

United Nations Development Programme



*Empowered lives.
Resilient nations.*

SUMMARY OF MAIN FINDINGS FROM SDG MAINSTREAMING, ACCELERATION AND POLICY SUPPORT MISSION REPORTS



2019

Discussion paper



*Empowered lives.
Resilient nations.*

Discussion paper

**SUMMARY OF MAIN FINDINGS FROM SDG MAINSTREAMING, ACCELERATION AND POLICY SUPPORT
MISSION REPORTS**

Copyright © 2019

United Nations Development Programme

Istanbul Regional Hub, Regional Bureau for Europe and the CIS

All rights reserved. No part of this publication may be reproduced, stored in a retrieval system or transmitted, in any form by any means, electronic, mechanical, photocopying or otherwise, without prior permission of UNDP.

eISBN: 9789210041072

Cover design, layout and data visualization: Ikromjon Mamadov

Cover photo: Claire Ladavicius / UNDP Turkmenistan

Other photos: UNDP

This discussion paper has been developed by the UNDP Istanbul Regional Hub Sustainable Development Team. George Bouma and Sheila Marnie led the process and edited the document.

This paper does not necessarily reflect the views of the United Nations Development Programme, the United Nations, or its Member States.

Table of contents

List of abbreviations	2
Introduction/ Outline of the Study.....	3
Mainstreaming	6
Acceleration	11
Policy Support	18
Data and Monitoring	19
Financing for Development	20
Summary and plans for the future	23
Appendix 1. Summary of Findings from Analyses of RIA (by country)	26
Appendix 2. Accelerators by Country	29
Appendix 3. Tools Used in MAPS missions	31

LIST OF ABBREVIATIONS

CCA	Common Country Assessment
ECA	Europe and Central Asia
ECIS	Europe and the Commonwealth of Independent States
EU	European Union
FAO	Food and Agriculture Organization
FDI	Foreign Direct Investment
GEF	Global Environment Facility
GCF	Green Climate Fund
GDP	Gross Domestic Product
IBC	Issue Based Coalition
Ifs	International Futures
ILO	International Labour Organization
IRH	Istanbul Regional Hub
IsDB	Islamic Development Bank
LGBTI	Lesbian Gay Bisexual Transgender Intersex
MAF	MDG Acceleration Framework
MAPS	Mainstreaming Acceleration Policy Support
MDG	Millennium Development Goal
MICS	Multi Indicator Cluster Survey
MSME	Micro Small and Medium Enterprises
MTEF	Medium Term Expenditure Framework
NCD	Non-Communicable Disease
NDS	National Development Strategy
ODA	Overseas Development Assistance
PBSO	Peacebuilding Support Office
RIA	Rapid Integration Assessment
UN	United Nations
UNCT	United Nations Country Team
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNDG	United Nations Development Group
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFPA	United Nations Population Fund
UNICEF	United Nations Children Fund
UNRISD	United Nations Research Institute for Social Development
UNSDG	United Nations Sustainable Development Group
VNR	Voluntary National Reporting
WB	World Bank
WHO	World Health Organization



INTRODUCTION/ OUTLINE OF THE STUDY

On 25 September 2015, after three years of intergovernmental negotiations and one of the most consultative processes in the history of the UN, 193 UN Member States endorsed and launched the 2030 Agenda on Sustainable Development at the United Nations Summit. The new Agenda, with its 17 Sustainable Development Goals (SDGs) and 169 targets¹, came into effect in January 2016.

The United Nations Sustainable Development Group (UNSDG) unites 34 UN funds, programmes, specialized agencies, departments and offices that play a role in promoting sustainable development². One of its strategic priorities is to provide support to countries in the implementation of the 2030 Agenda and accelerating the achievement of the SDGs. Since 2016, it has since been coordinating support by the UN system to individual countries in order to translate the 17 SDGs into specific national goals, and to adopt inclusive and comprehensive approaches to sustainable development. For this purpose, it developed a joint UN approach, namely the 'Mainstreaming, Acceleration and Policy Support' (MAPS) approach, which provides the framework within which the technical assistance provided by various UN agencies in support of SDG nationalization and implementation can be structured.

