

Draft Note #1

SDG Implementation Framework

Effective public service for SDG implementation

The 17 Sustainable Development Goals (SDGs) all, directly or indirectly, need an effective public service for successful implementation. This is because all of the Goals (17 SDGs, 169 targets and 231 indicators) require the provision of public goods or the implementation of a public sector policy and, therefore, depend on public service to coordinate, mediate or directly provide.

The 2030 Agenda will challenge the capacity of public service in scope, importance and urgency. An effective interface between politicians and public officials will be needed to turn the political vision for SDG implementation into a reality. Innovation and future-oriented mind-sets must strive for better solutions. Finally, a strong motivation in the public service to achieve the SDGs is essential to ensure sense of purpose.

Public service and public services will need the skills to:

- Prioritise the targets and indicators, identifying and committing adequate financial resources require considerable political will which is often lacking in development contexts. There is a need for political leadership able to champion a national vision of development. SDG implementation is not a technocratic exercise, it requires challenging vested interests and embedded power relations¹.
- Interpret and contextualise the targets, given that some of them are expressed in vague, qualitative language rather than being clearly measurable and time-bound.
- Tackle the ‘siloed’ and, sometimes, conflicted nature of the targets. Their successful implementation will require a ‘Whole of Government’ approach to link different goals together and overcome trade-offs.
- Address corruption, rent-seeking and other failures of the public and private sectors.²
- Implement Goal 16 and its underlying vision of good governance which makes it likely to be the most difficult Goal to measure and contentious when it comes to standards and data collection.
- Promote the legitimacy of the state by building the trust of its citizens, by upholding the commitment to the 2030 Agenda which all governments entered into out of their own volition. Given that the SDGs do not imply a contractual obligation and cannot be enforced, accountability and commitment difficulties could arise if domestic policy needs to divert resources and efforts elsewhere.

But the public service in every country cannot deliver SDG strategies and plans on its own. As noted in Sustainable Development Agenda, inclusive development implies that ‘all stakeholders, acting in collaborative partnership, will implement this plan’. Officials will need the collaborative leadership skills to foster a multi-stakeholder process

¹ Byanyima, Winnie (2015) ‘How can we eradicate poverty by 2030?’ *World Economic Forum*. Available at: <https://www.weforum.org/agenda/2015/09/how-can-we-eradicate-poverty-by-2030/>

² UN Millennium Project (2006) ‘Why the goals are important’. Available at: <http://www.unmillenniumproject.org/reports/why8.htm>

engaging effectively with external partners including the representatives of civil society, businesses, academia and science, for collective problem-solving.

In order to achieve all this, public service and the public services in every country will need to innovate. The following are areas of public service that may require attention and improvement in order to ensure effective SDG implementation:



Data

Robust research and data collection are essential for tracking progress, measuring outcomes, creating grounded evidence for analysis and reforms, and addressing implementation issues. The absence of a quality and reliable data collection mechanism poses a significant barrier to the systematic exploration of goal and target attainment. At the same time, SDG agenda represents an opportunity for countries without an adequate data collection system to develop customised methods and ways of gathering information.

Knowledge sharing

New insight on all of the aspects of SDGs, including successful policies and programme implementation is generated rapidly. Yet, it often diffuses very slowly. Ensuring that knowledge is disseminated quickly, effectively, and widely should be a priority for public service institutions.

Capacity building

Many countries lack the technical capacity to implement programmes despite their awareness of what needs to be done. Governments will need to build coalitions and enter into partnerships with other key actors to develop and implement policy and track the progress along the way. Reliable data that can be used to ensure political accountability will be critical.

Innovation

Following the MDGs, it is time to rethink the ways in which public services around the world operate and introduce new ways of working. This pertains to transforming decision-making processes, planning, generating evidence, new solutions and ideas, and resource mobilisation. The new instruments should help public services cope with increased pressure such as strategic foresight, co-production and collaborative arrangements, innovation and digitisation.

Adaptation

Many countries will find it difficult to meet SDG targets without adapting them to their specific needs. Challenges include reconceptualising how goals can be implemented in resource limited settings, and harnessing the power of technology to ensure better community accountability.

Localisation and Sub-National Government

Decentralisation of SDG implementation and related service delivery can yield better results as localised sectoral spending may lead to better outcomes and service quality improvement, especially in health, education and poverty reduction³.

Such developments have to be carried out with a few questions in mind: the scale of the local public sector and the scope of its role in public service delivery; the extent to which development actors rely on the local public sector; the correlation between local public sector spending and sectoral outcomes; and the potential for localisation.

