 2017) combined with the creative use of new technologies – such as ICT-based data collection, remote sensing, and big data analysis – are needed to improve data for key SDG outcome indicators. As one example, the POPGRID initiative promotes cooperation among data providers and users to enhance georeferenced data on population, human settlements and infrastructure, which is critical to promote Leave-No-One-Behind, as a critical principle for SDG implementation. PARIS21 has developed a web-based Advanced Data Planning Tool (ADAPT) that helps national statistical offices and data producers adapt their approaches and methodologies to the SDGs to produce the data required for effective and efficient SDG implementation.

PART 2: MOBILISING PUBLIC MANAGEMENT SYSTEMS STRATEGICALLY FOR THE GOALS

Mobilising public management systems to support the delivery of the 2030 Agenda is essential to achieving the Sustainable Development Goals. The indivisible, inter-dependent and inter-generational nature of the SDGs requires governments to rethink their organisation and working methods and to review their governance mechanisms and tools to ensure they are fit for purpose.

The cross cutting and intergenerational nature of the SDGs means that their implementation cannot be the purview of one particular ministry or institution (OECD, 2016). Identifying and addressing policy interlinkages, synergies and trade-offs requires close collaboration between ministries, government levels, and non-governmental actors. The high complexity of balancing policy interventions across the economic, social and environmental dimensions of sustainable development, in addition to the inherent difficulty of balancing the interests of current and future generations, implies a need for integrated, strategic planning and objective setting that involves all parts of government as well as the private sector and civil society (OECD, 2016 and OECD 2018).

Given the potential for trade-offs in implementing the 2030 Agenda, countries need to ensure whole-of-government coordination to resolve divergences between sectoral priorities and policies (OECD, 2018). Interests on economic, social and environmental issues diverge widely across society and –all too often– across government. Applying a systemic lens to SDG implementation can help governments identify and address the highly complex interlinkages between the 17 goals and 169 targets of the 2030 Agenda. This enables them to foster synergies, address trade-offs and mitigate potential adverse policy impacts on sustainable development and future generations, both at home and abroad.

Centres of Government and line ministries with cross-governmental influence, such as ministries of finance, play a key role in ensuring that the SDGs are integrated in government day to day business. Centres of Government, in particular, have the necessary convening power, experience in dealing with cross-sectoral issues and act under the direct authority of the head of government. They share policy priorities with relevant ministries and support them in operationalising the strategic vision set out in the 2030 Agenda. They provide political leadership and ensure commitment to sustainable development across all branches of government; help to define, implement and communicate the government's implementation strategy; and foster the integration of sustainable development into policy and finance (OECD, 2016). Most OECD countries have established dedicated coordination units but the integration of the SDGs in strategies, budget and national indicator frameworks lags behind in most OECD and G20 countries (OECD, 2016).

Ensuring strategic, long-term oriented action and lasting commitment to SDG implementation requires new governance mechanisms. Institutional set-ups are likely to change with elections. This includes the composition and structures of Centres of Government. Shifting responsibilities and variations in the level of priority given to the implementation of the 2030 Agenda can undermine a country's success in delivering on the SDGs. While Centres of Government have an important role to play on long-term strategic documents and policy instruments, safeguards are needed to ensure accountability of governments to long-term pathways beyond electoral cycles and cabinet reshuffles. This

requires independent, long-term oriented institutions that contribute to decision-making processes and provide a voice for all of society, current and future generations.

A number of countries have set up institutions that focus on long-term policy pathways, intergenerational justice and sustainable thinking. These include ministries for the future, independent ombudsman offices, commissions, multi-stakeholder fora and parliamentary committees for future generations and sustainable development. Countries have also adjusted the rules laid down in their constitutions and laws to mainstream sustainability into public policies and to ensure the protection of the rights of future generations; and some have developed long-term visions with a timeline up to 2050 through inclusive processes and used them as a basis for designing their national sustainable development strategies. (OECD, 2019). In many countries, supreme audit, fiscal and behavioural insight institutions are also key to fostering more sustainable policies, urging countries to develop more sustainable governance tools.