In the region covering Europe and the Commonwealth of Independent States (ECIS), UNDP has been coordinating efforts to bring this MAPS approach to individual countries. For this purpose, a total of 14 MAPS missions were fielded in the region in the period 2016-2018. The first two missions were fielded by UNDP alone, but since then missions have included representatives of several UN agencies, and have focused on pursuing a multi-agency approach to supporting countries to implement Agenda 2030. The World Bank also participated in seven of the MAPS missions, and the EU was involved in Montenegro and Albania and Serbia, due to recognition of the expediency of aligning the SDG and EU accession processes in candidate and pre-candidate countries. In the more recent MAPS missions, representatives of the UN regional Issue Based Coalitions³ (IBCs) have also taken part.

This report is based on a review of 12 MAPS mission reports and summarizes the results of the MAPS missions carried out in 2016-2018 in the UNDP programme countries of the ECIS region.

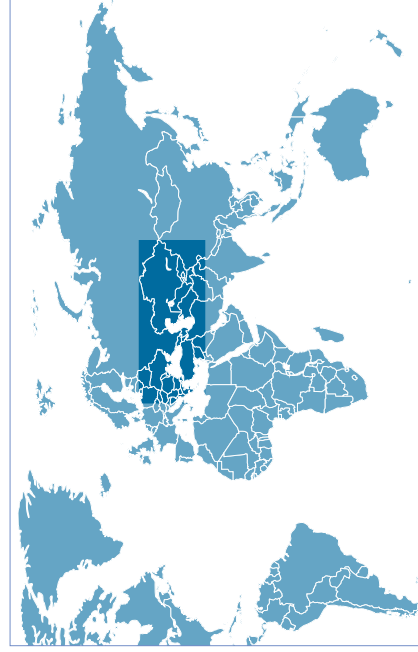
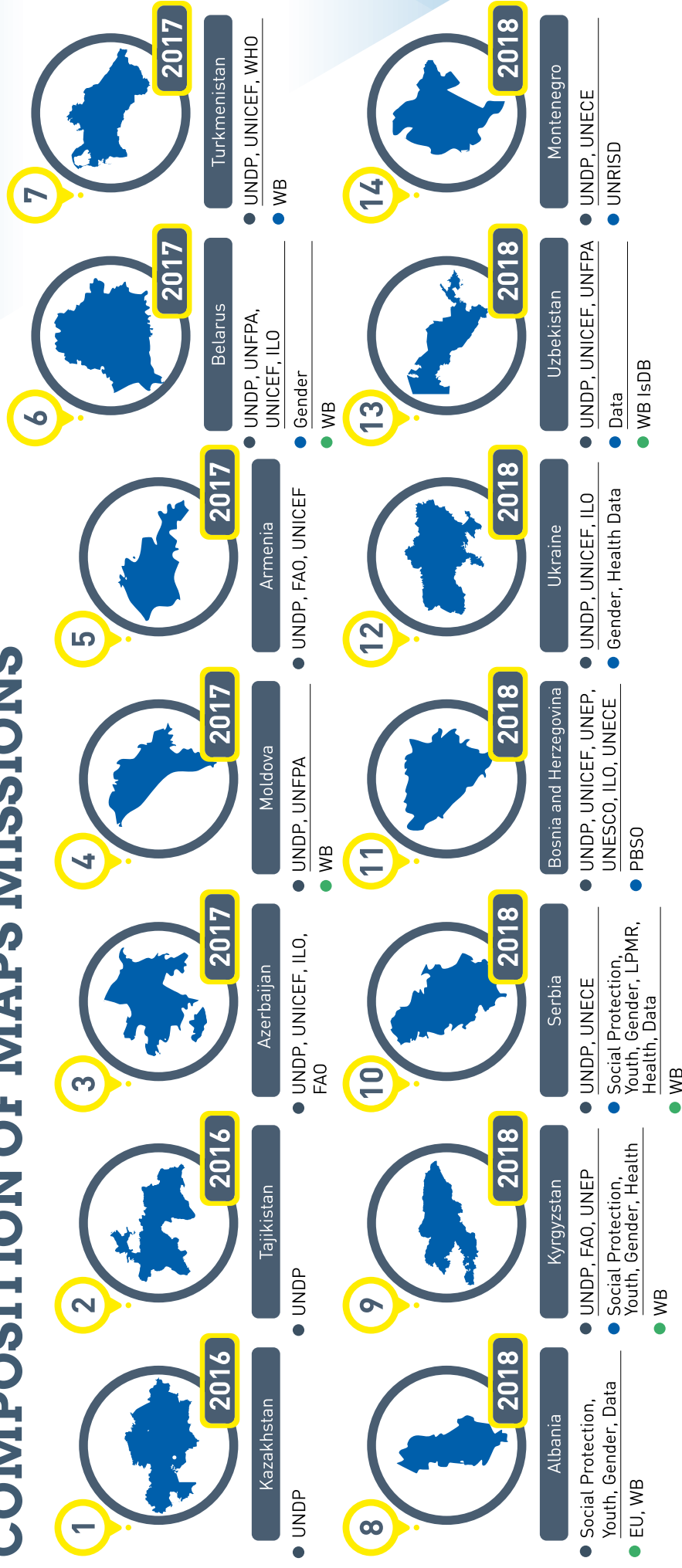
¹ See <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

