UNITED NATIONS
DEVELOPMENT GROUP
LATIN AMERICA
AND THE CARIBBEAN

SUPPORT OF UNITED NATIONS
COUNTRY TEAMS TO GOVERNMENTS
OF LATIN AMERICA AND THE CARIBBEAN
FOR THE IMPLEMENTATION OF
THE 2030 AGENDA

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FOREWORD

The 2030 Agenda requires all stakeholders to work together to promote sustained and economic growth, social development, and environmental protection to benefit all. It is centered on human rights, aims to leave no one behind, and is owned by Member States. This new universal agenda will require an integrated approach to sustainable development and collective action at all levels to address the challenges of our time. Consequently, Member States expect from us a UN Development System that is relevant, which delivers coherent and increasingly integrated support for the achievement of the 2030 Agenda.

It is fitting that for the 2017 High Level Political Forum (HLPF), the theme is "Eradicating poverty and promoting prosperity in a changing world" because poverty is representative of the multidimensional character that is the 2030 Agenda. This issue requires a multidimensional approach that transcends the traditional measure of development as per capita income. It requires a focus on gender inequalities and women's empowerment, education and developing skills, citizen security, social protection, and a host of other issues that must be addressed for it to be truly overcome. Tackling poverty also requires preventing vulnerable groups from falling back into the destitution that they struggled to escape, and requires attention to issues such as quality of work, social protection, healthcare, and freedom from discrimination. This broad spectrum of thematic areas that encapsulates issues such as poverty requires a vast set of expertise and operational presence. This is why the UN Country Teams are best positioned to support the national governments in implementing the 2030 Agenda.

The UN Country Teams (UNCTs) assemble the sum of expertise and operational presence of the UN Development System. They are composed of numerous UN Agencies, Funds, and Programmes, each with their comparative advantages, expertise, and decades of accumulated experience.

The support UN Country Teams offer is available to all Member States and key stakeholders, and ensures that the UN works closely with our government counterparts in the support of the 2030 Agenda. It allows the UN at the country level to understand and appreciate the complex intricacies of the different countries and situations, thus better assisting National Governments as their context dictates, in a tailored manner, truly creating a close partnership between key actors in the 2030 Agenda. This document aims to highlight the support and role that the UNCTs are providing to the Governments in the region. It consists of two parts, 1) a regional analysis of the UN support, and 2) individual country leaflets that highlight the work of the UNCTs in the region.

It is noteworthy to mention that we are only in the second year of the 2030 Agenda, and that the agenda is still being mainstreamed and localized. Thus, the support of UNCTs has for the large part been focused on this aspect, while the foundation and structure for the Governments to implement the 2030 Agenda are being established.

In closing, the United Nations Development Group in Latin America and the Caribbean (UNDG LAC) will continue to work from the regional level to enhance UN System-wide coherence, and assist UNCTs in delivering effective support to countries in the region for sustainable development through nationally led and owned development processes. The UNDG LAC will ensure that the expertise and support our Member States may require from the UN Country Teams is made available to them. I am confident that this document will shed light on the work of the UNCTs in our region. On behalf of the UNDG LAC, I also affirm that the UNDG LAC and the UNCTs stand ready to work with our National Governments to achieve this very ambitious, yet necessary and achievable, agenda.

Jessica Faieta
Chair, United Nations Development Group for Latin America and the Caribbean

UNITED NATIONS
DEVELOPMENT GROUP
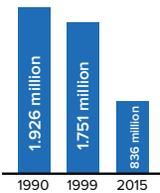LATIN AMERICA
AND THE CARIBBEAN

Background

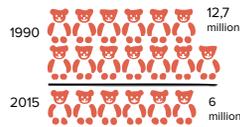The Millennium Declaration was approved in 2000 by 189 countries, which commitmented to achieve eight **Millennium Development Goals** (MDGs).

1 ERADICATE EXTREME POVERTY AND HUNGER
2 ACHIEVE UNIVERSAL PRIMARY EDUCATION
3 PROMOTE GENDER EQUALITY AND EMPOWER WOMEN
4 REDUCE CHILD MORTALITY
5 IMPROVE MATERNAL HEALTH
6 COMBAT HIV/AIDS, MALARIA AND OTHER DISEASES
7 ENSURE ENVIRONMENTAL SUSTAINABILITY
8 GLOBAL PARTNERSHIP FOR DEVELOPMENT

Global number of extreme poor

1.926 million (1990)
1.751 million (1999)
836 million (2015)

Global number of deaths of children under five

1990 — 12,7 million
2015 — 6 million

In 15 years, poverty rates and infant mortality rates in children under 5 dropped to less than half.

The MDGs were to be achieved by 2015 and even though progress was made, there was still much work to do. Thus, states began a dialogue and consultation process with:

- International organizations
- Public sectors
- Private sectors
- Civil society organizations

To reassess the progress that the MGDs achieved and the work that still remains to be done and to stablish a new cooperation framework: the post-2015 agenda.

Through "My World" survey, more than **8 million people** around the world expressed their views on the key issues this new development framework should focus on.

Latin America and the Caribbean added **2,458, 238 voices** to the survey.

SUSTAINABLE DEVELOPMENT GOALS

Approval

September 25th 2015 at the 77th session of the General Assembly.

Relevance

Sustainable development, as defined by the Sustainable Development Goals, improves present living conditions without compromising the resources of future generations.

Definition

It is an action plan comprised by **17 Sustainable Development Goals (SDGs)** that will guide the development decisions over the next 15 years.
This Agenda aims to end poverty, fight inequality and injustice, and address climate change. The stepping stone of this Agenda is leave no one behind.

Implementation

Working in the **5 areas** of the Agenda we can achieve these goals.

- People
- Planet
- Prosperity
- Peace
- Partnerships

However, an important political and social commitment to link the 17 Sustainable Development Goals with national and state development plans will be required. Each of us must participate. We need to work together to achieve big changes and create a more just and equitable society.

Commitment with each country

The **United Nations System** is committed with promoting and supporting the implementation of the Agenda in each country where it has presence. The UN will put all of its resources at the disposition of governments, civil society organizations, research institutions and the private sector, in order to work and achieve these new goals.

more than **30** programmes, funds, and specialized agencies

over **32,000** staff members around the world

MAINSTREAMING, ACCELERATION AND POLICY SUPPORT (MAPS)

What is it?

A Joint **UN System Approach** to support Governments in response to requests from Member States for coordinated support from the UN development system in implementing the 2030 Agenda, that focusses on **policy coherence** and multi-stakeholder engagement, paying special attention to the crosscutting elements of **partnerships**, data and **accountability**.

UNITED NATIONS DEVELOPMENT GROUP
TOGETHER FOR DEVELOPMENT

MAINSTREAMING

- **Landing the SDG agenda at the national and local levels:** integration into national and sub-national plants for development; and into budget allocations.

POLICY SUPPORT

- **Support – skills and experience – from respective un agencies to countries,** which should be made available at a low cost in a timely manner.

ACCELERATION

- **Focus on priority areas** defined by respective countries.
- Support an **integrated approach,** including synergies and trade-offs.
- **Bottlenecks assessment**.

Principles

Universality: goals and targets are relevant to all governments/actors.

Integration across 3 Sustainable Development pillars.

'Indivisible' – cannot 'cherry pick' goals.

'No one left behind'– benefit all and going beyond averages.

Main characteristics

- Brings expertise of the UN.
- On demand support.
- Not always chronological.
- Components will often not be separate.
- Components can act as framing to describe the support that the UN intends to provide.

SUSTAINABLE DEVELOPMENT GOALS

Roadmap

I. **Alignment:** assessing national priorities.
II. Defining an institutional **coordination** mechanism
III. From planning to action: prioritizing sdg accelerators.
IV. **Integrating** SDGs into budgets and **financing** the SDG Agenda.
V. Data, monitoring, and reporting.
VI. Advocacy, resources & partnerships.

Practice areas

The Reference Guide includes **eight** practice areas as opportunities for mainstreaming the 2030 Agenda and SDGs into national strategies, plans and planning processes.

Five of the practice areas are particularly important to initiate in the early stages of mainstreaming, and the rest are critically important for deep mainstreaming and accelerating progress toward achieving nationally adapted SDGs.

- Raising public awareness
- Applying multi-stakeholder approaches
- Reviewing plans and adapting SDGs
- Horizontal policy coherence
- Vertical policy coherence
- Financing and budgeting for the future
- Monitoring, reporting and accountability
- Assessing risks and fostering adaptability

EXECUTIVE
SUMMARY

In September 2015, the Member States of the United Nations adopted the 2030 Agenda for Sustainable Development, a universal agenda driven by the principle of leaving no one behind, that envisions a better world by achieving 17 Sustainable Development Goals (SDGs).

In the 2030 Agenda for Sustainable Development, Member States underlined "the important role and comparative advantage of an adequately resourced, relevant, coherent, efficient, and effective United Nations System" in supporting SDG achievement. In response to this call, and in order to ensure coordinated support from the United Nations Development System, the United Nations Development Group (UNDG) designed a set of policy, programme, and operational tools that leverage strengths throughout the UN to embed the new agenda at country level, which includes the Mainstreaming, Acceleration and Policy Support Approach (MAPS) to assist UN Country Teams in ensuring effective and coherent support to Member States when adapting the global SDGs to national contexts.

Twenty-four of the twenty-six Governments in the LAC region have actively requested support from the UN System for the implementation of the 2030 Agenda since its approval, including early requests of support for mainstreaming the SDGs in National Development Plans (NDP), measurement and reporting, and general orientation/capacity building.

FIGURE 1. | **Requests of Support from Governments in LAC**
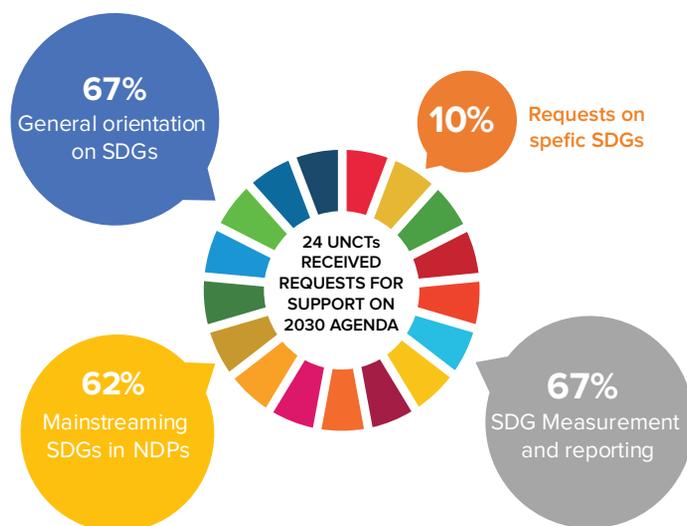
The United Nations Development Group for Latin America and the Caribbean (UNDG LAC) and the UN Country Teams (UNCTs) are ready and available to respond to Government requests, and work in partnership with national counterparts to assist them in the implementation of the 2030 Agenda and the SDGs. The main support provided is structured around three main areas:

1. **Mainstreaming** efforts for landing the 2030 Agenda at the national and local levels, and integrating them into national, sub-national, and local development plans; and budgets.

2. **Acceleration** to targeting national and UN resources at priority areas identified in the mainstreaming process.

3. **Policy Support** efforts to make sure the UN skills and expertise is made available in an efficient and timely manner to provide expertise and advice to Member States in support of SDG implementation

In total, UN Country Teams in the LAC region provided 437 support activities to national governments in the first year after adoption of the 2030 Agenda. While doing so, UNCTs have identified bottlenecks and challenges in five main areas: (i) Capacity building, awareness raising, and monitoring and evaluation; (ii) Alignment of policies and mechanisms; (iii) Financing; (iv) Internal alignment of the UN System; and (v) Government turnover. UN Country Teams remain available to support. Examples of actions to mitigate those challenges include creating public awareness campaigns; participatory monitoring and data collection; integrated modeling; taking stock of the array of financing instruments; the MAPS missions; and capacity building.

In addition to the support provided collectively, Agencies, Funds, and Programmes are also delivering technical and advisory support to countries in the region in regards to the 2030 Agenda for Sustainable Development, and have a wide range of tools available that target specific goals and targets.

INTRODUCTION

THE 2030 AGENDA

In September 2015, the Member States of the United Nations adopted the 2030 Agenda for Sustainable Development[1]. This landmark agreement is a universal agenda for people, the planet, and prosperity. It envisions a better world, free of poverty in all its forms and dimensions, and 'seeks to strengthen universal peace in larger freedom' by achieving 17 Sustainable Development Goals (SDGs) translated into 169 targets and measured through 231 indicators (see figure 2 for details on the structure). The 2030 Agenda is driven by the principle of leaving no one behind, which advocates for countries to go beyond averages, ensuring that they benefit all – eradicating poverty and reducing inequalities. The SDGs are universal — applying to both developed and developing countries — indivisible, and call for an integration across the three pillars of Sustainable Development.

FIGURE 2. | **The 2030 Agenda Structure**

DECLARATION
Vision, shared principles and commitments, a call for action to change our world

SUSTAINABLE DEVELOPMENT GOALS
17 SDGs and 169 targets

The 2030 Agenda for Sustainable Development

FOLLOW UP AND REVIEW
National, Regional and Global

IMPLEMENTATION
Means of implementation and global partnership

UNITED NATION SYSTEM'S ROLE

In the 2030 Agenda for Sustainable Development, Member States underlined "the important role and comparative advantage of an adequately resourced, relevant, coherent, efficient, and effective United Nations System" in supporting SDG achievement. Taking into consideration the SDGs integrated and interrelated nature, the implementation of the 2030 Agenda presents opportunities to heighten the impact of the UN Development System, and to bring the various parts of the UN closer together while also appreciating the distinct differences and special mandates of each entity. Recognizing that no single SDG can be led or owned by any single UN entity, the regional UN system and UN Country Teams are working to achieve far greater inter-sectoral coherence, integration and coordination of efforts.

1 The 2030 Agenda for Sustainable Development officially came into effect on 1 January 2016 and is to be achieved by 2030.