Using governance tools and mechanisms can embed long-term commitments to the SDGs into day-to-day government operations. These tools include government legislation, programmes, strategies, and action plans, but also the budget, public procurement, stakeholder participation and monitoring processes. Stakeholders can provide invaluable input to inform decision-makers on policy impacts, and thereby help governments develop more sustainable, long-term oriented policies. Results from the *2019 SDSN Survey on national coordination and implementation mechanisms for the SDGs at the Central/federal level of government*, covering 42 countries and the European Union, show large variation in how the SDGs are embraced by the political leadership and translated into long-term action plans and dedicated institutional mechanisms (Sachs et al, 2019).

Leveraging financing, budget processes and public procurement can help foster policy coherence beyond electoral cycles and embed the 2030 agenda in day-to-day government operations. There is no national instrument more strategic, important and crosscutting than the government budget. As a central policy document, the budget shows how annual and multi-annual objectives will be prioritised and achieved by government. Leveraging the budget for SDG implementation can inform and support policy-makers in managing trade-offs and complementarities; and provide decision criteria to prioritise budget proposals. To ensure an integrated approach, budgets should incorporate SDG considerations across the entire budget cycle, including budget planning and formulation, approval, execution and oversight. Norway and Finland, for example, have begun to use their respective budget processes as a tool for more effective SDG implementation. In September 2018, the Finnish Ministry of Finance proposed a 2019 State Budget that seeks to mainstream sustainable development into all sectoral policies and financial instruments. Norway, which has allocated responsibility for each of the 17 SDGs to a specific ministry, channels line ministries' reports on their respective progress in SDG implementation through its national budget proposal. However, despite progress in many countries the misalignment between current public expenditure and the SDGs persists. Many good budgeting practices such as performance setting, programme monitoring, expenditure tracking, ex-post performance evaluations and spending reviews are still underexploited by governments around the world.

Public procurement is key instrument that governments could be used more proactively in SDG Implementation. Incorporating the SDGs into procurement practices can help governments realise their sustainable development ambitions by channelling public spending towards better use; ensuring good value for money through efficiency and integrity; and fostering an integrated approach across economic, social and environmental policy

objectives. OECD countries currently spend around 12% of their GDP on public procurement which could be better leveraged to deliver on the SDGs. The 2030 Agenda specifically recognises the importance of public procurement through SDG Target 12.7 that calls on countries to “promote public procurement practices that are sustainable in accordance with national policies and priorities”.

Assessing policy impacts on sustainable development, both at home and abroad, is essential for making informed policy choices. Ex-ante and ex-post regulatory impact assessments based on reliable scientific data allow policy-makers to anticipate and address the domestic and transboundary impacts of their policies on sustainable development and future generations. Several countries have developed methodologies for checking regulatory proposals for compliance with SDGs, including the Netherlands and Germany. In Germany, all proposals for new laws and regulations are subject to a Sustainability Impact Assessment based on indicators, targets and management rules which include intergenerational and transboundary dimensions (OECD, 2019). In early 2019, the Dutch government amended its assessment framework to fully integrate the SDGs into its existing ex-ante analysis of economic, social and environmental effects by adding impact assessments on gender equality and transboundary impacts on developing countries.

Quality assurance and auditing by independent institutions can support governments in improving the effectiveness and efficiency of their sustainable development policies. Independent analysis by internal and external experts can help governments to assess their progress on national SDG implementation, to evaluate the effectiveness of their chosen methods and governance tools. Moreover, it can highlight gaps in national SDG governance, foster innovative proposals for encouraging more sustainable policies, and ultimately help governments reach their aspirations on sustainable development. Assessments should cover both qualitative as well as quantitative aspects of SDG implementation. Governments do not only need to develop the coherent and effective sustainable policies, but also ensure that those policies are underpinned by the necessary financial and administrative means.