² <https://undg.org/>

³ Issue Based Coalitions (IBCs) work under the regional UNDG to ensure coordination and more effective delivery of UN agency support to UN Country Teams and to national counterparts in specific thematic areas which cut across the mandates of several UN agencies. In the ECA region, there are currently six IBCs operating under the UNDG in the ECA region, covering the issues of (i) youth, (ii) gender, (iii) social protection, (iv) health, (v) migration/displacement, and (vi) data and monitoring.

COMPOSITION OF MAPS MISSIONS

Chart 1



● Participating UN Agencies*

● UN Issue Based Coalitions*

● Represented

● Other

As can be seen from Chart 1, the composition of the MAPS missions has tended to expand and become more heterogeneous over time. In practice the composition has been determined on a case by case basis through dialogue with national governments and the process of developing terms of reference with the United Nations Country Teams (UNCTs) prior to the missions.

The MAPS mission reports - which represent the main output of the missions - vary considerably in size, format, style and content. This is in part due to (i) whether the mission took place closer to the beginning or closer to the end of the 2016-18 period (as the later missions inevitably benefited from the fact that new tools became available and experience was accumulated); and (ii) the development context and degree of stakeholder engagement.

Overall, the MAPS mission reports focus on the mainstreaming and acceleration discussions/challenges, particularly the latter, with the aim of providing recommendations and inputs for the elaboration of a national roadmap to implementing the SDGs. The policy support elements are given less attention and tend to focus on how the comparative advantages of UN agencies can be leveraged to support implementation.

This review is based on mission reports from 13 MAPS missions and has the purpose of reviewing results and also extracting lessons for the next stages of SDG implementation. (The Tajikistan report is not included in the review; references are made to the Serbia report in the text, but due to the fact that it has only recently been finalized, it is not included in the appendices.).





Mainstreaming

The Rapid Integrated Assessment (RIA) instrument was developed by UNDP, as a tool to help countries measure alignment between global SDG targets, and the targets set forth in national/sub-national planning frameworks.

In the ECIS region RIAs were carried out prior to the missions in all cases: some by UNDP (Kazakhstan, Azerbaijan), and in some cases by national partners or local institutions (e.g. Azerbaijan Ukraine). Some were also preceded by national SDG baseline reports (e.g. Ukraine, Albania). (See Table 2 below)

Guidelines on how to conduct a Rapid Integrated Assessment became available early on in the process (they were published in 2017, but were available in unpublished form earlier), and so most countries followed at least Step 1 of these, i.e. a review of the main national visioning documents, strategies and sectoral plans, to determine a country's development priorities and to conduct a mapping of the 169 SDG targets that are aligned with national/subnational priorities. The review results in an assessment of which targets are fully aligned, partially aligned, not aligned or not relevant.

A further step in the RIA process involves an assessment of the country's capacity to monitor progress in SDGs, by mapping the availability of data for monitoring the SDG indicators, and looking at the institutional framework for monitoring. This task is complicated by the fact that there are still outstanding methodological and meta-data challenges for some Tier 2 and Tier 3 global SDG indicators. However, UNDP developed a region-specific SDG dashboard, which was used in many MAPS missions to conduct an initial mapping of data availability for monitoring global and nationally adapted targets/ indicators.

The RIA results vary considerably across countries, but many point to gaps in coverage of targets especially for the environment, gender, inequality

and governance targets. For example: Armenia finds 64% of the global SDGs can be aligned with its national and sectoral strategies; Azerbaijan 50%, Belarus 39%, and Kyrgyzstan 50%. Moldova finds that 11% are aligned and 57% partially aligned. Albania finds strong overall alignment, but less so for the environment targets. Belarus finds least alignment in gender, climate change and governance targets.