Effective SDG implementation calls for a policy integration between all levels of government⁴. While the role of the national governments is crucial, decentralisation and delegation of authority to make change to a more grassroots level may ensure that the context of the reform, as well as local interests are taken into account, thus preventing possible failures and lags.

Collaboration

SDGs cannot be delivered by governments alone. Many partners will be important in making a leap forward to achieve the goal. SDG implementation calls for an emphasis on political influence and advocacy, where more voices can help. By building wider and more fluid collaborative initiatives among stakeholders, public officials must reach out.

Thinking and working politically

The *thinking and working politically* (TWP) approach⁵ advocates bureaucrats improving iterative engagement with the political environment, and trying better to influence and navigate the context not just understand it. It is essential to secure the kind of political priorities that will help achieve SDGs through development coalitions and programmes that provide political *nudges* or *nagging*.

Implementation Challenges

The heterogeneous nature of the goals and targets implies that public service has to react differently to ensure their effective implementation. The enclosed table (see annex) presents the SDGs and targets listed by the nature of the implementation challenge for public administration: i) Structural; ii) Process; and iii) Outcomes.

1. Structural

Goals and targets that require structural changes call for national governance reforms. These may include tackling corruption, enhancing capabilities, creating or strengthening institutions and investment climates, and establishing effective internal dialogue with sectors and stakeholders⁶.

³ Urban Institute (2014) 'Localizing public services and development: the local public sector's role in achieving development goals in health and education'. Available at: http://www.localpublicsector.net/docs/UI_DELOG_Final.pdf

⁴ UN Department of Economic and Social Affairs (2015) 'Policy integration in government in pursuit of the sustainable development goals'. Available at: <http://www.un.org/esa/socdev/csocd/2016/egmreport-policyintegrationjan2015.pdf>

⁵ OECD (2016) 'Achieving the impossible: can we be SDG 16 believers?'. Available at: <http://www.oecd.org/dac/governance-peace/publications/documentuploads/Achieving%20the%20Impossible%20can%20we%20be%20SDG16%20believers.pdf>

⁶ Foundation for Democracy and Sustainable development (2015) 'The critical role of effective, accountable and inclusive institutions in implementing the Sustainable Development Goals'. Available at: <http://www.fdsd.org/site/wp-content/uploads/2015/10/The-critical-role-of-effective-accountable-and-inclusive-institutions.pdf>

Given that the developing countries may be lagging behind for various reasons in the attainment of the goals, the need for institutional reforms may become more pronounced. Even the most urgent and life-changing goals and targets may not be implemented if corruption persists and the institutional base is weak.

A great deal will depend on the strength of the political will at play. That implies the need for skilled leadership able to reconcile many interests and take charge, and follow through where necessary – the art of thinking and working politically.

Some institutional changes also need to be rooted in innovation – to ensure that the implementation frameworks are streamlined and there is limited space for discretionary actions.

2. Process

Process-oriented goals and targets imply improving the way resources are allocated and programs and activities are designed. One of the shortcomings of the MDGs may have been the failure to clearly spell out the resources needed for their implementation⁷.

SDG implementation may require the capacity and leadership to reform existing global and national financial institutions and arrangements, as well as systemic change in the partnerships and agreements between different groups of interests. Effective South-South cooperation is of utmost importance for pooling resources, joining efforts and forming effective ‘toolboxes’ for SDG financing and program designs with best fit.

Effective planning drawing on the best features of strategic foresight and futures thinking is one such tool used for navigating the uncertain landscape of today and tomorrow, building organisational resilience, at the same time promoting adaptiveness and flexibility.

3. Outcome

It is impossible to measure outcomes without good quality evidence, robust research and relevant case studies⁶. A strong system of data-gathering and verification is needed. Moreover, where the government is the data collector and reporter on target and goal attainment, an open and transparent feedback system involving stakeholders is essential.

To ensure that goals and targets are addressed accordingly, a monitoring and feedback system has to be established between all parties involved. Knowledge sharing is crucial for a careful and timely monitoring process.

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⁷ Future United Nations Development System (2014) ‘The SDGs – what are the ‘means of implementation’?’. Available at: <http://www.futureun.org/media/archive1/briefings/FUNDS-Briefing21-SDGsMol.pdf>.