Better governance data is needed to inform public sector reforms for the SDGs. With respect to comparative governance data, statistics often differ in terms of the underlying concepts, the labels used to describe them, the range of institutions covered, and the detailed aspect or function considered: developing a common conceptual framework for governance should therefore be a prerequisite for gathering more robust and useful statistics in this field. In general, while politically sensitive, there are no a priori reasons why National Statistical Offices should consider governance statistics as falling outside their remit; these statistics should become part of their routine production, subject to the same quality standards and requirements that apply to other social, economic and environmental statistics (OECD, 2017).

Fora for engagement with non-governmental actors can function as a champion for the rights of current and future generations to sustainable development. Experience suggests that civil society plays a crucial role in ensuring lasting commitment to sustainable development, holding governments accountable, proposing alternative policy scenarios and complementing government efforts in SDG implementation. The Finnish government’s regular engagement with a broad range of stakeholders through its National Commission on Sustainable Development, for example, has led to the launch of a platform that encourages the government, private sector and civil society to commit to concrete actions for achieving the SDGs. In other countries, multi-stakeholder fora provide analytical and strategic input on sustainable development and long-term objectives through reports, road maps and policy assessments.

Engaging with a broad range of stakeholders is essential to reconcile lasting economic, social and environmental prosperity for all. Inclusive, participative and transparent policy-making is a prerequisite to ensure that the Agenda’s cardinal principle of “leaving no one behind” is put into practice (OECD, 2019; SDSN 2015a). To deliver on the SDGs, governments and stakeholders need to come together to identify common challenges, priorities and actions, as envisioned by the 2030 Agenda. To prevent undue influence by particular interest groups, governments need to ensure that all stakeholders have fair and equitable access to the decision-making process. Engagement of all of society in SDG implementation can also help to mobilise, coordinate and channel additional financial resources for sustainable development, and leverage the expertise of a multitude of stakeholders.

CONCLUSION AND OUTLOOK

Ensuring effective governance mechanisms are in place is an essential enabler for the achievement of all 17 SDGs. The 2030 Agenda and the Paris Agreement on Climate Change call for deep economic, social, and environmental transformations, which in turn must mobilize governments, civil society, and businesses. Governments are in a unique position to shape this process by designing and implementing target-based and time-bound policies. Long-term pathways need to be developed in many areas to capture synergies and trade-offs across policy options but also to support coherent actions and interventions from various stakeholders. As highlighted above, no country is fully on track to meeting the SDGs by 2030 (OECD, 2019; Sachs et al, 2019). Governments need to step up their efforts and mobilise all tools at their disposal – including budget, procurement and regulations -, all levels and branches of government, and all of society. Leveraging public management systems strategically for the goals is key to realising the ambitious vision set out in the 2030 Agenda.

Institutions that can help ensure political support across government for the SDGs are crucial. For example, the Centers of Government can help to ensure policy coherence and a whole-of-government approach when it comes to SDG implementation. With the direct authority of the head of government and the necessary convening power, experience to deal with policy conflicts, they are also well placed to enhance policy coherence. Working together with long-term oriented, independent institutions and stakeholders that provide a voice for future generations, governments can fully leverage their strategic clout to balance economic, social and environmental as well as short- and long-term priorities.

Looking ahead, governments and the research community could consider focusing on a number of key priorities to inform and support good governance for the SDGs:

- 1) Reflect and build an evidence base on how SDG implementation can best be organized in each country and the governance mechanisms that are needed to support long-term pathways to deliver on the 2030 Agenda
- 2) Foster exchange of experiences between government officials and practitioners in developing long-term pathways and leveraging governance tools to deliver on the SDGs
- 3) Improve the evaluation of SDG integration in national strategies and policy frameworks
- 4) Increase investments in SDG data and monitoring of SDG commitments

Partnerships and peer-to-peer learning is key to maximising impact in leveraging public management systems for the SDGs. The combined knowledge of domestic and international actors and the exchange of good practices on the governance of the SDGs have helped accelerate a global shift to more sustainable policy making. Partnerships between governments, international organisations and civil society can help to bring these issues to the fore and build capacity for the effective use of governance tools. The Global Hub for the Governance of the SDGs to be launched in September 2019 will draw on insights from OECD member and partner country experiences and help governments develop fit-for-purpose public services to deliver on the SDGs. SDSN and the OECD will work together to build the evidence-base in support of long-term pathways to reach the goals countries have committed to both for current and future generations.