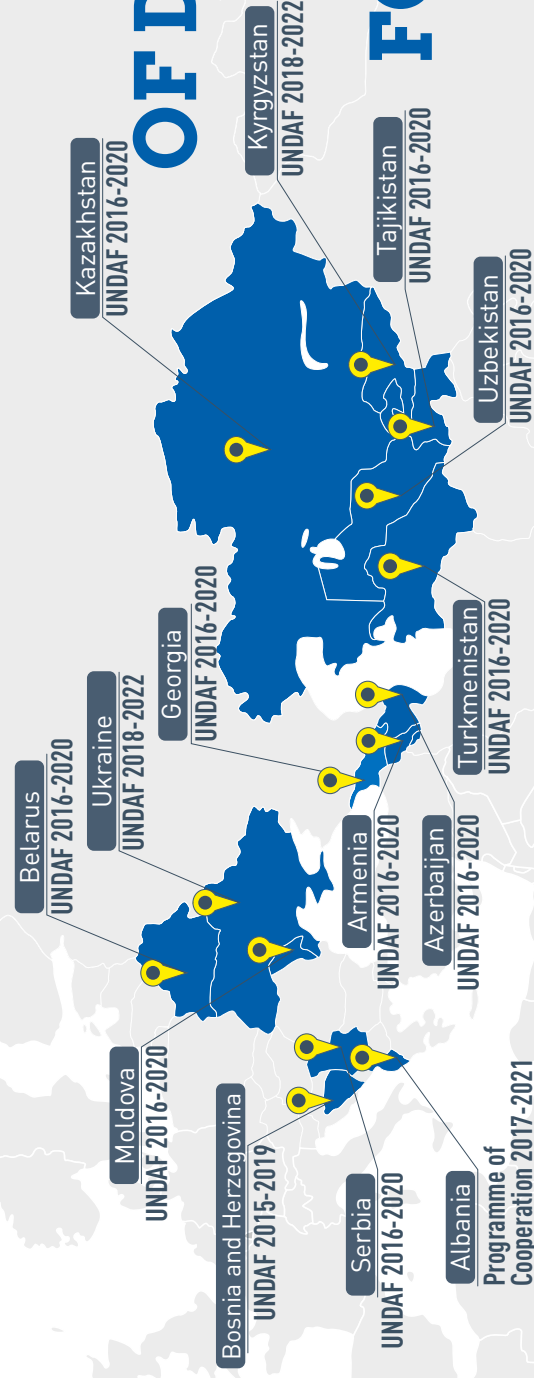
Gaps in indicator alignment/ coverage are considerable, again particularly in environment, gender, and governance. Overall, it is striking that although all the MAPS mission countries are parties to the Paris Agreement on Climate Change, and have made concrete commitments to this with implications for national budgets, there are often gaps in alignment for the relevant targets and indicators. And if aligned, there is no data: for example, the Azerbaijan MAPs mission found that data for at least half of the indicators for SDGs 11 through 15 are not available.

In the Western Balkans, the challenge was to stimulate interest and commitment for Agenda 2030, in situations where the main political objective is progressing on the EU accession agenda. For this reason, conscious efforts were made to highlight the actual and potential synergies between the SDG and EU accession agendas, and to identify where policy efforts and resources could be focused to make progress on both. The Montenegro report, for example, maps the links between the country's national sustainable development goals/ targets and the EU accession agenda, and identifies key areas where the links are strongest and where efforts may be concentrated to achieve results which are mutually beneficial to progress in both agendas. (The strongest links are found with chapter 27 on environment, chapter 23 on justice and fundamental rights, and chapter 19 on social policy and employment.).