THE UNITED NATIONS SYSTEM IN LATIN AMERICA AND THE CARIBBEAN

The United Nations Development Group for Latin America and the Caribbean (UNDG LAC) brings together 20 UN entities that play a role in development in the region[2]. Its mission is to enhance UN System-wide coherence at the regional level and assist UN Country Teams (UNCTs) in delivering effective support to countries in the region for sustainable development through nationally led and owned development processes. The UNDG LAC serve as platform for close cooperation within the areas requiring technical expertise and application of best available approaches.

The UN Resident Coordinators (RCs) and UNCTs[3] are at the frontline of meeting Member States' expectations and providing UN system support that is adjusted to countries' context and needs. Building on the momentum from multi-stakeholder consultations in the run-up to the new agenda.

INSTRUMENTS AND GUIDANCE

In response to requests from Member States for coordinated support from the United Nations Development System, in 2015, the United Nations Development Group (UNDG) designed a set of policy, programme, and operational tools that leverage strengths throughout the UN to embed the new agenda at country level.

The Mainstreaming, Acceleration and Policy Support Approach (MAPS) was adopted by the UNDG in October 2015 to assist UN Country Teams in ensuring an effective and coherent support to Member States with adapting the global SDGs to national contexts. In addition to the three core elements Mainstreaming, Acceleration, and Policy Support, the MAPS common approach recognizes the importance and the need to support partnership development, accountability, and data efforts. MAPS frames the UN development system's support in the implementation of the new agenda and seeks to make available a set of

tools, guidance, and expertise to governments, civil society, and other partners.

The Reference Guide for Mainstreaming the 2030 Agenda for Sustainable Development provides the framework for UN Agencies coordinated support to Member States in implementing the 2030 Agenda. The Reference Guide includes eight practice areas as opportunities for mainstreaming the 2030 Agenda and SDGs into national strategies, plans, and planning processes. These practice areas all relate to the traditional plan-do-check cycle of strategic planning (see figure 3).
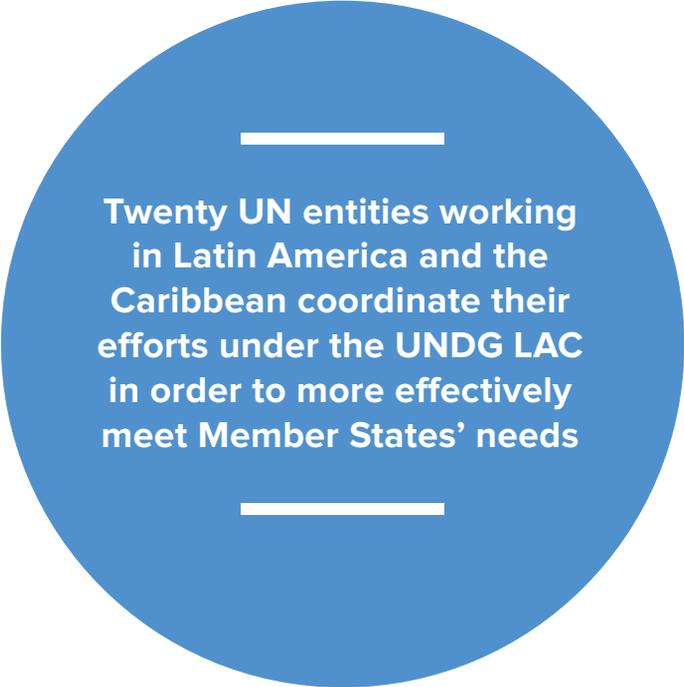
Twenty UN entities working in Latin America and the Caribbean coordinate their efforts under the UNDG LAC in order to more effectively meet Member States' needs

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2 FAO, ILO, IOM, OCHA, OHCHR, PAHO/WHO, UNAIDS, UNDP, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNISDR, UNESCO, UN Environment, UNODC, UNOPS, UN WOMEN, and WFP.
3 In Latin America and the Caribbean a total of 26 United Nations Country Teams (UNCTs) serve 42 countries and territories and remain available to support Governments and multi-stakeholder coalitions to support the implementation of the 2030 Agenda/SDGs.

FIGURE 3. | **The MAPS Virtuous Cycle**

The MAPS Virtuous Cycle

PLAN
- Applying Multi-Stakeholder Approaches
- Horizontal Policy Coherence

DO
- Vertical Policy Coherence
- Financing and Budgeting for the Future

CHECK
- Monitoring, Reporting, & Accountability
- Assessing Risks and Fostering Adaptability
- Raising Public Awareness

Policy Support

■ UN Support to Provide Additional Capacity to Government Policy teams if needed

■ Technically versed in SDG P integration and acceleration

■ Objective and politically neutral

Over 30 countries out of the 44 that volunteered to present their review at this year's HLPF have a UN Country Team presence, eleven of which were from Latin America and the Caribbean. The UNCTs stand ready to support Governments with the voluntary and country-led review process in all these countries as needed. The UNDG has designed guidelines[4] to ensure the UNCTs readiness to support countries reporting on their implementation of the 2030 Agenda and the Sustainable Development Goals, and UNCTs remain available to support the nationally-led SDG reporting and review process.

In addition to the support been provided collectively as a UN system, Agencies, Funds, and Programmes in the region are delivering technical and advisory support to countries in the region in regards to the 2030 Agenda for Sustainable Development and have a wide range of tools available that target specific goals and targets (see page 45 for further reference).

UNDG LAC REGIONAL ANALYSIS

This document consists of several analyses that were undertaken at the regional level regarding the support that the UNCTs are providing to the Governments. It also presents data that reveal which SDGs the UN Country Teams and the Governments are more focused on. Finally, it addresses some of the common challenges that UN Country Teams and Governments face in the implementation of the 2030 Agenda and some examples of UN System tools available. The individual country leaflets highlight the work of the UN Country Teams in a simple and concise manner by including examples of activities implemented while also providing best practices and actual stories of impact. The leaflets also present which SDGs the UN Country Teams address more through their UNDAFs (United Nations Development Assistance Frameworks).

EVALUATION OF THE UN DEVELOPMENT SYSTEM IN RESPONSE TO THE 2030 AGENDA

BOX 1

1. Integrated normative support for implementation, monitoring and reporting on global agreements, norms and standards

2. Integrated, **evidence-based policy advice and thought leadership**, to support countries to embed the 2030 Agenda into national and local plans and budgets

3. Capacity development and technical assistance, including by improving the quantity and quality of comprehensive and disaggregated data

4. Convening of stakeholders across constituencies, leveraging of partnerships and facilitating knowledge-sharing, South-South and triangular cooperation

5. Direct support and service delivery, particularly in countries in special situations, e.g. those affected by conflict, displacement and disasters

6. Comprehensive and disaggregated data collection and analysis to inform evidence-based, context-specific and inclusive policy choices

Source: Report of the Secretary-General on the Quadrennial Comprehensive Policy Review of operational activities for development of the UN system: Recommendations August 3, 2016.

4 https://undg.org/document/guidelines-to-support-country-reporting-on-the-sustainable-development-goals.

FIGURE 4. | **Examples of UN Support to Governments for achieving the SDGs**

A ROAD MAP TOWARDS ACHIEVING THE SDGS

Examples of where the UN can provide support

UN SDG action campaign as a universal entry point for citizens to engage with the SDGs. Includes sharing of best practices, showcasing of impact and serves as an incubator for innovation

2030

Advocacy & Partnerships

- Building public awareness – essential for a participatory process

UN technical support to governments on data challenges of the SDGs, and developing monitoring , reporting, and evaluation tools which will allow countries to measure progress in achieving the SDGs

Data, Monitoring and Reporting

- Alignment of national monitoring frameworks with SDGS
- Designing relevant national targets
- Defining relevant indicators

Capacity building led by UNCTs in outcome-based and participatory budgeting to support the results-based framework and participatory nature of the 2030 Agenda

Budget and Financing

- Matching planned priorities with expenditures and resources

With UN support MAPS road maps have been developed, outlining the steps on the road to implementing the 2030 Agenda

Planning to Action

- Map the drivers to domestic policy areas, and identify priority interventions
- Identification of bottlenecks to SDG achievement, and select acceleration solutions

UN Country Teams across the region engaging with governments on how best to support the SDG coordi-nation mechanisms in their respective countries

Institutional Mechanism

- Define an institutional mechanism to coordinate SDG implementation ensuring broad-based institutional ownership

Assessments by UN teams determine the extent to which national/ sectoral plans, strategies and frameworks are aligned with the SDGs.

Alignment

- Coherence of national, sector and sub-national plans with the SDGs

MAPS Support

- This joint UN system approach provides support to Governments that request it towards the implementation of the SDG road map.
- MAPS missions are tailored to the specific country context and allow countries to tap in to the full expertise of the UN System in identifying the best way forward towards implementing the 2030 Agenda.
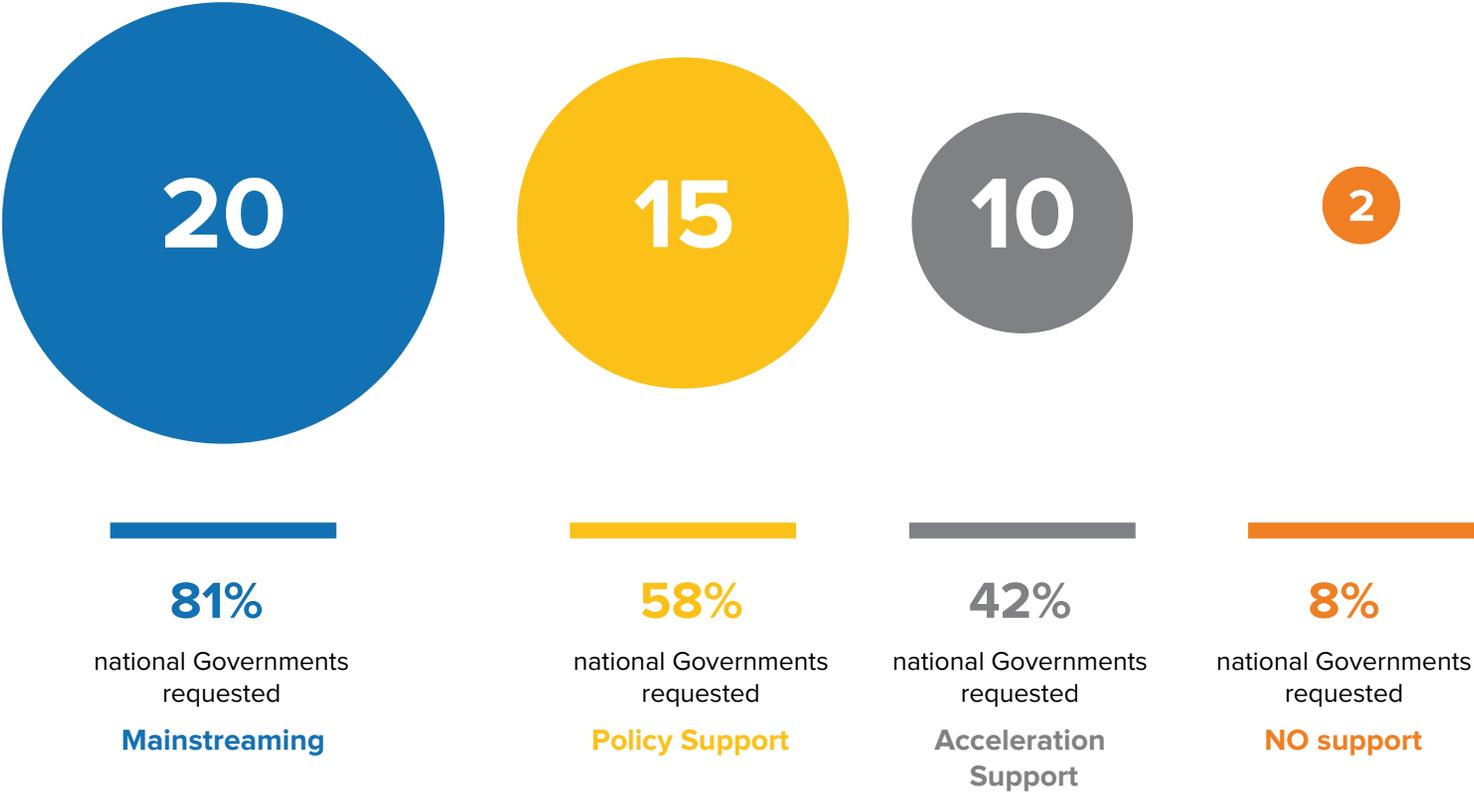- MAPS support focusses on policy coherence and multi-stakeholder engagement.

SUPPORT OF
UN COUNTRY TEAMS
TO GOVERNMENTS FOR
THE IMPLEMENTATION
OF THE SDGs

Nearly all of the region's governments have internalized the 2030 Agenda and are actively seeking support from the UN System to implement the Sustainable Development Goals (SDGs). Twenty-four of the twenty-six governments in the LAC region actively requested support from the UNS for the implementation of the 2030 Agenda in at least two of the three MAPS pillars, indicating that governments understand the pivotal role of the UNS (figure 5).

FIGURE 5. | **Support requested from Governments by MAPS Pillars**

| **20**	**15**	**10**	**2**
81%	**58%**	**42%**	**8%**
national Governments requested	national Governments requested	national Governments requested	national Governments requested
Mainstreaming	**Policy Support**	**Acceleration Support**	**NO support**

MAINSTREAMING

Mainstreaming means landing the 2030 Agenda for Sustainable Development at the national and local levels, and integrating them into national, sub-national, and local development plans; and assimilating them into budget allocations. Twenty one governments in the LAC region requested Mainstreaming assistance to support the implementation of the 2030 Agenda.

MAINSTREAMING SUPPORT REQUESTED

Argentina, Barbados and the OECS, Belize, Brazil, Chile, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, Venezuela.
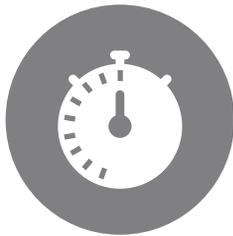
ACCELERATION

Acceleration refers to targeting national and UN resources at priority areas identified in the mainstreaming process, while paying special attention to synergies and trade-offs across sectors, bottlenecks, financing and partnerships, and measurement. Analytical work in this area informs policy makers of the drivers and impediments to sustainable development and contributes to the design of policy interventions that can accelerate progress towards achieving national SDGs by 2030.

Eleven Governments in the region requested Acceleration assistance to support the implementation of the 2030 Agenda.