ANNEX 1: HOW SDG TRANSFORMATIONS MIGHT BE ORGANIZED

For illustrative purposes, this figure and table outline how SDG implementation might be organized in six transformations that involve key line ministries and together are critical for achieving the SDGs (Sachs et al. 2019).

Six SDG Transformations underpinned by the principles of leaving no one behind and circularity & decoupling

Leave No One Behind

1. **EDUCATION, GENDER, AND INEQUALITY**
SDGS 1, 5, 7-10, 12-15, 17
2. **HEALTH, WELLBEING, AND DEMOGRAPHY**
SDGS 1, 2, 3, 4, 5, 8, 10
3. **ENERGY DECARBONIZATION AND SUSTAINABLE INDUSTRY** *SDGS 1-16*
4. **SUSTAINABLE FOOD, LAND, WATER, AND OCEANS** *SDGS 1-3, 5, 6, 8, 10-15*
5. **SUSTAINABLE CITIES AND COMMUNITIES** *SDGS 1-16*
6. **DIGITAL REVOLUTION FOR SUSTAINABLE DEVELOPMENT** *SDGS 1-4, 7-13, 17*



Circularity and Decoupling

1. **Education, Gender, and Inequality.** Involving ministries of Education, Science and Technology, Gender Equality and Family Affairs this Transformation covers investments in education (early childhood development, primary and secondary education, vocational training and higher education), social protection systems and labor standards, and R&D. It directly targets SDGs 1, 2, 4, 5, 8, 9, and 10, and reinforces other SDG outcomes.
2. **Health, Wellbeing, and Demography.** Groups interventions to ensure Universal Health Coverage (UHC), promote healthy behaviors, and address social determinants of health and wellbeing. It directly targets SDGs 2, 3, and 5 with strong synergies into many other goals. Implementation will need to be led by ministries of health.
3. **Energy Decarbonization and Sustainable Industry.** This transformation groups investments in energy access; the decarbonization of power, transport, buildings, and industry; and curbing industrial pollution. It directly targets SDGs 3, 6, 7, 9, 11-15, and reinforces several other goals. Implementation will require coordination across a large number of industries, including energy, transport, buildings, and environment.
4. **Sustainable Food, Land, Water and Oceans.** Interventions to make food and other agricultural or forest production systems more productive and resilient to climate change must be coordinated with efforts to conserve and restore biodiversity and to promote healthy diets alongside major reductions in food waste and losses. Important trade-offs exist between these interventions, so we recommend identifying and addressing them inside one transformation, which will need to mobilize a broad range of ministries, such as agriculture, forestry, environment, natural resources, and health. This broad transformation directly promotes SDGs 2, 3, 6, and 12-15. Many other SDGs are reinforced by these investments.
5. **Sustainable Cities and Communities.** Cities, towns, and other communities require integrated investments in infrastructure, urban services, as well as resilience to climate change. These interventions target of course SDG 11 and they also contribute directly to goals 6, 9, and 11. Indirectly virtually all SDGs are supported by this transformation, which relies on leadership from the ministries of transport, urban development, and water resources.
6. **Harnessing the Digital Revolution for Sustainable Development.** If managed well, digital technologies, such as artificial intelligence and modern communication technologies can make major contributions towards virtually all SDGs.

Source: Based on TWI2050 (2018) and advice from members of the SDSN Leadership Council.