Chart 2:

NUMBER OF DOCUMENTS REVIEWED FOR THE RIAs

by country



Albania	RIA* 2016	(different methodology was used)
Armenia	RIA 2017 + RIA report	Over 45 documents reviewed
Azerbaijan	RIA 2016 and RIA 2018	Over 40 documents reviewed
Belarus	RIA 2017 + Forward-looking RIA report	22 documents reviewed. RIA for private sector and civil society organizations
Bosnia and Herzegovina	RIA 2018 + RIA report	Over 65 documents reviewed at all administrative levels
Georgia	RIA 2019	37 national and 18 subnational documents reviewed
Kazakhstan	RIA 2016 and RIA 2019	Over 20 documents reviewed
Kyrgyzstan	RIA 2018	2 documents reviewed, including draft Strategy 2040. Strategy 2040 was approved in Nov 2018, taking into account MAPS recommendations for its better alignment with SDGs
Moldova	RIA 2017	(different methodology was used)
Serbia	RIA 2018 + RIA Report	Over 40 documents reviewed
Tajikistan	RIA 2016	Over 10 documents reviewed
Turkmenistan	RIA 2017	Over 40 documents reviewed
Ukraine	RIA 2017 + RIA report	Over 35 documents reviewed
Uzbekistan	RIA 2018	(different methodology was used)

*RIA - Rapid Integrated Assessment

SEE APPENDIX 1 FOR DETAILS ON THE RIA ANALYSIS BY COUNTRY.

MAINSTREAMING: CHALLENGES ENCOUNTERED

Overall, the following mainstreaming challenges are highlighted in the reports:

In practice RIAs turned out to be a much heavier investment than seemed at first glance, essentially because they were by no means a 'rapid' process, due to the number of sectoral and other strategy documents related to SDG targets. The assessments in some cases had to cover more than 50 sectoral strategies (See Chart 2 above). In fact, the Moldova report refers to over 200 sectoral strategies and documents, and obviously not all of them could be covered: 'there are too many strategies and plans in Moldova and they create a difficulty for developing and implementing policy priorities. The State Chancellery had identified more than 286 various strategies'.) Moreover, the presentation of results using the RIA tool/ template was often difficult since some planning documents, although relevant, are vaguely formulated without specific targets.

This in turn drew attention to the main challenges in going forward with SDG implementation, or 'operationalizing' the agenda: even if the country national strategy and policy documents show broad alignment with the SDGs, (and if these documents are further adapted in the next planning round to better accommodate the letter and spirit of the SDGs), there are not any well-defined (horizontal) links between the numerous sectoral strategies and the overall national framework, or mechanisms for achieving these linkages; i.e. the overarching national planning framework either does not exist or is very weak. In some cases, there are also sub-national (regional) strategies, likewise with weak or non-existent (vertical) links to the national strategies. Moreover, some of these strategies overlap; and in some cases, they even contradict each other.