ACCELERATION SUPPORT REQUESTED

Argentina, Belize, Chile, Costa Rica, El Salvador, Guyana, Honduras, Jamaica, Paraguay, Trinidad and Tobago, Uruguay.

POLICY SUPPORT

Policy Support is about making sure that the skills and expertise housed in the UN development system are made available in an efficient and timely manner to provide expertise and advice to Member States in support of SDG implementation. Fifteen governments in the LAC region requested Policy Support for the implementation of the 2030 Agenda.

POLICY SUPPORT REQUESTED

Argentina, Belize, Brazil, Chile, Colombia, Costa Rica, El Salvador , Guatemala, Guyana, Honduras, Jamaica, Paraguay, Trinidad and Tobago, Uruguay, Venezuela.

Mainstreaming assistance was the most requested type of support by national Governments in the region. This pillar comprises several activities that should be initiated early in the implementation of the 2030 Agenda due to their core role in landing the SDGs at the national level. Governments requested less support related to the Acceleration of the 2030 Agenda than to Mainstreaming. Given the early state of the 2030 Agenda implementation, it is expected that the demand for Acceleration Support will increase over the following years.

FIGURE 6. | **Country Support Requests per MAPS Pillar**
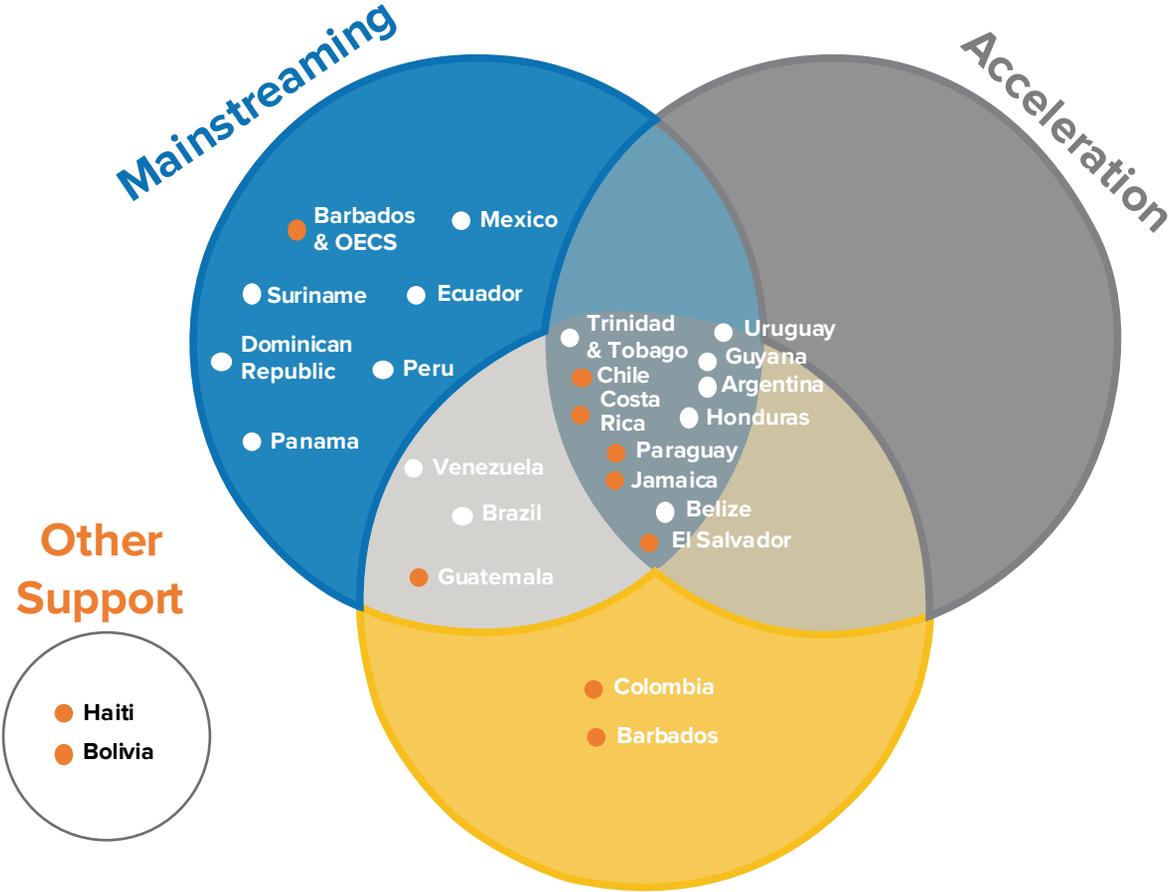
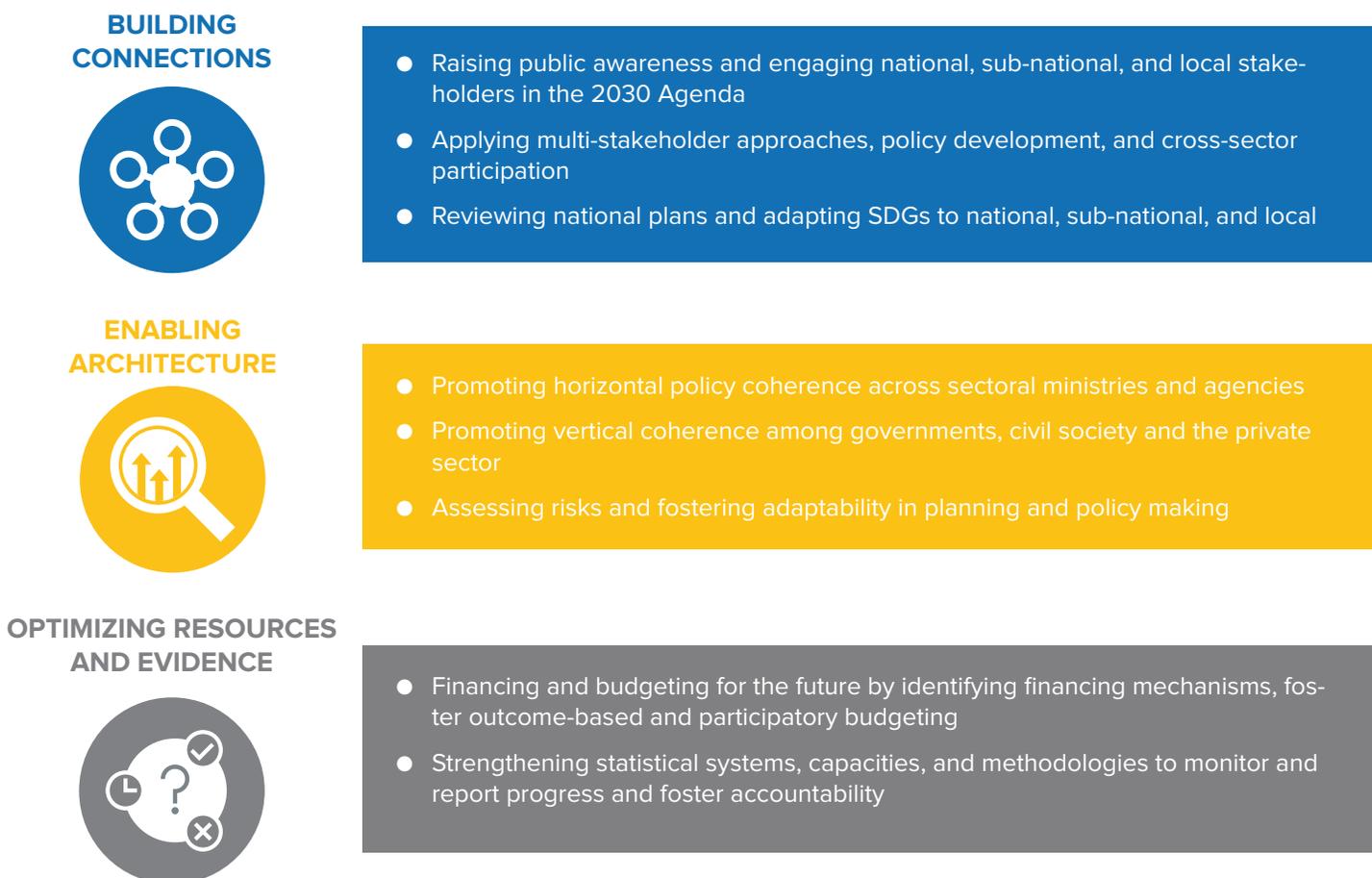● = Indicates at least one support request was made that went beyond the Pillars' scope

WHAT SUPPORT ARE THE UNCTs DELIVERING?

ASSISTANCE PROVIDED BY THE UNCTS

The services provided for the Mainstreaming pillar are comprised of eight different areas, each with its own specific and essential contribution to the process. It is highly recommended that Governments undertake all eight areas. However, there are several areas that should be initiated earlier in the process, as their completion greatly facilitates the implementation of the other — which often require more time, or become relevant, at subsequent stages of the implementing the Agenda. These eight practice areas can be organized into three main categories that highlight the type of contribution they make to Mainstreaming the SDGs (figure 7).

FIGURE 7. | **Categorization of Mainstreaming Practice Areas**

BUILDING CONNECTIONS

- Raising public awareness and engaging national, sub-national, and local stake-holders in the 2030 Agenda
- Applying multi-stakeholder approaches, policy development, and cross-sector participation
- Reviewing national plans and adapting SDGs to national, sub-national, and local

ENABLING ARCHITECTURE

- Promoting horizontal policy coherence across sectoral ministries and agencies
- Promoting vertical coherence among governments, civil society and the private sector
- Assessing risks and fostering adaptability in planning and policy making

OPTIMIZING RESOURCES AND EVIDENCE

- Financing and budgeting for the future by identifying financing mechanisms, foster outcome-based and participatory budgeting
- Strengthening statistical systems, capacities, and methodologies to monitor and report progress and foster accountability

UN Country Teams in the LAC region provided 370 support activities to national Governments in the first year after adoption of the 2030 Agenda (figure 8). The assistance provided by UNCTs aligns with the demands of national Governments, as the focus of support activities in the first year was mainly related with the building connections category with approximately 195 activities. Under the other two groups, the UNCTs provided a comparable amount of support activities, with 86 support activities for Enabling Architecture and 72 support activities for Optimizing Resources and Evidence. Seventeen activities focused on specific needs by governments that went beyond the Mainstreaming Pillar.

Figure 8. | **Support activities provided by UNCTs in the LAC region**

- 195 Building connections
- 86 Enabling architecture
- 72 Optimizing resources and evidence
- 17 Other
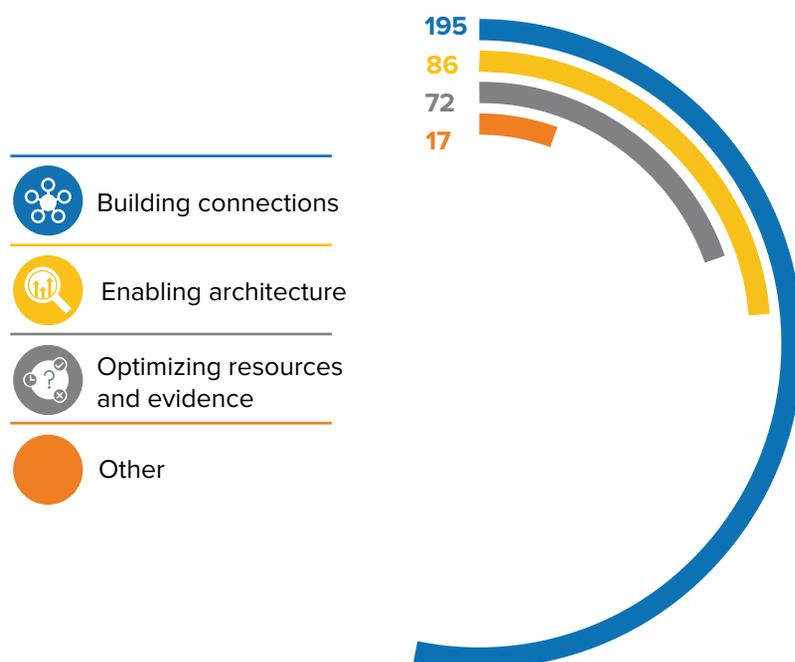
BUILDING CONNECTIONS – SUPPORT PROVIDED:

The key contributions of practice areas falling into this category involve linking the SDGs and the 2030 Agenda to key stakeholders, current policies and plans, and the public at large. These essential processes create an important bond with a nation by demonstrating the SDGs' relevance and achievability — as well as creating energy and excitement among key populations. Practice areas that build connections are: raising public awareness and engaging national, subnational, and local stakeholders in the 2030 Agenda; applying multi-stakeholder approaches, policy development, and cross-sector participation; and reviewing national plans and adapting SDGs to national, sub-national, and local contexts.

Raising public awareness and engaging national, sub-national and local stakeholders in the 2030 Agenda for Sustainable Development and SDGs is a critical initial step in successful implementation. A clear understanding of the benefits of aligning national and sub-national plans

and policy-making processes with the 2030 Agenda and SDGs, and building ownership for it among people (including marginalized populations) creates the visibility, buy-in, and sense of accountability that allows for real and lasting delivery. UNCTs in the LAC region provided a wide range of activities to build public awareness of the 2030 Agenda. Support activities most frequently applied were specific workshops or training events and government and UN-sponsored forums to sensitize all stakeholders (governmental as well as non-governmental) on the 2030 Agenda. Such activities were implemented in 20 LAC countries in the region. Likewise, UN Country Teams in 19 LAC countries offered crucial support through public awareness campaigns to inform and rally a broad audience behind the Agenda. Further support activities included specific publication to raise awareness in 16 countries, and the provision of easily accessible advocacy material for other stakeholders in 11 countries.
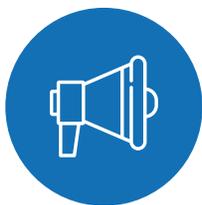
SUPPORT BY UNCTS IN THE AREA OF RAISING PUBLIC AWARENESS

17

Workshops or trainings to sensitize government officials and stakeholders on the 2030 Agenda

20

Leveraging Government and UN-sponsored **forums** to sensitize government officials and stakeholders

19

Public awareness campaigns

15

Specific **publications** aiming to raise awareness of the 2030 Agenda

11

Accessible library with advocacy material and ready made presentations on the 2030 Agenda

BRAZIL: Building partnerships and innovating initiatives to spread the message of the 2030 Agenda

BOX 2

The UN Country Team in **Brazil** is forming partnerships with civil society organizations and private sector institutions to raise awareness of the 2030 Agenda. One of the partnerships formed was the initiative "Caravana Siga Bem" – two convoys of trucks that traveled through the country for nine months spreading the message of the 2030 Agenda and providing social services to marginalized populations, especially to long distance truck drivers. In 2017, the convoy disseminated its messages using the 17 SDGs and the nexus with Human Rights. Other partnerships were made with the Metropolitan Company of the Federal District of Brasilia to launch a public awareness campaign that informed 200 thousand people in the metropolitan area of Brasilia throughout 2017 through publicity tactics such as using train wagons to spread the SDG themes.