ANNEX

Sustainable Development Goals (SDGs) categorised by Public Service challenge

This table presents the SDGs and targets listed by the nature of the implementation challenges faced by public service:

- **Structural – overcoming institutional capacity weaknesses and challenges.**
- **Process – ensuring adequate resource allocation, and appropriate design of programs and activities.**
- **Outcome – creating and maintaining focus on attainment of an ambition.**

Structural	Process	Outcome
1. End poverty in all its forms everywhere		
<p>1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable</p> <p>1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies, to support accelerated investment in poverty eradication actions</p>	<p>1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance</p> <p>1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions</p>	<p>1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day</p> <p>1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions</p> <p>1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters</p>
2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture		
<p>2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial</p>	<p>2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather,</p>	<p>2.1 By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round</p> <p>2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets</p>

Structural	Process	Outcome
<p>services, markets and opportunities for value addition and non-farm employment</p> <p>2.b Correct and prevent trade restrictions and distortions in world agricultural markets, including through the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect, in accordance with the mandate of the Doha Development Round</p>	<p>drought, flooding and other disasters and that progressively improve land and soil quality</p> <p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed</p> <p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p> <p>2.c Adopt measures to ensure the proper functioning of food commodity markets and their derivatives and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility</p>	<p>on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons</p>
3. Ensure healthy lives and promote well-being for all at all ages		
<p>3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol</p> <p>3.a Strengthen the implementation of the World Health Organization Framework Convention on Tobacco Control in all countries, as appropriate</p> <p>3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks</p>	<p>3.7 By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes</p> <p>3.8 Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective,</p>	<p>3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births</p> <p>3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births</p> <p>3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat</p>

Structural	Process	Outcome
	<p>quality and affordable essential medicines and vaccines for all</p> <p>3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, which affirms the right of developing countries to use to the full the provisions in the Agreement on Trade-Related Aspects of Intellectual Property Rights regarding flexibilities to protect public health, and, in particular, provide access to medicines for all</p> <p>3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States</p>	<p>hepatitis, water-borne diseases and other communicable diseases</p> <p>3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and wellbeing</p> <p>3.6 By 2020, halve the number of global deaths and injuries from road traffic accidents</p> <p>3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p>
4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		
<p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p> <p>4.a Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all</p> <p>4.c By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States</p>	<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p> <p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development</p> <p>4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in</p>	<p>4.1 By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes</p> <p>4.2 By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education</p> <p>4.3 By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university</p> <p>4.6 By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy</p>

Structural	Process	Outcome
	particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programmes, in developed countries and other developing countries	
5. Achieve gender equality and empower all women and girls		
<p>5.4 Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate</p> <p>5.a Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws</p> <p>5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels</p>	<p>5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p> <p>5.6 Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences</p> <p>5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women</p>	<p>5.1 End all forms of discrimination against all women and girls everywhere</p> <p>5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation</p> <p>5.3 Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation</p>
6. Ensure availability and sustainable management of water and sanitation for all		
<p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p> <p>6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p>	<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p> <p>6.b Support and strengthen the participation of local communities in improving water and sanitation management</p>	<p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations</p> <p>6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes</p>

Structural	Process	Outcome
<p>6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies</p>		
7. Ensure access to affordable, reliable, sustainable and modern energy for all		
<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p> <p>7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>	<p>7.3 By 2030, double the global rate of improvement in energy efficiency</p> <p>7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States and landlocked developing countries, in accordance with their respective programmes of support</p>	<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p>
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all		
<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p> <p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p> <p>8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment</p>	<p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-Year Framework of Programmes on Sustainable Consumption and Production, with developed countries taking the lead</p> <p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p> <p>8.10 Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all</p>	<p>8.1 Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries</p> <p>8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value</p> <p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p>

Structural	Process	Outcome
<p>and use of child soldiers, and by 2025 end child labour in all its forms</p> <p>8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products</p> <p>8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</p>	<p>8.a Increase Aid for Trade support for developing countries, in particular least developed countries, including through the Enhanced Integrated Framework for Trade-related Technical Assistance to Least Developed Countries</p>	
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation		
<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p> <p>9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets</p> <p>9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities</p>	<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p> <p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p> <p>9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing countries and small island developing States</p>	<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p> <p>9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020</p>
10. Reduce inequality within and among countries		
<p>10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality</p>	<p>10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard</p>	<p>10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average</p>