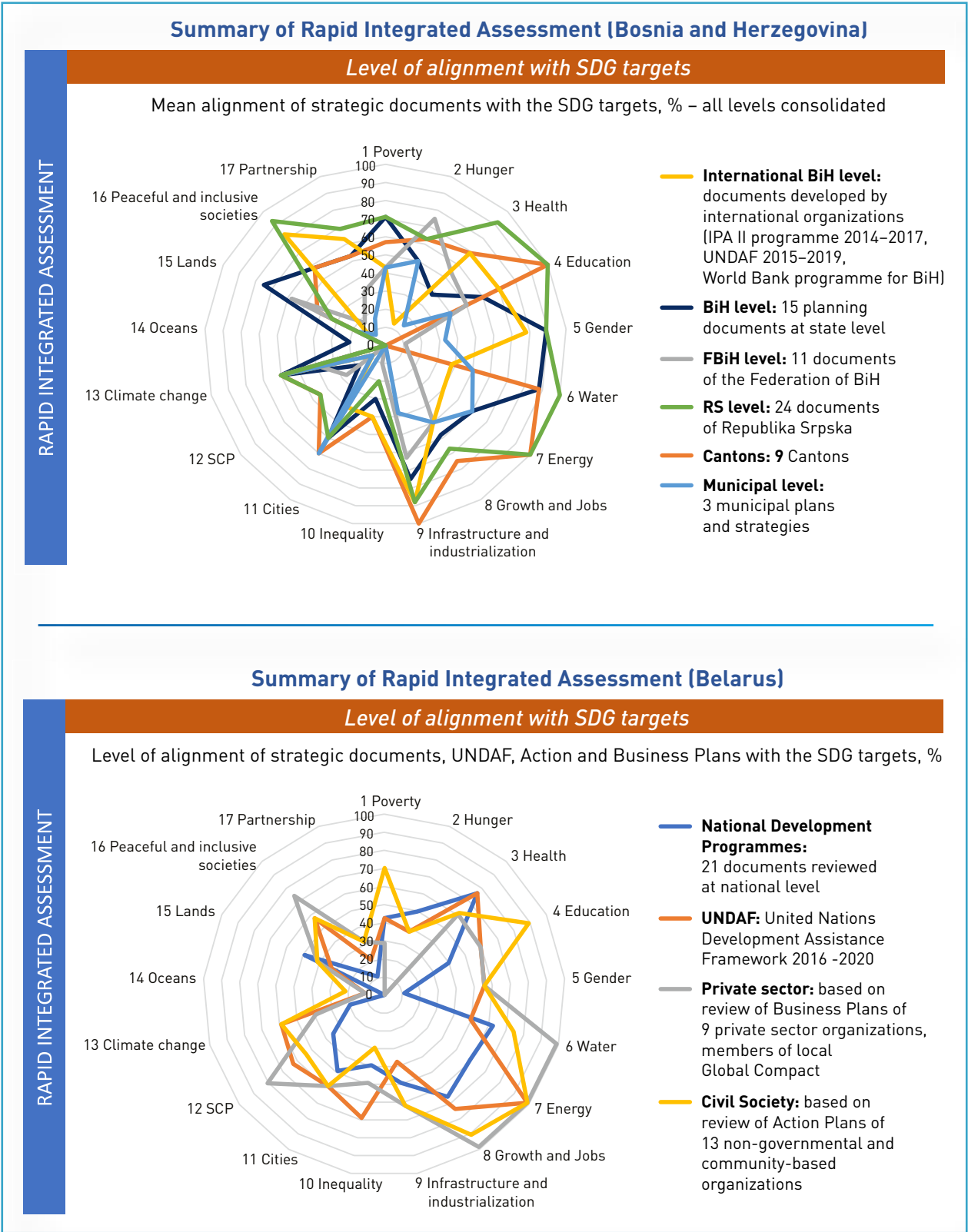
Therefore, it is not always the case that national frameworks can easily/ seamlessly accommodate the SDGs, even when there appears to be quite a lot of alignment between SDG targets and indicators and those used in national planning documents. Moreover, the lack of reporting linkages outlined above are mirrored by lack of linked-up monitoring and budgetary planning and monitoring processes.

This is not a good basis for dealing with the complexities of implementing an integrated and indivisible SDG agenda. Further emphasis on policy coherence is clearly something that is needed in countries of the region.

Getting links between national development frameworks/ strategies to budget planning and monitoring implies a transition to performance-based budgeting and financing. Again, countries in the region are at various stages of moving towards budget planning which is more based on outcomes, rather than activities and outputs. But even when moves have been made towards establishing medium term budget planning frameworks - which can in turn be linked to medium term planning documents - it is not easy to monitor progress on priority big picture goals. The example given in the Armenian report illustrates this well by looking at health expenditure allocations. The expenditure allocations in the Medium Term Expenditure Framework (MTEF) are categorized according to the type of service delivered (i.e. outpatient, inpatient, procurement of pharmaceuticals etc), but these categories do not allow the monitoring of whether expenditure allocations for non-communicable disease (NCD) programmes have been prioritized or planned, although tackling NCDs is a health sector priority for the country.

These are not new problems, and the countries in the region are at different stages of addressing them. For example, Serbia and Moldova are in the process of implementing planning reforms, and the Kyrgyzstan report also provides an update on such reforms; and in some cases, the mainstreaming exercise has served to push for further national efforts (with UN support) to address these issues (e.g. Turkmenistan).

Box 1: RIA review in BiH and Belarus



OVERALL LESSONS FROM THE MAINSTREAMING EXPERIENCE SO FAR:

The consensus is that the RIA has proven to be a useful tool. Feedback from several countries suggests that they will keep using their initial RIA as a working document, updating it periodically as a basis for monitoring progress in the national SDG alignment process, as SDG indicators are integrated into national development planning and mechanisms are put in place (i.e. action plans backed up with budgets) to ensure implementation of NDSs.

In light of this, future efforts should move from looking at alignment with existing strategic documents, to finding relevant entry points in the planning cycle to support integration of SDG targets and indicators into future development plans. This can be either in medium term planning strategies (4-5 year strategies), or into longer term (up to 2030 and beyond) strategic planning exercises. The latter are underway in Armenia, Azerbaijan, Moldova, and possibly Uzbekistan and Turkmenistan. Many

countries in the region are expected to revise their development strategies beyond 2020, and this represents a key entry point for the UN system.