Central to the legitimacy and quality of any society-wide agenda is the design of **multi-stakeholder approaches** to policy development and implementation modalities that encourage and facilitate partnerships between government and national and sub-national stakeholder networks of civil society, universities, the private sector, national human rights institutions, and other development actors. An early support activity in this context is initial multi-stakeholder engagement for increasing public awareness of the 2030 Agenda and SDGs. This initial multi-stakeholder engagement is underway in twenty countries in the region with the support of UN Country Teams.

In fourteen countries, UNCTs are working with national councils and forums on SDG Review and Implementation — these national structures are crucial allies for both effectively raising awareness and reviewing existing development plans and the process of tailoring SDGs to national contexts. UN Country Teams are also offering guidance to Governments on how to conduct multi-stakeholder dialogues to assist with the process of engagement in the form of dialogue methodologies and processes, qualitative analysis tools, scenario-building methodologies, and social and gender audits. Another crucial point of implementing the 2030 Agenda will be fostering Public-Private Partnerships, particularly considering the private sector's broad experience with integrating sustainable development and corporate social responsibility (CSR) principles into planning and reporting practices. UN Country Teams in 13 countries in the region are working with Governments to foster partnerships with the private sector.

SUPPORT PROVIDED BY UNCTS IN THE AREA OF APPLYING MULTI-STAKEHOLDER APPROACHES

20
Initial multi-stakeholder engagement for increasing public awareness

14
Working with national councils or forums on SDG Review and implementation

14
Guidance to Governments on how to conduct multi-stakeholder dialogue

13
Fostering public-private partnerships

BOX 3

COSTA RICA: Enhancing existing partnerships with the signature of a National Pact to support the SDGs

In September 2016, **Costa Rica** became the first country in the World to sign a National Pact for the Sustainable Development Goals, where heads of the Republic, civil society, religious organizations, the private sector, and citizens pledged to promote and comply with the SDGs as well as monitor and report their implementation. Furthermore, a Technical Secretariat for the SDGs was established by a Presidential Decree that consolidates its mandate and governance structure based on a multi-stakeholders approach. The process of establishing this pact was actively supported by the United Nations, and the UN Country Team provided technical advice to develop spaces for discussing the SDGs among civil society organizations, faith-based organizations, the private sector, local governments, and academia to identify commitments, roles, and actions for each actor. The UNCTs also offered support to build sectoral work platforms and multi-stakeholder structure coordination mechanisms.

The area of **reviewing national plans** has the objective to create a common understanding of how well existing national, sub-national, and local development plans and sectoral strategies **align** – in both content and ambition – with the comprehensive scope of **the 2030 Agenda and SDGs.** This action establishes the foundation for tailoring the SDGs to national contexts. In seventeen countries, UNCTs are reviewing existing strategies and plans at the national, sub-national, and local levels to identify areas for change. In sixteen countries, UNCTs has also made recommendations to the leadership of national Govern-

ments for addressing SDG gaps in existing strategies and plans identified beforehand. The consecutive step of setting nationally relevant targets for nationally-tailored SDGs that are achievable yet ambitious has been applied in nine countries of the region. In ten countries, UNCTs supported governments in formulating strategies and plans to incorporate the recommendations and insights from the previous activities.
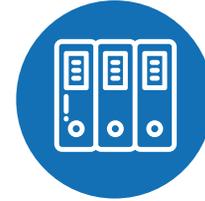
SUPPORT PROVIDED BY UNCTS IN THE AREA OF REVIEWING PLANS AND ADAPTING SDGS

17

Reviewing existing national, sub-national and local strategies and plans and identifying areas for change

16

Making initial recommendations to national Government for addressing SDG gaps in existing strategies and plans

9

Setting nationally-relevant targets for nationally-tailored SDGs that are achievable, yet ambitious

10

Formulating strategy and plans using systems thinking incorporating insights from the above steps

JAMAICA: Aligning the 2030 Agenda with national plans to guide the implementation of the SDGs

BOX 4

In order to analyze alignment between the 2030 Agenda and national plans, the UNCT in **Jamaica** applied the Rapid Integrated Assessment (RIA) methodology for further information see page 46). This exercise was embedded in a comprehensive road map to guide the implementation of the SDGs in Jamaica, where it served to map SDG targets against national development plans and relevant sector strategies. As result, it: (I) provided a gap analysis of SDG targets not being addressed in current plans, (II) identified SDG targets that needed to be addressed by multiple ministries, and (III) highlighted policy areas where actions affected multiple SDGs. After considering all planning documents and sectoral plans in Jamaica, 105 out of 115 targets were fully or partially reflected (91.3%) — placing Jamaica ahead of other countries such as China, India, and Malaysia.

ENABLING ARCHITECTURE − SUPPORT PROVIDED:

The SDGs, by their very nature, tend to be highly cross-sectorial. It is therefore essential that institutions have the capacity inter-coordinate, and to identify and respond to new challenges. They must work effectively, efficiently, and in partnership with each other — transcending traditional mandates and geographic hierarchies. Practice areas that enable architecture are: promoting horizontal policy coherence across sectorial ministries and agencies; promoting vertical coherence among governments, civil society, and the private sector; and assessing risks and fostering adaptability in planning and policy making.

Promoting horizontal policy coherence has the objective of creating integrated solutions by featuring guidance and tools that create partnerships and break down the barriers separating traditional sector silos. This is relevant to all levels of governance, be it national, sub-national, or local. Integrated policy analysis promotes horizontal policy coherence through screening and adjusting policy and programme proposals for their potential to either benefit or negatively impact specific national issues of concern. UNCTs in thirteen countries have been applying this methodology to support governments in ensuring that proposed policies, programmes, and targets are supportive of nationally prioritized SDGs. In fifteen countries, UNCTs have gone even further by supporting coordinated insti-

tutional mechanisms to create formal partnerships across sectoral line ministries and agencies. With the involvement of the highest levels of Government (i.e., Prime Ministerial and Presidential Offices, Cabinet Offices, etc.), these coordinating institutions can serve to connect and break down silos across government. A last instrument in the area of horizontal policy coherence is integrated modeling to help clarify and coordinate the interconnected system of goals and targets, and to analyze and inform key policies, programmes, and projects for their impact on nationally-tailored SDGs. UNCTs in two countries in the region have pioneered this methodology.

SUPPORT PROVIDED BY UNCTS IN THE AREA OF PROMOTING HORIZONTAL POLICY COHERENCE

13

Integrated policy analysis to ensure that proposed policies, programmes and targets are supportive of nationally tailored SDGs

15

Coordinated institutional mechanisms to create formal partnerships across sectoral line ministries and agencies

12

Integrated modeling to help clarify and articulate the interconnected system of goals and targets and to analyse and inform key policies, programmes and projects for their impact on nationally tailored SDGs

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ARGENTINA: Identifying goals and gaps for the implementation of the 2030 Agenda based on government priorities

BOX 5

The National Council for Social Policy Coordination (CNCPS for its acronym in Spanish) in **Argentina**, an institution belonging to the President's office, is responsible for the national adaptation and monitoring of the Agenda 2030. The Government has showed a clear understanding that the Agenda goes beyond social issues, and has therefore reinforced the CNCPS' role and coordination across sectors with the Economic Cabinet, the Ministry of Environment, and other relevant government entities such as the National Institute of Statistics (INDEC for its acronym in Spanish). The UN Country Team supports the creation of inter-ministerial thematic committees to drive forward a process of target and indicator adaptation based on government priorities. The UNCT has conducted several meetings to discuss the implementation of the Agenda in Argentina to advance in the identification of available statistical information on goals and gaps for the implementation of the Agenda in the country. Lastly, the UNCT supported a special venue where the CNCPS together with the Ministry of Foreign Affairs presented the prioritization process and the first results of the adapted indicators.

Horizontal policy analysis is complemented by efforts to promote **vertical policy coherence** among Governments, civil society, the private sector, and other stakeholders. 'Glocalizing' the agenda (reflecting both local and global considerations) within a country is imperative for the SDGs to be realized within the 2030 timeframe. One measure closely linked to the previous area of multi-stakeholder policy development and implementation is the leveraging of multi-stakeholder bodies to create vertical policy coherence across levels of governance. UNCTs are highly involved in multi-stakeholder consultative bodies and forums, with activities in sixteen countries. Moreover, there is a fruitful interdependency between vertical coherence and monitoring and reviewing the 2030 Agenda, as critical data must often be collected at subnational level.

Thus, it is positive to see that UNCTs in nine countries have been supporting national governments through local level monitoring and review as a means for localizing nationally-tailored SDGs. Furthermore, five UNCTs are pursuing Local Agenda 21[5] Processes and Networks, while UNCTs in three countries have been applying integrated modeling to explore the benefits and impacts of key national policies and programs at sub-national and local levels.

SUPPORT PROVIDED BY UNCTS IN THE AREA OF PROMOTING VERTICAL POLICY COHERENCE

16
Multi-stakeholder consultative bodies and forums to create partnership and coordination

5
Local Agenda 21 and networks for scaling up action for sustainable development at the local level

5 Local Agenda 21 is a concept for local sustainable development strategies born out of the 1992 Earth Summit and has achieved appreciable success in some countries over the past two decades.

9
Monitoring and review at the local level as a means for localizing nationally-tailored SDGs

3
Integrated modeling to explore the benefits and impacts of key national policies and programs at sub-national and local levelslocally-tailored SDGs are taken into consideration in large public and private development projects

CUBA: Mapping UNDAF partnerships and projects for localizing the 2030 Agenda

The UNCT in **Cuba** has engaged in vertical policy coherence to support the localization of the 2030 Agenda. A set of globally designed tools were presented in a panel discussion with the participation of two ministries, two provincial governments, five international cooperation actors and the UN Agencies with presence in the country. The Resident Coordinators' Office developed a Project Database and Mapping tool to visualize the implementation of UNDAF projects and partnerships at provincial and municipal level, highlighting links with specific SDGs. The database is directly updated online by UN Agencies and the mapping reports information at the municipal and provincial level by UNDAF area, SDG, national/local priority facilitates visibility, coordination, and decision making. The project "Articulated Platform for Integral Territorial Development in Cuba" (PADIT, for its acronym in spanish) is led by the Ministry of Economy and Planning and the Ministry of Foreign Trade and Investment and is implemented in four provinces by UNDP. Several UN Agencies (UNFPA, PAHO, UN-Habitat, WFP and UNESCO) support the project in a coherent multisectoral approach to local sustainable development planning. All together, these actions are contributing to territorial planning, financing for development, and decentralization.

Assessing and identifying risks and emerging issues, and adapting to them as well as carefully reflecting lessons learned during the implementation of the 2030 Agenda are the prerequisites for timely course corrections along the way and integral to effective follow-up and review. Six UNCTs in the region have been actively addressing the challenges of uncertainty by fostering inclusive, learn-by-doing policy-making processes and monitoring of policy effects. The methods of risk analysis, scenario planning and risk taking, however, are not yet widely used. There is clear potential for UNCTs and governments to implement more activities over time in this field.

SUPPORT PROVIDED BY UNCTS IN THE AREA OF ASSESSING RISKS AND FOSTERING ADAPTABILITY

6

Fostering inclusive, learn-by-doing policy-making processes or monitoring of policy effects

1

Application of risk analysis and management for the implementation of national, sub-national and local plans

2

Application of scenario planning and stress testing in the development planning and policy-making process

ECUADOR: Supporting National Risk Management and scenario planning

In **Ecuador,** three volcanoes are experiencing eruptions and the El Niño phenomenon has been extraordinarily strong. In response, the UN System is supporting the National Risk Management Secretariat and other public entities in developing scenario planning and potential damage estimations and costing of potential natural disasters (UNDG and UNDP 2015).

The Ecuadorian Secretariat for Risk Management is the Governmental institution concerned with risk reduction and emergency and disaster management. Its mission is to ensure the protection of people and communities from the adverse effects of natural or man-made disasters through the generation of policies, strategies, and standards that promote the identification, analysis, prevention, and mitigation of risks, emergency situations, and disasters.

OPTIMIZING RESOURCES AND EVIDENCE − SUPPORT PROVIDED:

While working across sectors is essential to implementing the 2030 Agenda, this creates a new set of challenges — namely, in the areas of developing new ways to plan, budget, and mobilize inter-sectorial resources, as well as creating tools to assess the effectiveness and impact of joint activities. Practice areas that optimize resources and evidence are: financing and budgeting for the future by identifying financing mechanisms, and fostering outcome-based and participatory budgeting; and strengthening statistical systems, capacities, and methodologies to monitor and report progress and foster accountability.

The Addis Ababa Action Agenda on **financing** for development outlines an array of financing mechanisms, the full scope of which should be considered for the implementation of the 2030 Agenda. UNCTs, with the support of relevant UN Agencies, can provide assistance to Member States in crafting a diversified and high level financing strategy for achieving the SDGs by 2030. In three countries of the LAC region, UNCTs have taken stock of the array of financing mechanisms for the 2030 Agenda by considering all sources of financing as outlined in the Addis Ababa Action Agenda. In addition to obtaining new sources financing, it will be similarly crucial for the successful implementation of the 2030 Agenda to improve budgeting approaches and processes. The advancement of monitoring and reviewing capabilities and technologies over the past two decades has paved the way for the application of new outcome-based and participatory **budgeting** approaches and tools that more effectively target available resources for the public good. In this vein, UNCTs in four countries have acted as pioneers by supporting their national governments by building capacity in the field of outcome-based and participatory budgeting to support the results-based framework and participatory nature of the 2030 Agenda. Moreover, in five countries, UNCTs have assisted public expenditure reviews or budget mainstreaming for integrating specific issues into fiscal budgets (e.g. gender mainstreaming).