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Sustainable Development Report 2019  Transformations to achieve the SDGs

SDG Transformation	Principal line ministries involved in transformation	Key SDG interventions
1. Education, Gender, and Inequality	Education Science and Technology Social Affairs	Early childhood development
		Primary & secondary education
		Vocational training & higher education
		Social protection system and labour standards
		Research & development
2. Health, Wellbeing and Demography	Health	Universal health coverage
		Healthy behaviours and social determinants of health and wellbeing
3. Energy Decarbonisation and Sustainable Industry	Buildings/Construction Energy Environment Transport	Access to clean energy
		Zero-carbon electricity generation
		Energy efficiency
		Electrification and zero-carbon fuels
4. Sustainable Food, Land, Water, and Oceans	Agriculture Environment Fisheries and Marine Resources Forestry Health Water and Natural Resources	Efficient and resilient agricultural systems and fisheries that support healthy diets and farm livelihoods
		Protection of terrestrial and marine biodiversity, including forests
		Healthy food promotion and regulation
		Trade and supply chains consistent with sustainable development
		Integrated land-use and water management
5. Sustainable Cities and Communities	Transport Urban Development Water and Sanitation	Urban access to water, sanitation, and waste management
		Sustainable mobility and transport networks
		More compact settlements
		Urban adaption and resilience
6. Digital Revolution for Sustainable Development	Science and Technology Telecommunications	Universal broadband and IT infrastructure
		Digital inclusion, skills, privacy protection, and universal identity
		Mobilizing digital technologies to achieve all SDGs

ANNEX 2: SDG INTEGRATION INTO COORDINATION AND LINKAGES TO THE NATIONAL BUDGET IN OECD COUNTRIES

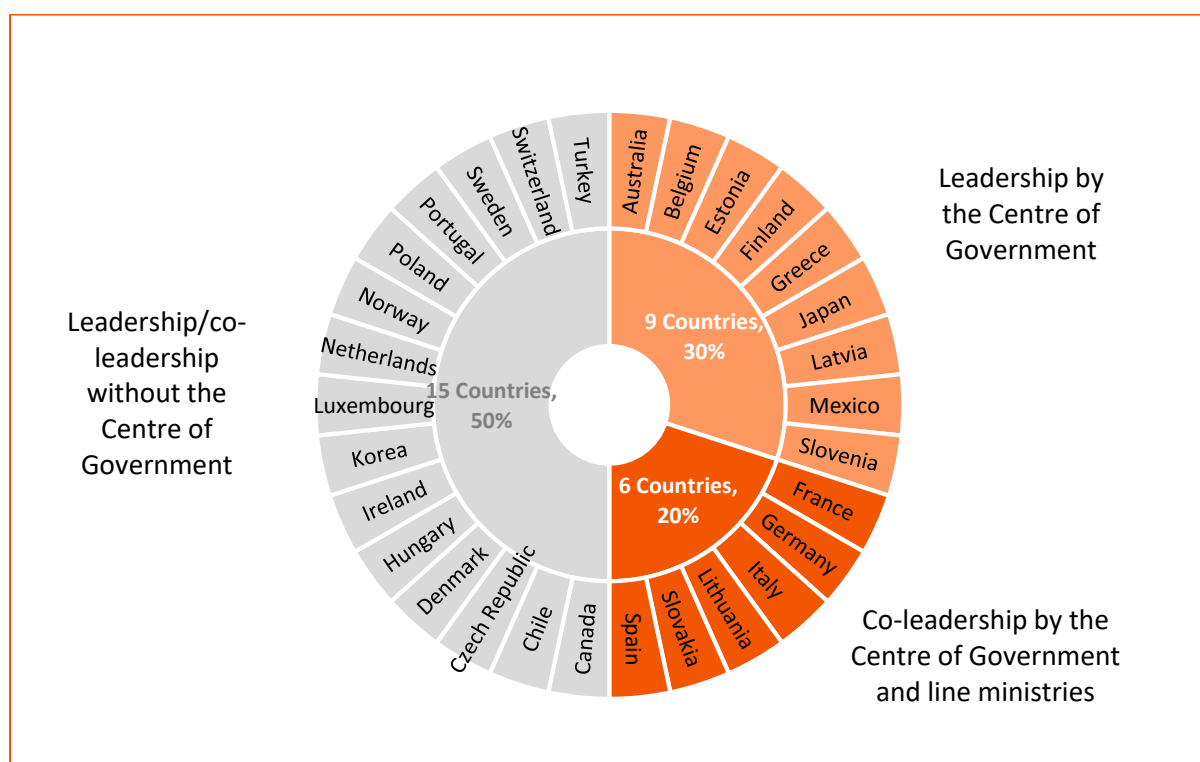
Table 1. Institutional mechanisms in support of policy integration