Getting national planning frameworks that are backed by performance monitoring systems and performance budgeting are crucial to ensure alignment and concentration of efforts on SDG implementation and progress, but also fundamental to make integrated approaches across all dimensions of the SDGs, or systems approaches, possible (this is discussed further under acceleration below). There is a need for mechanisms which allow decision makers (and monitoring and evaluation teams) to look at the impact of resource investment on not one but several targets/ indicators. These are governance challenges, which also come up as priority actions in many of the reports, and they deserve coordinated support from all UN agencies.



Acceleration

Put simply, the identification of accelerators has two main aims:

- i. To identify those targets which if prioritized in terms of resources, can have considerable multiplier impact on other targets/ goals; or conversely to identify bottlenecks which if not addressed will impede progress across several goals/ targets
- ii. To apply an approach which speaks to the integrated nature and indivisibility of the SDG agenda

The bulk of mission reports are devoted to the choice and description of accelerators. Overall, the missions have found it extremely challenging to operationalize the acceleration approach, which is understandable, because the SDGs by their nature require a shift from a sectoral approach (easier to operationalize) to a systems approach. In most missions the discussion around accelerators was usually based on a review of national development priorities (reflected in national strategy documents), and also of the priorities already identified in country UNDAFs or UNPAFs, as well as stakeholder consultations on relevant and priority SDG targets. As a result, there remains a lot of subjectivity in the identification of accelerators, and the selection to some extent reflected the expertise or mandates of those agencies participating in the missions.

The country level discussion of accelerators was useful in terms of highlighting the message regarding the complexity and integrated nature of the agenda, but identifying accelerators was in practice constrained by lack of time (MAPS missions typically took place over a 5 day period), and also (especially in the first missions) the lack of quantitative tools which could give the choice some degree of objectivity. In some of the later missions more dedicated decision support tools (such as complexity analysis and systems dynamic modeling) were used in an attempt to define how different acceleration areas could contribute to achieving SDG outcomes over a longer time period (described below).

Paradoxically, the fact that the agenda is indivisible and inter-linked means that arguments can be found for most target/ indicators to be chosen as an accelerator. Initially a lot of the discussion seems to have evolved around what could be an accelerator, rather than showing how they could influence other groups of related targets. There appears to have been some confusion because the principles of the accelerator approach which was developed at the end of the MDG era (with the so-called MDG Acceleration Framework or MAF approach) and applying them to the SDG context was not a seamless match. The MAF offered “governments and their partners a systematic way to identify and prioritize bottlenecks to progress on MDG targets that are off track, as well as ‘acceleration’ solutions to these bottlenecks”⁴. It focused on “identifying off-track MDGs—those for which one or more targets are likely to be missed at the current rate of progress,” and “accelerating” progress towards meeting these targets, via the: (i) prioritization of country-specific interventions; (ii) identification of bottlenecks to the implementation of these prioritized interventions; (iii) selection of feasible, multi-partner “acceleration solutions” to overcome the bottlenecks; and (iv) planning and monitoring of the implementation of the selected solutions. Prior to the MDGs’ 2015 terminus, MAF exercises were conducted in some 60 countries, including Kyrgyzstan, Moldova, Montenegro, Tajikistan, and Ukraine.