SUPPORT PROVIDED BY UNCTS IN THE AREA OF FINANCING AND BUDGETING FOR THE FUTURE

3

Taking stock of the array of financing mechanism for the 2030 Agenda by considering all sources of financing as outlined in the Addis Ababa Action Agenda

4

Capacity building in the field of outcome-based and participatory budgeting to support the results-based framework and participatory nature of the 2030 Agenda

5

Public expenditure reviews or budget mainstreaming for integrating specific issues into fiscal budgets

BOX 8

PANAMA: Developing an electronic platform to support the implementation of the 2030 Agenda

On behalf of the UNCT in **Panama**, the UNDP developed UNDP-SDG Platform to support the implementation of the 2030 Agenda in the country. This electronic platform established a system-wide mechanism through which the contribution of all stakeholders involved in the implementation of the SDG agenda can be registered. In addition to other valuable SDG-related project data, the platform gathers all Government initiatives that have investment budgets established and distributed around the SDGs. Moreover, it shows the number of activities distributed across provinces/ regions (localization) and the financial investments distributed per SDG goal and target. The platform now functions as the Government's central management tool for the implementation of the 2030 Agenda.

The practice area on **Monitoring, Reporting, and Accountability** involves ensuring that the statistical systems, capacities, methodologies, and mechanisms are in place to track progress and allow accountability through the engagement of citizens, parliaments, and other national stakeholders. It is a key aspect of the 2030 Agenda, and is especially critical with regard to the most excluded and marginalized populations, which are often not represented or underrepresented in current national data collection. There are a variety of support activities that UNCTs in the region have provided to national governments in this area, illustrating the importance of Monitoring, Reporting, and Accountability for the 2030 Agenda. In the seventeen countries, UNCTs have provided support in the form of indicator development through actions such as working toward identifying nationally relevant and human rights-sensitive indicators and targets, and establishing baseline data. UNCTs have largely provided assistance to strengthen existing data and metadata reporting systems, or to create online systems for information exchanges that include reporting on key indicators and provide opportunities for both horizontal and vertical coordination. Services here include capacity building and technical support for the development vital tools such as national statistical systems. In order to truly follow the principle of 'leaving no one behind', sufficiently disaggregated data is key. Thus, twelve UNCTs are working with their host countries on the disaggregation of data by sex, age, and other salient socio-economic characteristics such as income and wealth, location, class, ethnicity, age, and disability. Likewise,

UNCTs in twelve countries have assisted national governments in the formulation of SDG reports. Further support has included assistance with reviewing progress on nationally and sub-nationally tailored SDGs and data collection to follow the progress of the Interagency and Expert Groups on SDG Indicators.

The Addis Ababa Action Agenda represents an agreement reached by 193 UN Member States to overhaul global finance practices and generate investments for tackling a range of economic, social and environmental challenges

SUPPORT PROVIDED BY UNCTS IN THE AREA OF MONITORING, REPORTING AND ACCOUNTABILITY

17
Indicator development

6
Data collection to follow the progress of the Inter-Agency and Expert Group on SDG Indicators

12
Assistance in the formulation of SDG reports

17
Assistance to strengthen existing data and metadata reporting systems, including reporting on key indicators and providing opportunities for both horizontal and vertical coordination

10
Assistance on reviewing progress on nationally and sub-nationally tailored SDGs

12
Disaggregating data by sex, age and other salient socio-economic characteristics as means for 'leaving no one behind'

COLOMBIA: Implementing joint projects and building capacity to improve data analysis and collection

BOX 9

National Administrative Department of Statistics (DANE for its acronym in Spanish) and the UN System in **Colombia** are implementing several joint projects such as technical working groups, international working groups (on SDGs, Big Data, Gender etc.), and information exchange agreements. The working group on SDGs specifically aims to reduce the number of SDG indicators that lack available data or have methodological flaws through four concrete working streams. This co-operation comprises capacity building through initiatives such as the workshop in March 2017 to improve data collection capacities in the Andina region by bringing together 120 experts from the UN, government, academia, the private sector, and civil society.

ENSURING COORDINATED AND EFFICIENT SUPPORT FOR THE IMPLEMENTATION OF THE 2030 AGENDA

The prerequisite for providing coordinated and efficient support to national Governments and the successful implementation of the 2030 Agenda are integrated internal strategies, structures, and operations within the UNDS. The 2030 Agenda is both a challenge and an opportunity to push forward the integration of the UN System. At the country level, the cornerstone of coherent and integrated UN strategies, structures and operations are:

I.   The United Nations Development Assistance Framework (UNDAF): the strategic results framework created in partnership with national governments that describes the collective vision and integrated response of the UNS to national development priorities;

II. Joint Work Plans: the common Work Plan of an UNDAF results group that translate UNDAF outcomes into concrete, measurable, and time-bound outputs that enable the UN and partners to identify the UN's contribution to national priorities for purposes of accountability.

III. Results Groups and Interagency Working Groups: institutionalized, broad-based coalitions between several UN organizations engaged in a specific thematic area;

IV. Joint Programmes: collective activities in a common work plan and related budget intended to achieve results aligned with national priorities as reflected in the UNDAF, involving two or more UN organizations and national partners.

THE UNITED NATIONS DEVELOPMENT ASSISTANCE FRAMEWORKS AND THE 2030 AGENDA

As the central document between the UNCT and the national government that includes outcomes, activities, and responsibilities of UN Agencies to promote national development, the alignment between UNDAFs and the 2030 Agenda is essential. Figure 9 displays the number of SDGs by country covered by the national UNDAFs.

Figure 9. | **Number of SDGs covered by UNDAFs**

■ SDGs covered by national UNDAF   — Average number of SDGs covered by UNDAF in the LAC region
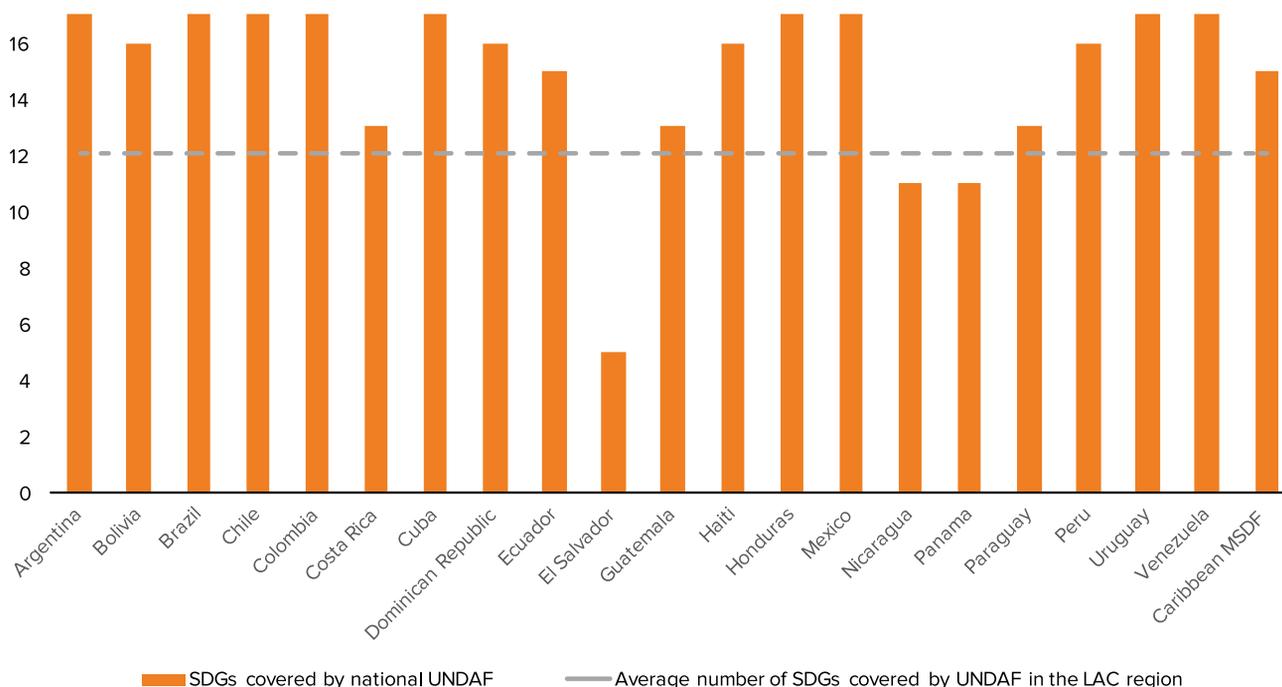
On average, an UNDAF in the LAC region covers 12 SDGs, exemplifying that the UNCTs programming at country level is fully aligned to respond to the 2030 Agenda.

Beyond the general finding that UNDAFs in the region are strongly aligned with the SDGs, the data also reveals that UNDAFs tailor the 2030 Agenda to national and local contexts by focusing on specific SDGs more than on others. Figure 10 displays the number of UNDAF priority areas in the region that area aligned with each SDGs.

- Most UNDAFs in the region tackle 'Gender Equality' (SDG 5). With SDG 5 addressed in 54 priority areas, all UNDAFs take gender equality into consideration, and have at least two priority areas related to gender.

....

- Likewise, 'Reduced Inequalities' (SDG 10), is covered with equal frequency, being addressed in 51 strategic priorities over all UNDAFs in the LAC region.

....

- Another focus of development agreed between UNCTs and societies in the LAC region is quality education, represented by SDG 4 (addressed in 37 priority areas).

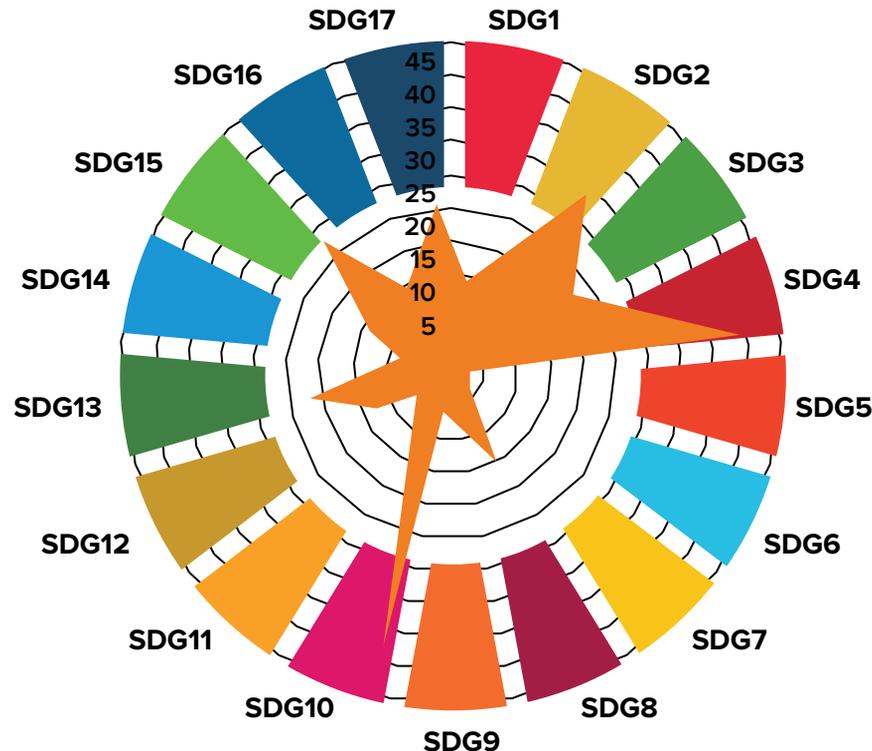Figure 10. | **UNDAF priority areas per SDG in the LAC region**
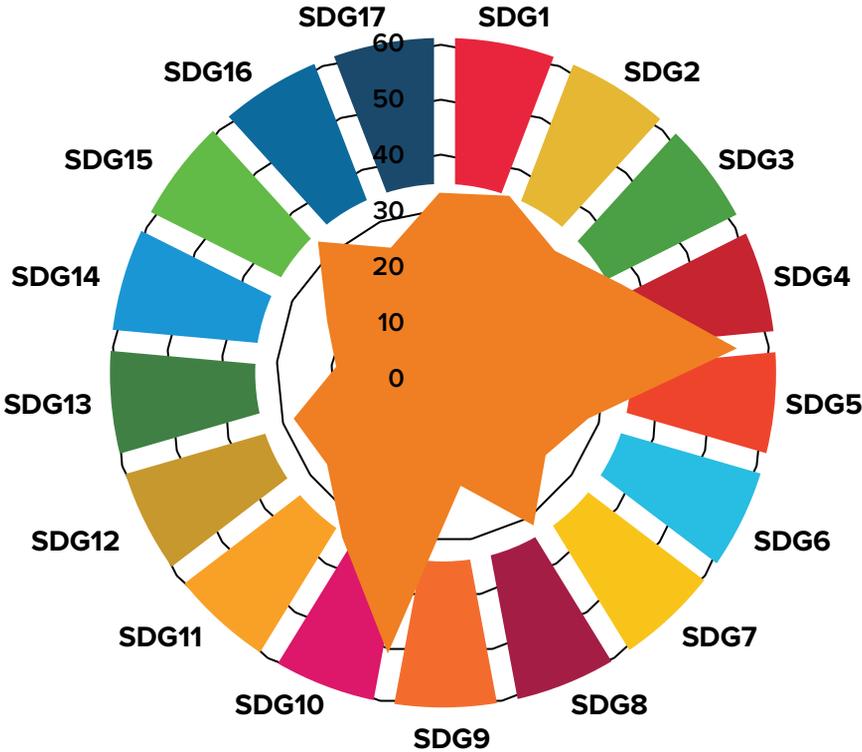
INTERAGENCY WORKING GROUPS

As defined above, the purpose of Interagency Working Groups (IAWGs) is to bring together the various expertise from different UN organizations to work collaboratively on multi-dimensional thematic areas. By connecting its extensive expertise, the UN system is uniquely positioned to support the implementation of the 2030 Agenda. Interagency Working Groups in LAC countries address numerous topics ranging from concrete SDGs to more overarching thematic areas such as Programming, Data, or Monitoring and Evaluation. There were a total of 192 Interagency Working Groups operating in the LAC region in 2017, with an average of more than 7.4 IWAGs per country. When looking at the thematic distribution of the work by the Interagency Working Groups, the following focuses become evident:

- 'Gender Equality' (SDG 5) is a very high priority in the region. There are 50 IAWGs working on gender-related issues in the LAC region, which also illustrates the cross-sectoral character of this issue. In other words, there are roughly two Working Groups per country that deal with issues related to gender. Only two countries in the region do not have operating gender IAWGs.