<i>Strategies, Plans and Guidelines</i>	
Canada	The Government is developing a national strategy that aims to integrate the SDGs into Canada's programmes and activities. The Government's 2018 Budget plan foresees USD 49.4 million over 13 years to establish an SDG unit and fund monitoring and reporting activities by Statistics Canada.
Denmark	In 2017, the Danish Government adopted its "Action Plan for the Sustainable Development Goals". Under the headings of (i) Prosperity, (ii) People, (iii) Planet and (iv) Peace, it identifies key areas of intervention at the national and international level with a related indicator and attached to specific SDGs.
Estonia	The Estonian Commission for Sustainable Development launched a review of Sustainable Estonia 21 and its implementation mechanisms. The SDGs will be integrated into the government's sectoral and thematic strategies.
Germany	The 12 management rules of the German Sustainable Development Strategy state that the guiding principle of sustainability should be considered in every law and decree from the start.
Ireland	The SDG Policy Map of Ireland's National Implementation Plan 2018-2020 sets out responsibilities for achieving SDG targets across multiple government departments.
Japan	The 2016 SDGs Implementation Guiding Principles provide a framework for policy integration and direct the government and related agencies to incorporate the SDGs into their plans, strategies and policies.
Korea	The Third Basic Plan for Sustainable Development 2016-2035 was expanded to encompass economic and social development goals and mainstream the SDGs.
Latvia	Latvia's national sustainable development goals are defined in the Latvija2030 Strategy and operationalised through seven-year national development plans and sectoral policy strategies. Each of the 169 SDG targets is linked to performance indicators defined in the National Development Plan 2014-2020 and other strategic documents.
Lithuania	When drawing up strategic documents, all state institutions are guided by overarching strategies, primarily the National Strategy for Sustainable Development and the National Progress Strategy 'Lithuania 2030'.
Mexico	The National Planning Law was updated during the second half of 2017 with a view to integrating the three dimensions of sustainable development and key principles of the 2030 Agenda in national development planning.
Slovakia	In 2017, the government adopted a roadmap to outline the key steps towards integrating the 2030 Agenda into the overall strategic planning and governance framework. A new National Development Strategy will provide a framework to integrate national, regional and territorial development plans.
Spain	A programmatic Action Plan for the implementation of the 2030 Agenda, approved in 2018, promotes public policies' alignment with the SDGs and identifies policy levers as well as transformative measures, including establishing compulsory SDG impact reports in legislative activity, budgeting for the SDGs, and promoting SDG Partnerships.

<i>Institutional arrangements</i>	
Australia	Since the adoption of the SDGs, the Australian Government has convened an interdepartmental group of senior officials with portfolio responsibilities that link to one or more of the SDGs. It has also established cross-government groups on specific aspects such as data or communications.
Czech Republic	The regular discussion of sectoral documents between departments in government advisory bodies and inter-ministerial co-ordination groups provides a basic mechanism for policy integration.
Greece	An inter-ministerial co-ordination network for SDGs established in 2016 supports mainstreaming of the SDGs and the integration of the three dimensions of sustainable development into thematic legislation, strategies, policies and initiatives.
Luxembourg	The Government's Inter-Departmental Commission on Sustainable Development supports the integration of sustainable development in sectoral policies, including through the development of the National Sustainable Development Plan. The Government's Committee for Development Cooperation makes recommendations relating to policy coherence.
Netherlands	Ministers are responsible for implementing the SDGs within their respective policy areas. Focal points for SDG implementation exist at each ministry.
Spain	A main function of the recently created High Level Group for 2030 Agenda is to foster integration of the SDGs and targets into national policy frameworks.
Turkey	A task force within the Ministry of Development composed of experts in relevant areas was mandated to integrate SDGs into public documents at all levels, including the National Development Plan, regional plans, and sectoral strategies.
<i>Assessment tools</i>	
Belgium	The Federal Institute on Sustainable Development supports ministries and other stakeholders in integrating sustainable development into their core business. Two additional instruments support policy integration: an ex-ante impact assessment of regulatory action and the Federal Long-Term Vision statement for the Belgian 2030 outlook.
Denmark	The government already assesses new legislative proposals in terms of their economic, environmental and gender equality consequences.