Structural	Process	Outcome
<p>10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations</p> <p>10.6 Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions</p> <p>10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with World Trade Organization agreements</p>	<p>10.7 Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies</p> <p>10.b Encourage official development assistance and financial flows, including foreign direct investment, to States where the need is greatest, in particular least developed countries, African countries, small island developing States and landlocked developing countries, in accordance with their national plans and programmes</p>	<p>10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status</p> <p>10.c By 2030, reduce to less than 3 per cent the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5 per cent</p>
11. Make cities and human settlements inclusive, safe, resilient and sustainable		
<p>11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons</p> <p>11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management</p> <p>11.a Support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning</p> <p>11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials</p>	<p>11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries</p> <p>11.b By 2020, substantially increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, and develop and implement, in line with the Sendai Framework for Disaster Risk Reduction 2015–2030, holistic disaster risk management at all levels</p>	<p>11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums</p> <p>11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations</p> <p>11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities</p>
12. Ensure sustainable consumption and production patterns		

Structural	Process	Outcome
<p>12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment</p> <p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p> <p>12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature</p> <p>12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>	<p>12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse</p> <p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p> <p>12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products</p> <p>12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities</p>	<p>12.1 Implement the 10-Year Framework of Programmes on Sustainable Consumption and Production Patterns, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries</p> <p>12.2 By 2030, achieve the sustainable management and efficient use of natural resources</p> <p>12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses</p>
13. Take urgent action to combat climate change and its impacts		
<p>13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries</p> <p>13.2 Integrate climate change measures into national policies, strategies and planning</p> <p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible</p> <p>13.b Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small</p>	

Structural	Process	Outcome
	island developing States, including focusing on women, youth and local and marginalized communities	
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development		
<p>14.3 Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels</p> <p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p> <p>14.6 By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation</p> <p>14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in the United Nations Convention on the Law of the Sea, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of “The future we want”</p>	<p>14.7 By 2030, increase the economic benefits to small island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism</p> <p>14.a Increase scientific knowledge, develop research capacity and transfer marine technology, taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular small island developing States and least developed countries</p> <p>14.b Provide access for small-scale artisanal fishers to marine resources and markets</p>	<p>14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p> <p>14.2 By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans</p> <p>14.5 By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information</p>
15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss		

Structural	Process	Outcome
<p>15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species</p> <p>15.7 Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products</p> <p>15.8 By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species</p> <p>15.c Enhance global support for efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities</p>	<p>15.6 Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed</p> <p>15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts</p> <p>15.a Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems</p> <p>15.b Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation</p>	<p>15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements</p> <p>15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally</p> <p>15.3 By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world</p> <p>15.4 By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development</p>
16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels		
<p>16.6 Develop effective, accountable and transparent institutions at all levels</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decisionmaking at all levels</p>	<p>16.3 Promote the rule of law at the national and international levels and ensure equal access to justice for all</p> <p>16.8 Broaden and strengthen the participation of developing countries in the institutions of global governance</p> <p>16.9 By 2030, provide legal identity for all, including birth registration</p>	<p>16.1 Significantly reduce all forms of violence and related death rates everywhere</p> <p>16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children</p> <p>16.4 By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime</p> <p>16.5 Substantially reduce corruption and bribery in all their forms</p>
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development		
17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to	17.1 Strengthen domestic resource mobilization, including through international support to developing	

Structural	Process	Outcome
<p>science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p> <p>17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed</p> <p>17.8 Fully operationalize the technology bank and science, technology and innovation capacity-building mechanism for least developed countries by 2017 and enhance the use of enabling technology, in particular information and communications technology</p> <p>17.10 Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda</p> <p>17.11 Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020</p> <p>17.12 Realize timely implementation of duty-free and quota-free market access on a lasting basis for all least developed countries, consistent with World Trade Organization decisions, including by ensuring that preferential rules of origin applicable to imports from least developed countries are transparent and simple, and contribute to facilitating market access</p> <p>17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence</p> <p>17.14 Enhance policy coherence for sustainable development</p>	<p>countries, to improve domestic capacity for tax and other revenue collection</p> <p>17.2 Developed countries to implement fully their official development assistance commitments, including the commitment by many developed countries to achieve the target of 0.7 per cent of gross national income for official development assistance (ODA/GNI) to developing countries and 0.15 to 0.20 per cent of ODA/GNI to least developed countries; ODA providers are encouraged to consider setting a target to provide at least 0.20 per cent of ODA/GNI to least developed countries</p> <p>17.3 Mobilize additional financial resources for developing countries from multiple sources</p> <p>17.4 Assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries to reduce debt</p> <p>17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation</p> <p>17.15 Adopt and implement investment promotion regimes for least developed Countries</p> <p>17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries</p>	

Structural	Process	Outcome
<p>17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development</p> <p>17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts</p> <p>17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries</p>	<p>17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships</p>	