- 'Reduced Inequalities' (SDG 10) is also a high priority in the region, with 47 IAWGs working in that area. Whereas 7 countries do not have Interagency Working Groups working on reduction of inequality, other countries have up 9.

- Other focuses of IAWGs in the region include 'Good Health and Wellbeing' (SDG 3), with 37 IAWGs; 'Peace, Justice and Strong Institutions' (SDG 16), with 27 IAWGs; and 'No Poverty' (SDG 1), with 26 IAWGs.
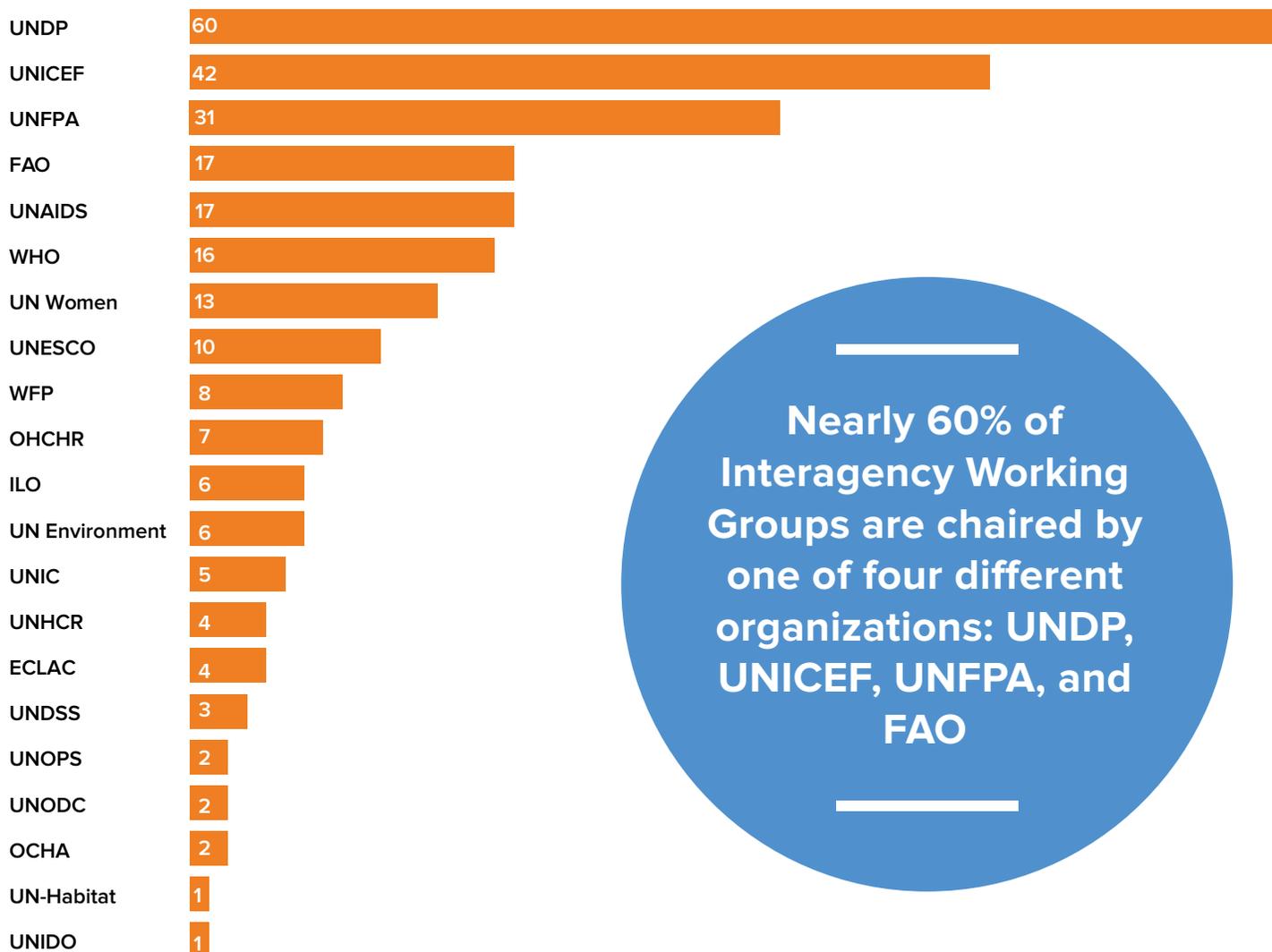
Figure 11. | **SDG coverage by Interagency Working Groups**

The variety of UN organizations that chair these Interagency Working Groups, is indicative of their integrative natures. In total, 21 different organizations lead one or more IAWGs across the region.

Figure 12. | **Number of chaired Interagency Working Groups by UN organization**

Organization	Number
UNDP	60
UNICEF	42
UNFPA	31
FAO	17
UNAIDS	17
WHO	16
UN Women	13
UNESCO	10
WFP	8
OHCHR	7
ILO	6
UN Environment	6
UNIC	5
UNHCR	4
ECLAC	4
UNDSS	3
UNOPS	2
UNODC	2
OCHA	2
UN-Habitat	1
UNIDO	1

Nearly 60% of Interagency Working Groups are chaired by one of four different organizations: UNDP, UNICEF, UNFPA, and FAO

JOINT PROGRAMMES

Joint Programmes are collective activities in a common work plan and related budget intended to achieve results aligned with national priorities. By definition, they involve two or more UN organizations and national partners. As one of the available implementation tools used within the common country programming process, Joint Programmes are often closely linked, but not exclusive, to the UNDAF. While the UNDAF defines multi-dimensional develop-ment outcomes, Joint Programmes offer a complementing implementation tool that integrates expertise from different UN Agencies. Currently, there are 62 Joint Programmes operating in the region — or around 2.4 per country. As with UNDAFs and Interagency Working Groups, Joint Pro-grammes display clear thematic focuses (see figure 13):

● As indicated by the thematic distribution of the UNDAF outcomes in the region, a second focus lies on 'Peace, Justice and Strong Institutions' (SDG 16) with 27 Joint Programmes working on issues related to this SDG.

● Representing the strong regional importance and cross-sectoral nature of 'Gender Equality' (SDG 5), there are 16 Joint Programmes working on gender-related issues.

● Even though 'Zero Hunger' (SDG 3), is not generally among the development priorities agreed upon be-tween the UN and governments in the region in the UNDAFs, Joint Programmes are still a common tool to implement outcomes related to hunger and food security.
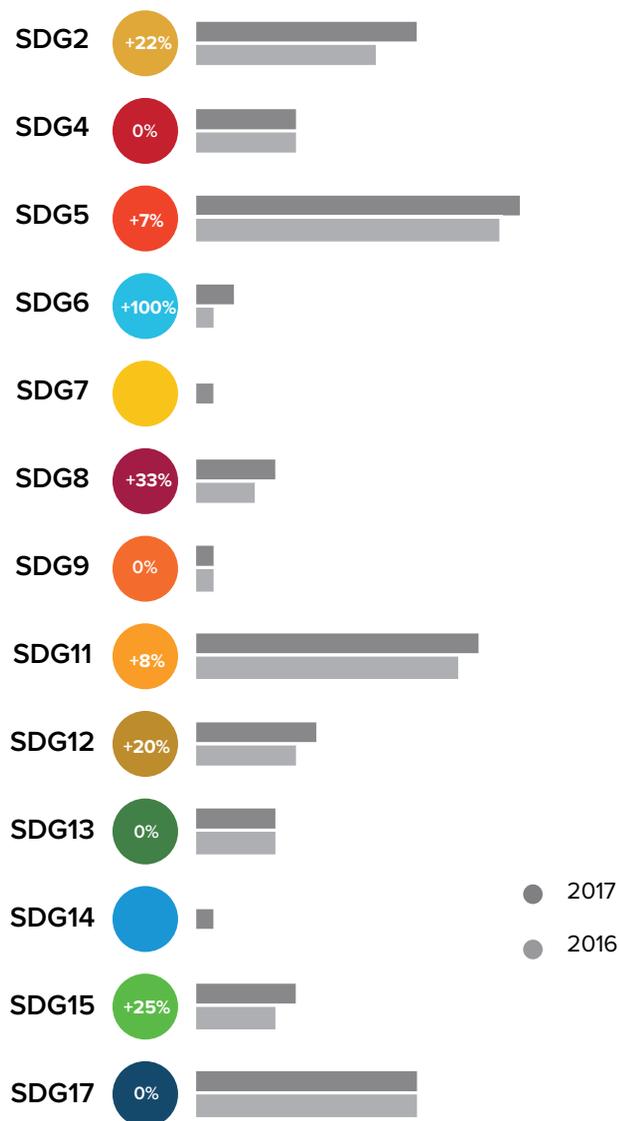
Figure 13. | **SDG coverage by Joint Programmes**
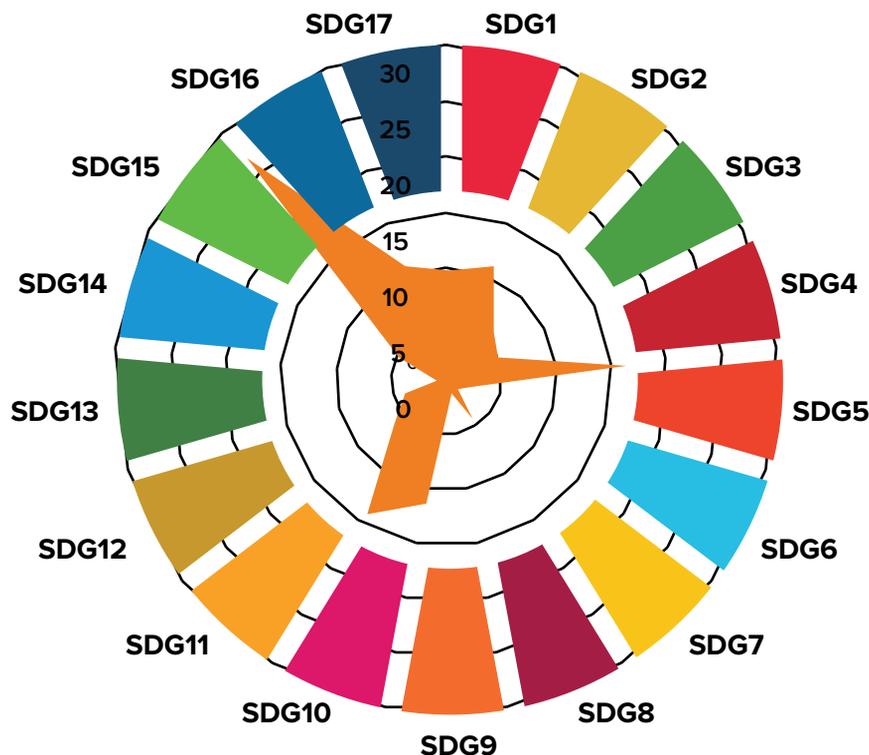
2016 saw a large increase in the total number of Joint Programmes, from 44 to 60 (a 36% increase). Growth in 2017 was modest, with the sum of Joint Programmes increasing by only three. In terms of how existing JPs are aligned with the SDGs, ten SDGs saw an increase in the number of JPs aligned with them: 'Hunger, Food Security and Nutrition' (SDG 2), 'Gender Equality' (SDG 5), 'Water and Sanitation' (SDG 6), SDG 7 'Energy' (SDG7), 'Employment and Decent Work' (SDG 8), 'Cities and Human Settlements' (SDG 11), 'Sustainable Consumption and Production' (SDG 12), 'Oceans, Seas and Marine Resources' (SDG 14), and 'Ecosystems, Forests, Desertification and Land Degradation' (SDG 15). In 2017, for the first time, Joint Programmes aligned with 'Energy' (SDG 7), and 'Oceans, Seas and Marine Resources' (SDG 14) were reported.

Figure 14. | **SDGs experiencing growth in joint programme coverage (2016-2017)**

SDG2 +22%
SDG4 0%
SDG5 +7%
SDG6 +100%
SDG7
SDG8 +33%
SDG9 0%
SDG11 +8%
SDG12 +20%
SDG13 0%
SDG14
SDG15 +25%
SDG17 0%

● 2017
● 2016

HIGHLIGHTS

The data presented in this section illustrates how the UN Development System in the LAC region has managed to install integrated strategies, structures and operations aligned with the 2030 Agenda in order to provide coordinated and efficient support to national governments. While the 2030 Agenda clearly builds the programmatic foundation of UN-Government cooperation in the region, UNCTs are well advanced in prioritizing the SDGs according to national and local conditions. Analyzing the UNDAFs, Interagency Working Groups, and Joint Programmes in Latin America and the Caribbean, 'Gender Equality' (SDG 5) stands out as the unambiguous focus of the region. This focus is comprehensible, considering the region's persisting challenges in the area. The labor market integration of women advances slower than in other regions in the world, and seven out of the ten countries with the highest female murder rate in the world are located in Latin America. Likewise, UNDAF outcomes and IAWGs display a strong thematic focus on SDG 10 'Reduced Inequalities'. Considering that Latin America and the Caribbean remains the region with the highest income inequality, it is particularly relevant that the work of the UNCTs tackles these development priorities appropriately. As the majority of the LAC countries are Middle-Income Countries, the focus of development work in the region is not primarily on SDG 1 'No Poverty' and 2 'Zero Hunger', but rather on institution building — as the high number of UNDAF outcomes and Joint Programmes working on SDG 16, 'Peace, Justice, and Strong Institutions', proves.