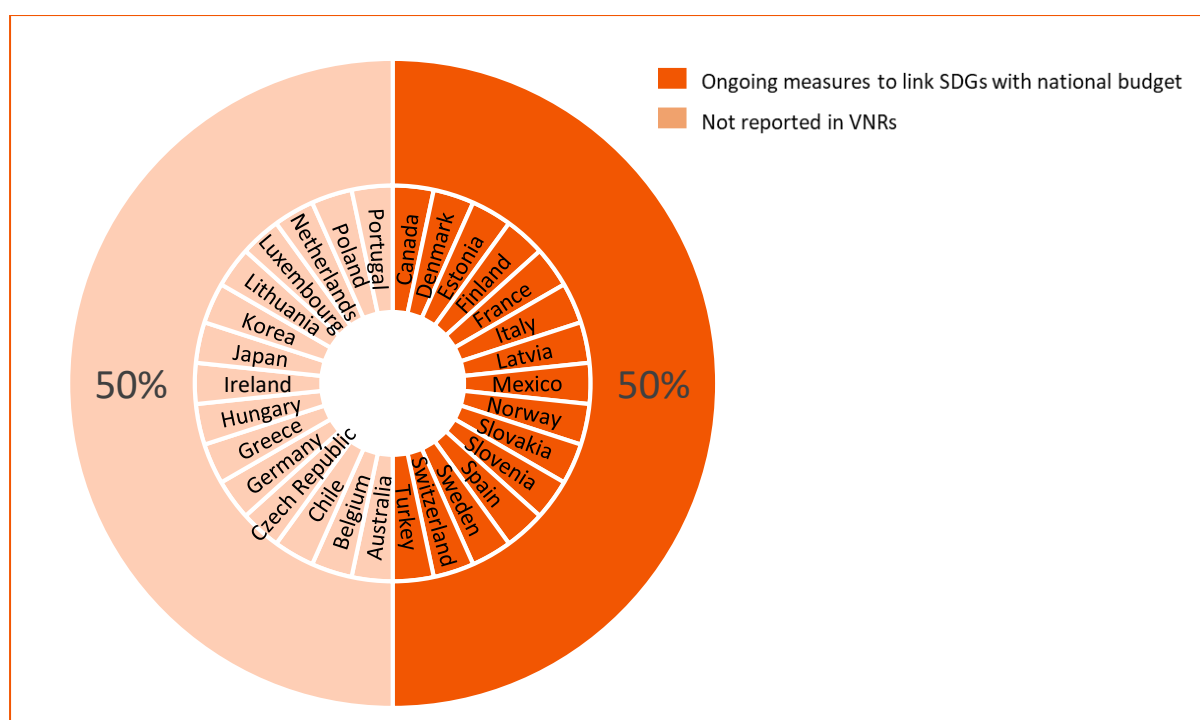
Source: OECD (2019), Policy Coherence for Sustainable Development 2019: Empowering People and Ensuring Inclusiveness and Equality, OECD Publishing, Paris.

Figure 1. Leadership in coordinating the implementation of the SDGs



Source: OECD (2019), Policy Coherence for Sustainable Development 2019: Empowering People and Ensuring Inclusiveness and Equality, OECD Publishing, Paris.

Figure 2. Linking the SDGs to the national budget



Source: OECD (2019), Policy Coherence for Sustainable Development 2019: Empowering People and Ensuring Inclusiveness and Equality, OECD Publishing, Paris.

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