BOTTLENECKS AND CHALLENGES

BOTTLENECKS AND CHALLENGES TO SUPPORTING THE IMPLEMENTATION OF THE 2030 AGENDA

Considering the ambition of the 2030 Agenda for Sustainable Development, which challenges Governments to "Leave no one Behind", preserve the integrality and universality of the Sustainable Development Goals, and ensure interconnectivity among policies, it is become more important for joint up efforts across the UN System in support of national governments. In this context, the UN Country Teams have identified bottlenecks and challenges in five main areas (figure 15):

1. Capacity building, awareness raising and monitoring and evaluation

2. Alignment of policies and mechanisms

3. Financing

4. Internal alignment of the UN System

5. Government turnover

Figure 15. | **Bottlenecks and challenges related to the 2030 Agenda implementation**

- Capacity Building, Awareness Raising and Monitoring and Evaluation
- Alignment of policies and mechanisms
- Government Turnover
- Financing
- Internal alignment of the UN-system
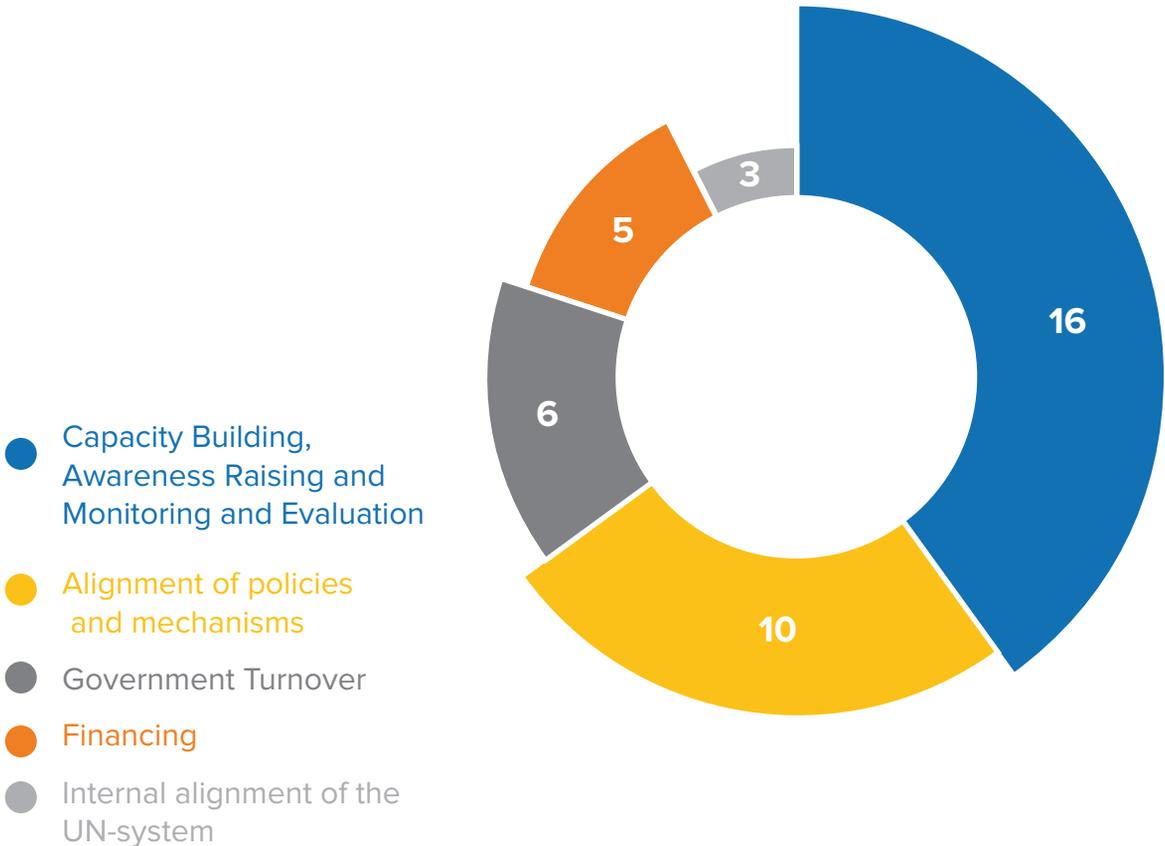
CAPACITY BUILDING, AWARENESS RAISING AND MONITORING AND EVALUATION

Even though significant effort and resources were utilized for capacity building and raising awareness in many countries, further improvements may still be made. In several LAC countries, there is insufficient technical know-how in certain areas of the 2030 Agenda. Raising awareness among stakeholders such as public institutions, civil society organizations, the private sector, and the general public continues to require effort. The capacity for data reporting and monitoring systems in the region continues to present a challenge, as some UNCTs report underdeveloped monitoring and evaluation capacities.
Examples of support that can mitigate these challenges: creating public awareness campaigns, introductory workshop series; monitoring and review at the local level; indicator development and data collection; participatory monitoring and data collection.

ALIGNMENT OF POLICIES AND MECHANISMS

Further challenges relate to the need for institutionalized coordination mechanisms between relevant stakeholders. This lack of mechanisms presents an obstacle to awareness raising activities and impedes the leveraging of the different societal actors as positive change agents for the successful implementation of the 2030 Agenda. The integrated and multi-dimensional nature of the 2030 Agenda also requires new approaches to policy making. In many countries, sectoralism remains the governments' working approach when formulating policies, strategies, and budgets. The common perception is that the sum of the actions carried out individually by each sector is enough to implement the Agenda. This sectoralism has its effects beyond the policy-making process, also impacting budgeting and hampering the integrated financing of the 2030 Agenda.
Examples of support that can mitigate these challenges: integrated modeling; coordinated institutional mechanisms; integrated policy analysis.

FINANCING

Several UNCTs consider inflexible sectoral budgets as a continuous bottleneck, however the lack of integrated financing presents only one of three challenges related to financial resources. The second is caused by decreasing funding available for the 2030 Agenda in some countries of the LAC region, which is partially caused by increasing public debt overhang. Lastly, the UN itself faces considerable financing challenges in the region due to the fact that many LAC countries are (High) Middle-Income Countries, leading to less engagement by donors and access to funding streams.
Examples of support that can mitigate these challenges: taking stock of the array of financing sources for the 2030 Agenda; taking stock of the array of financing instruments; effective use of financing; realignment of public expenditures to identify funding gaps and inefficiencies.

INTERNAL ALIGNMENT OF THE UN SYSTEM

Establishing more integrated strategies and operations is a key issue to respond to the new Agenda, as well as ensuring internal alignment of the UN System and promoting organizational changes that allow the UN system to respond in an integrated manner. The Delivering as One approach and the Standard Operating Procedures for UNCTs present essential cornerstones that will be ambitiously pushed forward so the UN System efficiently respond to the national governments' needs
UNCTs actions that can mitigate these challenges: The integrated MAPS approach, as a central guideline for coherent UN support to governments for the implementation of the 2030 Agenda, and the MAPS missions.

GOVERNMENT TURNOVER

Another key challenge that arose in four different countries was delays in key stages in the planning and awareness-raising processes. These were often related to producing key inputs, organizing Government decision-making bodies, and developing buy-in and raising awareness with stakeholders. The key factor contributing to these delays was often government turnover – related to elections or changes in leadership –. In these cases, uncertainty makes it difficult for any stakeholders (not only those within Governments) to deliver in a timely manner.
UNCT actions that can mitigate these challenges: offering to engage with transition teams as needed to ensure smooth handover of development policy; capacity building for new staff in the area of the SDGs.
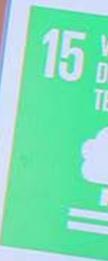
AGENCIES, FUNDS AND PROGRAMMES´ TOOLS

UN SYSTEM TOOLS AND PRACTICES TO SUPPORT THE IMPLEMENTATION OF THE 2030 AGENDA

At the country level, the UNCTs ensure interagency coordination and decision making. The main purpose of the Country Teams is for individual agencies to plan and work together as part of the Resident Coordinator system to ensure the delivery of tangible results in support of the 2030 Agenda. Nonetheless, individual Agencies, Funds and Programmes are still providing support beyond the UNCT work based on their specific expertise and capacities. Apart of globally agreed tools available for UNCTs, numerous UN organizations have developed global or regional tools that can be applied by LAC countries to support the implementation of the 2030 Agenda.

There are tools and practices available for almost all

mainstreaming practice areas (figure 16). Moreover, seven UN organizations have reported that they have a specific global or regional strategy or plan to support the implementation of the 2030 Agenda. Most efforts by UN Agencies, Funds, and Programmes are directed toward data support in recognition of the tremendous challenges that many countries face regarding monitoring and reporting of the SDGs. However, several tools are designed in an overarching way, or integrate several MAPS areas.

Figure 16. | **Number of reported regional UN System tools available for mainstreaming the 2030 Agenda**

Building awareness
3

Multi-stakeholder approaches
2

Reviewing plans and adapting SDGs
2

Horizontal policy coherence
2

Vertical policy coherence
1

Budgeting for the future
1

Monitoring, reporting and accountability
8

Assessing risks and fostering adaptability
|**0**

UN entities have identified at least 19 different tools they have developed that actively work to Mainstream the 2030 Agenda

ASSESSING COUNTRIES' READINESS FOR THE 2030 AGENDA AND SETTING THE STANDARD FOR GOVERNMENT-PHILANTHROPY COOPERATION

The United Nations Development Programme (UNDP) is supporting countries to assess their readiness to implement the SDGs through the Rapid Integrated Assessment, a first step in the process of localizing the SDGs. It reviews the current National and Sub-national Development Plans and relevant sector strategies, and provides an indicative overview of the level of alignment between them and the SDG targets. It also identifies the potential need for multi-sectoral coordination around the achievement of specific SDG targets. To overcome potential gaps in SDG alignment, the assessment is often implemented with a so called 'combo approach' that avoids specific interventions to achieve each objective separately. Instead, it uses national and local priorities to recognize synergies and interconnections among different targets and objectives from the 2030 Agenda.

In the field of financing the 2030 Agenda, the UNDP, in partnership with the Foundation Center and Rockefeller Philanthropy Advisors, set up the SDG Philanthropy Platform. The platform serves as a vehicle to bridge partnerships for SDGs between philanthropy, the UN, governments, the private sector and civil society organizations. The SDG Philanthropy Platform, launched in 2014, has made steady achievements towards building momentum and encouraging collective and innovative solutions to achieving the SDGs.

PROVIDING TARGETED DATA SUPPORT FOR THE MONITORING OF THE SDGS

The United Nations Educational, Scientific and Cultural Organization (UNESCO) provides a data tool to monitor target 9.5 of the 2030 Agenda on enhancing scientific research. The monitoring is based on two indicators that are produced with data collected by UNESCO annually in its Research and Development (R&D) survey, and is based on a well-established methodology. Cooperation with a wide range partners allows for the coverage of a large set of countries.

Moreover, UNESCO's International Hydrological Programme (IHP) developed the Water Information Network System as an open source and open access platform that combines geo-localized data in order to serve as a global reference in the design and support of operations, management, and decision support functions for sound water resources governance. It is also designed to assist Member States in monitoring and implementing the Sustainable Development Goal of ensuring availability and sustainable management of water and sanitation for all (SDG 6).

UNFPA INTEGRATED GUIDANCE NOTE

The United Nations Population Fund (UNFPA) developed a guidance note for UNFPA Country Offices with the purpose of 1) providing UNFPA staff in the field with a basic understanding of the 2030 Agenda, particularly as it relates to the International Conference on Population and Development (ICPD) Agenda and the mandate of UNFPA; 2) supporting UNFPA to position the ICPD in the emerging development landscape, including at national and regional levels; and 3) establishing transitional arrangements in place for the development of new country programmes under the current Strategic Plan in the context of the 2030 Agenda and ICPD beyond 2014.

The document includes: key elements of the ICPD Framework of Action, regional ICPD agendas, and monitoring and review arrangements; the linkages between the 2030 Agenda and the ICPD Beyond 2014; how to position the ICPD and SDGs within national development agendas; and the transitional arrangements for aligning new CPDs with the 2030 Agenda and the ICPD Beyond 2014.

ENSURING COMPREHENSIVE, VALID, AND TIMELY STATISTICS ON CHILDREN AND ADOLESCENTS

The 'We the Peoples' initiative seeks to collect perception data on SDGs in order to show that it can complement official data and has the potential to improve service delivery and provide insights on social norms. In the context of the 2030 Agenda, collecting perception data promotes inclusion and accountability because it allows ordinary people opportunities to express their opinions and participate in SDG monitoring and implementation activities. The initiative will be piloted in nine countries reporting to the HLPF in 2017, four of which are in Latin America — Brazil, Chile, Guatemala, and Honduras. During the pilots, people will be asked questions on their knowledge of the SDGs as well as around five of the goals under review in 2017: (1, 2, 3, 5, 9). The immediate objective is to support the pilot countries with incorporating data from this effort into their respective VNRs. The long-term objective is to increase the space for the use of and investment in this type of data, whereby governments recognize the value in using perception data to improve service delivery and inform real-time decision-making. Two existing tools, UNICEF's U-Report and WFP's mVAM, will facilitate real-time data collection for these pilots.

REPLICATING INTEGRATED APPROACHES TO THE 2030 AGENDA AND CREATING SUSTAINABLE EDUCATION INSTITUTIONS

The United Nations Environment Programme identified, analyzed, and published 28 initiatives undertaken in the LAC region that solved complex development issues through an Integrated Approach to Sustainable Development. The publication 'Sustainable Development in Practice: applying an integrated approach in Latin America and the Caribbean' offers a compilation of these good practices. Furthermore, UN enviornment organized a regional symposium on the Integrated Approach for Sustainable Development in the LAC region in October 2016 in Brazil. Participants included more than 100 high level government representatives from 21 LAC countries working in government, academia, the private sector, and civil society. In this meeting, successful approaches, lessons learned, and conditions for replicating an integrated approach for public policies, programmes and projects were shared.

UN environment also offers tools to improve the sustainability of universities through its initiative 'Global Universities Partnership on Environment and Sustainability (GUPES)'. In this context, a fruitful cooperation with the Alliance of Iberoamerican University Networks for Sustainability and the Environment (ARIUSA for its acronym in Spanish) was established. At the request of ARIUSA and its associated national universities networks, presentations were given at national fora on universities and environment, and UN environment has provided advice on the revision of indicators linked to the Agenda 2030 to assess the implementation of sustainability policies in Latin American universities in Colombia and Ecuador.

UN WOMEN SUPPORTS COUNTRIES FOR GENDER RESPONSIVE SDG IMPLEMENTATION

To facilitate alignment of national gender equality laws and policies with regional and international norms, for example, UN Women (UNW) produced a regional study on women's mechanisms at the national and regional levels; it supports civil society monitoring tools (Isoquito and Isomontevideo, and Afro-Descendent Women's Network Observatory) and it is currently undertaking a regional study on discriminatory and favorable legislation. To assist countries in localizing the SDGs, UNW is implementing crosscutting flagship initiatives on better production and use of gender statistics and transformative financing for GEWE in several countries of the region. UNW advocates for national women's machineries and mechanisms to be included in decision making processes related to gender statistics and planning and budgeting for GEWE. This includes targeted capacity building actions in countries depending of national contexts and needs of these machineries and mechanisms. Through its coordination mandate on gender equality and women's empowerment within the UN System at country and regional level, UNW facilitates the production of joint guidance, studies and positioning papers that analyze the gender dimensions of the various SDGs at country and regional level and promote strategies and approaches to overcome gender gaps.

ANNEXES

LIST OF FIGURES

LIST OF BOXES

LIST OF ACRONYMS

ARIUSE	Alliance of Iberoamerican University Networks for Sustainability and the Environment
CSR	Corporate social responsibility
DaO	Delivering as One
DESA	United Nations Department of Economic and Social Affairs
FAO	Food and Agriculture Organization of the United Nations
GEWE	Gender Equality and Women's Empowerment
GUPES	Global Universities Partnership on Environment and Sustainability
HLPF	High Level Political Forum
IAWGs	Interagency Working Groups
ICPD	International Conference on Population and Development
IHP	International Hydrological Programme
ILO	International Labour Organization
IMS	Information Management System
MAPS	Mainstreaming, Acceleration and Policy Support
MDG	Millennium Development Goal
MIC	Middle-Income Countries
MSDF	Multi-Country Sustainable Development Framework
mVAM	mobile Vulnerability Analysis and Mapping
NRA	Non-resident agency
OCHA	UN Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
QCPR	Quadrennial Comprehensive Policy Review
R&D	Research and Development
RC	Resident Coordinator
RIA	Rapid Integrated Assessment
SDGs	Sustainable Development Goal
SOPs	Standard Operating Procedures
UN Women	United Nations entity for gender equality and the empowerment of women
UNAIDS	Joint United Nations Programme on HIV/AIDS

UNCG	United Nations Communication Group
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDG	United Nations Development Group
UNDG LAC	United Nations Development Group for Latin America and the Caribbean
UNDP	United Nations Development Programme
UNDS	UN Development System
UNESCO	United Nations Educational, Scientific, and Cultural Organization
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNODC	United Nations Office on Drugs and Crime
UNOPS	United Nations Office for Project Services
UNS	UN System
UNV	UN Volunteers
VNR	Voluntary National Reviews
WFP	UN World Food Programme
WHO	World Health Organization
WMO	UN World Meteorological Organization

LIST OF UN COUNTRY TEAMS IN LATIN AMERICA AND THE CARIBBEAN

- Argentina
- Barbados and the Organization of Eastern Caribbean States (OECS) [1]
- Belize
- Bolivia
- Brazil
- Chile
- Colombia
- Costa Rica
- Cuba
- Dominican Republic
- Ecuador
- El Salvador
- Guatemala
- Guyana
- Haiti
- Honduras
- Jamaica
- Mexico
- Nicaragua
- Panama
- Paraguay
- Peru
- Suriname
- Trinidad & Tobago
- Uruguay
- Venezuela

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1 Anguilla, Antigua and Barbuda, Barbados, British Virgin Islands, Commonwealth of Dominica, Grenada, Montserrat, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines.

MAINSTREAMING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

REFERENCE GUIDE TO UN COUNTRY TEAMS

PRACTICE AREA #1: RAISING PUBLIC AWARENESS OF THE 2030 AGENDA AND SDGS

Building public awareness of the SDGs and their relevance to national strategies and plans is a critical initial and ongoing step in successful implementation. The practice areas outlined in the Reference Guide include:

A. **An introductory workshop series**: to sensitize government officials and stakeholders to the 2030 Agenda and SDGs;

B. **Creating a public awareness campaign**: to communicate the 2030 Agenda and SDGs to the general public, including women, children, youth, and others as applicable, such as internally displaced persons, and non-nationals such as refugees and stateless persons; and

C. **Opportunity management**: to leverage other government and UN-sponsored meetings and forums to sensitize government officials and stakeholders to the 2030 Agenda and SDGs.

Featured Tool: The SDG Action Campaign Toolkit

PRACTICE AREA #2: APPLYING MULTI-STAKEHOLDER APPROACHES FOR REVIEWING NATIONAL PLANS AND ADAPTING THE GLOBAL SDGS TO NATIONAL CONTEXTS

Core to the quality and legitimacy of a society-wide agenda is the application of multi-stakeholder approaches for policy development and implementation to encourage and facilitate partnerships between government and nationally and sub-nationally active stakeholder networks of civil society, universities, think tanks, the private sector and other development actors. Key areas include:

A. **Initial multi-stakeholder engagement**: for increasing public awareness of The 2030 Agenda and SDGs;

B. **Working with national multi-stakeholder bodies or forums**: for reviewing existing plans;

C. **Guidance on multi-stakeholder dialogue**: to assist with the process of engagement; and

D. **Fostering public-private partnerships**: to leverage the ingenuity, scaling-up ability, and investment potential of business.

Featured Case:

PRACTICE AREA #3: REVIEWING NATIONAL PLANS FOR ALIGNMENT WITH THE 2030 AGENDA AND ADAPTING SDGS TO THE NATIONAL CONTEXT

Important in the early stage is a common understanding of how well existing national, sub-national and local development plans and sectoral strategies align – in content and ambition – against the comprehensive scope of the 2030 Agenda and SDGs. This will provide the basis for establishing criteria for enhancing national plans whilst avoiding an à la carte approach. This practice area inherently requires applying multi-stakeholder approaches to understand complexity and to advance legitimate recommendations. Included are the following:

A. **Reviewing existing strategies and plans and identifying gaps**: to scan the landscape of existing strategies and plans at the national, sub-national and local levels and then compare against the global SDGs and targets to identify gaps and provide the basis for recommending areas for change;

B. **Mapping SDG interconnections**: for identifying and understanding potential co-benefits and trade-offs to inform strategies and priorities;

C. **Making initial recommendations to the leadership of the national government**: for addressing SDG gaps in existing strategies and plans whilst recognizing that

the SDGs "…are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social and environmental";

D. Setting nationally-relevant targets: for nationally-adapted and inclusive SDGs that are achievable, yet ambitious; and

E. Formulating visions, strategies and plans using foresight, scenarios and systems thinking: to incorporate the recommendations and the insights from the above steps into strategies and plans and matching ambition and commitments with resources and capacities.

Featured Tool: Rapid Integrated Assessment (RIA) The tool supports countries in assessing the alignment of national development priorities with the SDGs and examining the interlinkages of SDGs in the national development plans and strategies.

PRACTICE AREA #4: CREATING HORIZONTAL POLICY COHERENCE (BREAKING THE SILOS)

The 2030 Agenda for Sustainable Development reminds us that the issues we face are "interrelated and call for integrated solutions…To address them effectively, a new approach is needed." There is for the most part, a shared understanding of the inherent interconnectedness and complexity of sustainable development. But what has remained mostly elusive over the years is how to deal with this reality. How do we undertake strategy-making, planning and policy-making that is based in systems thinking and delivers an integrated view?

A. Integrated policy analysis: to ensure that proposed policies, programmes and targets are supportive of nationally-adapted SDGs;

B. Coordinated institutional mechanisms: to create formal partnerships across sectoral line ministries and agencies;

C. Integrated modelling: to help clarify and articulate the interconnected system of goals and targets and to analyse and inform key policies, programs and projects for their impact on nationally-adapted SDGs

Featured Case: Colombia Among Colombia's new institutions for mainstreaming and implementing the 2030 Agenda are its High-level Inter-Institutional Commission for SDGs with a technical secretariat, technical committee and transverse and inter-sectorial working groups.

PRACTICE AREA #5: CREATING VERTICAL POLICY COHERENCE (GLOCALIZING THE 2030 AGENDA)

Creating policy coherence, integration and partnerships in the vertical direction among governments, civil society, the private sector and other actors is the essential and complimentary aspect to the horizontality described above. 'Glocalizing' the agenda within a country is an imperative if the SDGs are to be realized with no one left behind in the 2030 timeframe. This can be accomplished through:

A. Institutional coordinating mechanisms: to foster partnerships and coordination across levels of government;

B. Multi-stakeholder consultative bodies and forums: to create partnership and coordination;

C. Local Agenda 21s and networks: for scaling up action for sustainable development at the local level;

D. Monitoring and review at the local level: as a means for localizing nationally-adapted SDGs;

E. Impact assessment processes: to ensure that nationally and locally-adapted SDGs are taken into consideration in large public and private development projects;

F. Integrated modelling: to explore the benefits and impacts of key national policies and programs at sub-national and local levels.

Featured Case: Indonesia Riau Provincial Government through its Planning Office is collaborating with the UN and others to localize the SDGs at the provincial and district level. The Provincial Government held its first multi-stakeholders' consultation in May 2016 and has selected three districts to pioneer the SDG District Action Plan development.

PRACTICE AREA #6: FINANCING AND BUDGETING FOR THE FUTURE

The 2030 Agenda states that "cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, will be at the heart of our efforts." Additionally, the Addis Ababa Action Agenda lays out a "series of bold measures to overhaul global finance practices and generate investments for tackling a range of economic, social and environmental challenges". The practice areas suggested for mainstreaming the 2030 Agenda include:

A. **Taking stock of the array of financing sources for the 2030 Agenda**: by considering all sources of financing as outlined in the Addis Ababa Action Agenda;

B. **Taking stock of the array of financing instruments**: by considering the diversity of traditional and new financing instruments that are available, including climate finance; and

C. **Effective use of financing**: through outcome-based budgeting and subsidy reform and strategies to reduce future expenditures through financing resilience and disaster risk reduction, taxing 'public bads' and other budget mainstreaming measures (i.e., gender and environment).

> **Featured Case: Pakistan**
> Committed US$ 15.5 million as co-financing to set up SDG Support Units in collaboration with the UN at the Federal level and in four provinces.

PRACTICE AREA #7: MONITORING, REPORTING AND ACCOUNTABILITY

Follow-up and review is a core component of The 2030 Agenda for Sustainable Development, to ensure that the data systems, capacities, methodologies and mechanisms are in place to track progress, with the engagement of citizens, parliaments and other stakeholders. Key elements include:

A. **Indicator development and data collection**: comparative assessment between existing national statistics and the global set of SDG indicators proposed by the Inter-agency and Expert Group on SDG Indicators

B. **Disaggregating data**: the commitment to 'leaving no one behind' and tackling inequality and discrimination in the SDGs requires disaggregation of data by sex, age and other salient socio-economic characteristics, including income/wealth, location, class, ethnicity, age, disability status and other relevant characteristics;

C. **Participatory monitoring and data collection**: for involving citizens directly in the measurement process;

D. **Monitoring and reporting systems**: to work with existing data and metadata reporting systems and to create online systems for information exchanges, including reporting on key indicators and providing opportunities for both horizontal and vertical coordination;

E. **Voluntary National Reviews**: providing Member States with a mechanism to share their progress toward implementing the 2030 Agenda and achieving the SDGs, and representing an important mainstreaming opportunity in and of itself;

F. **Country reporting guidelines**: act as a reference for UNCTs supporting country-level SDG reporting; and

G. **Other review processes and mechanisms**: for reviewing progress on nationally and sub-nationally adapted SDGs.

> **Featured Case: Egypt**
>
> National statistical agency, CAPMAS, established an SDG Coordination Unit to contextualize and set the national indicator framework necessary to monitor and track Egypt's progress of SDGs, and with the support of the UN is implementing a comprehensive assessment of its capacities and data systems to monitor the SDGs.

PRACTICE AREA #8: ASSESSING RISK AND FOSTERING ADAPTABILITY

Identifying risks and emerging issues such as climate change, economic crises, pandemics, etc., will be a critical part of achieving The 2030 Agenda for Sustainable Development. Careful reflection of lessons learned during implementation and making timely course corrections along the way, are integral to effective follow-up and review.

A. **Adaptive Governance:** to provide a general framework for effectively navigating uncertainty, change and surprise across all of the guidance areas;

B. **Risk analysis and management**: for the systematic identification and management of the risks facing the implementation of national, sub-national and local plans; and

C. **Scenario planning and stress testing**: to be applied regularly in the development planning and policy-making process for detecting emerging issues and examining the ability of plans, policies and programmes to perform under a range of plausible future conditions.

Featured Tool: Scenarios and Scenario Planning
Scenario planning is a multi-stakeholder process for envisioning a range of plausible and even desirable futures for purposes of stress testing the performance of proposed plans and policies and creating adaptive strategies.

SPECIAL SECTION: MAINSTREAMING GUIDANCE FOR COUNTRIES IN COMPLEX SITUATIONS

Countries in complex situations are often inundated with a multitude of overlapping humanitarian, peacebuilding, and development needs. Mainstreaming the SDGs in such contexts should consider and balance the tensions among: a) striving to attain a deeper understanding of the root causes of violent conflict and fragility; b) enabling a prioritization of development goals that is guided by the imperatives of countries in complex situations; and c) recognizing the political dynamics of complex contexts, including especially situations of protracted or continually evolving conflict.

Special guidance is provided for each of the eight core mainstreaming areas and is based directly on UNDP's 'SDG Ready' publication for SDG implementation in complex situations.

FOR MORE INFORMATION
For more information contact:
maps@undg.org

The United Nations Development Group for Latin America and the Caribbean (UNDG LAC) brings together the 20 United Nations Funds, Programmes, and Specialized Agencies that play a role in development in the region (FAO, ILO, IOM, OCHA, OHCHR, PAHO/WHO, UNAIDS, UNDP, UNFPA, UN-HABITAT, UNHCR, UNICEF, UNIDO, UNISDR, UNESCO, UN Environment, UNODC, UNOPS, UN WOMEN, and WFP).

The UNDG LAC mission is to enhance UN System-wide coherence at the regional level, and assist UN Country Teams (UNCTs) in delivering effective support to countries in the region for sustainable development through nationally led and owned development processes.