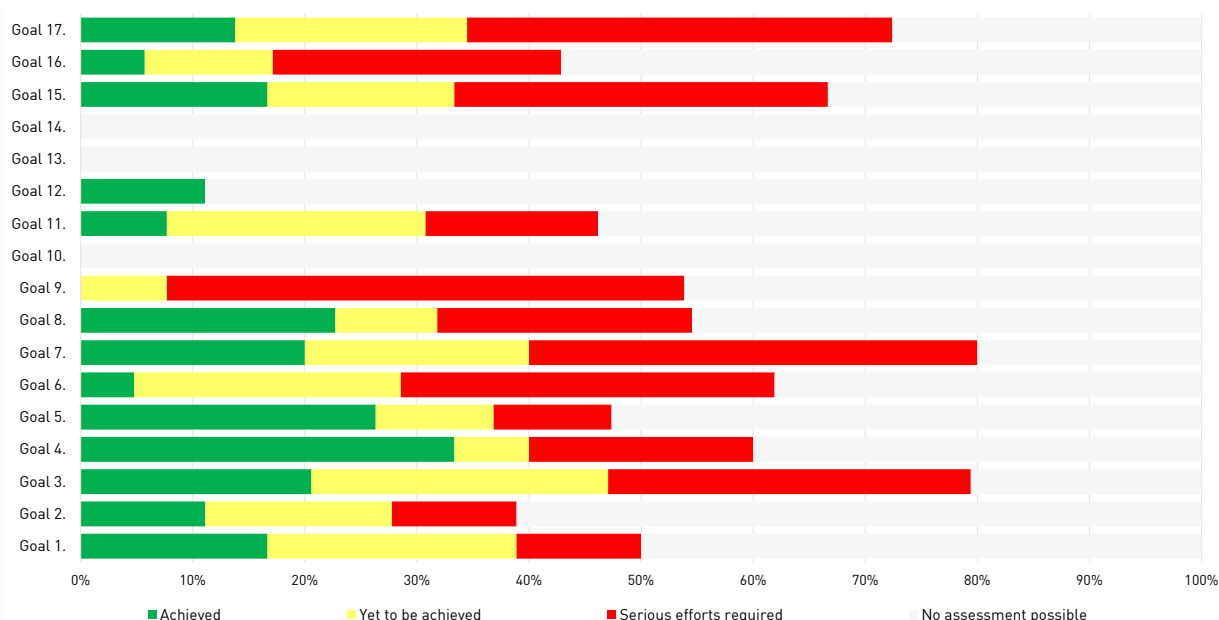
⁴ See the 2011 MAF toolkit: http://www.undp.org/content/undp/en/home/librarypage/mdg/mdg_accelerationframework0.html

However, the current stage of implementing SDGs differs very much from that when the MAF was developed and applied. Firstly, there are no baselines and intermediate or final targets to clearly identify which targets are off track (although the SDG dashboard can help), and therefore to point to which bottlenecks could most usefully be tackled. Secondly, the number of actors involved in the discussion of, and in providing potential policy and programming support for, each SDG target, makes it more difficult to get consensus on accelerators/ bottlenecks.

In practice, in almost all cases, the UNDP-prototype of the SDG dashboard was used by MAPS missions

in the region to assess the status of each SDG target and indicator (if available). These dashboards were used to identify 'green' targets/ indicators, i.e. those already achieved, but which in principle could be pushed further to have an increased accelerator impact; 'red' targets/ indicators where significant efforts may have to be directed to ensure progress (could be seen as bottlenecks); and 'amber' targets/ indicators ('yet to be achieved') where progress has been intermediate, and which could either be pushed into green category, or if neglected could slip back to red. (See Box 2 below)

Box 2: Prototype Dashboard for Uzbekistan



- Chart shows how far we stand from desired outcomes for various indicators. It allows focusing on specific SDG targets to accelerate progress
- Green bars: share of indicators for a given SDG for which the notional 2030 value is initially assessed as having been achieved.
- Yellow bars: share of indicators for a given SDG for which a notional intermediate value is initially assessed as having been achieved.
- Red bars: share of indicators for a given SDG for which this notional intermediate value (based is initially assessed as having not been achieved).
- The absence of an assessment for SDG 14 reflects the fact that it was not included in Uzbekistan's SDG nationalization process.

SDGs and data needs

Uzbekistan's rapid progress in SDG nationalization is constrained by limited data availability, which also reduced the analytical scope of the MAPS analysis. These constraints manifest themselves through: (1) significant gaps in the official statistical data for SDG monitoring and reporting that are among the largest in the Central Asian/East European region; (2) the absence of a well-defined national development policy framework with appropriate indicators that could build on the national Action Strategy's reform impetus; and (3) limited application of evidence-based development policy formulation, implementation, monitoring, evaluation, and reporting.

In later missions, the dashboards, along with available data were used as a basis for carrying out complexity or cluster analysis to analyze the interlinkages among all SDG targets and identify those targets which are most influential in terms of accelerators, or in terms of bottlenecks. Clusters of targets/ indicators are identified which theoretically (if synergies were adequately exploited) could influence different aspects of sustainable development, for example the achievement of green economy and resilience targets, inclusion targets.

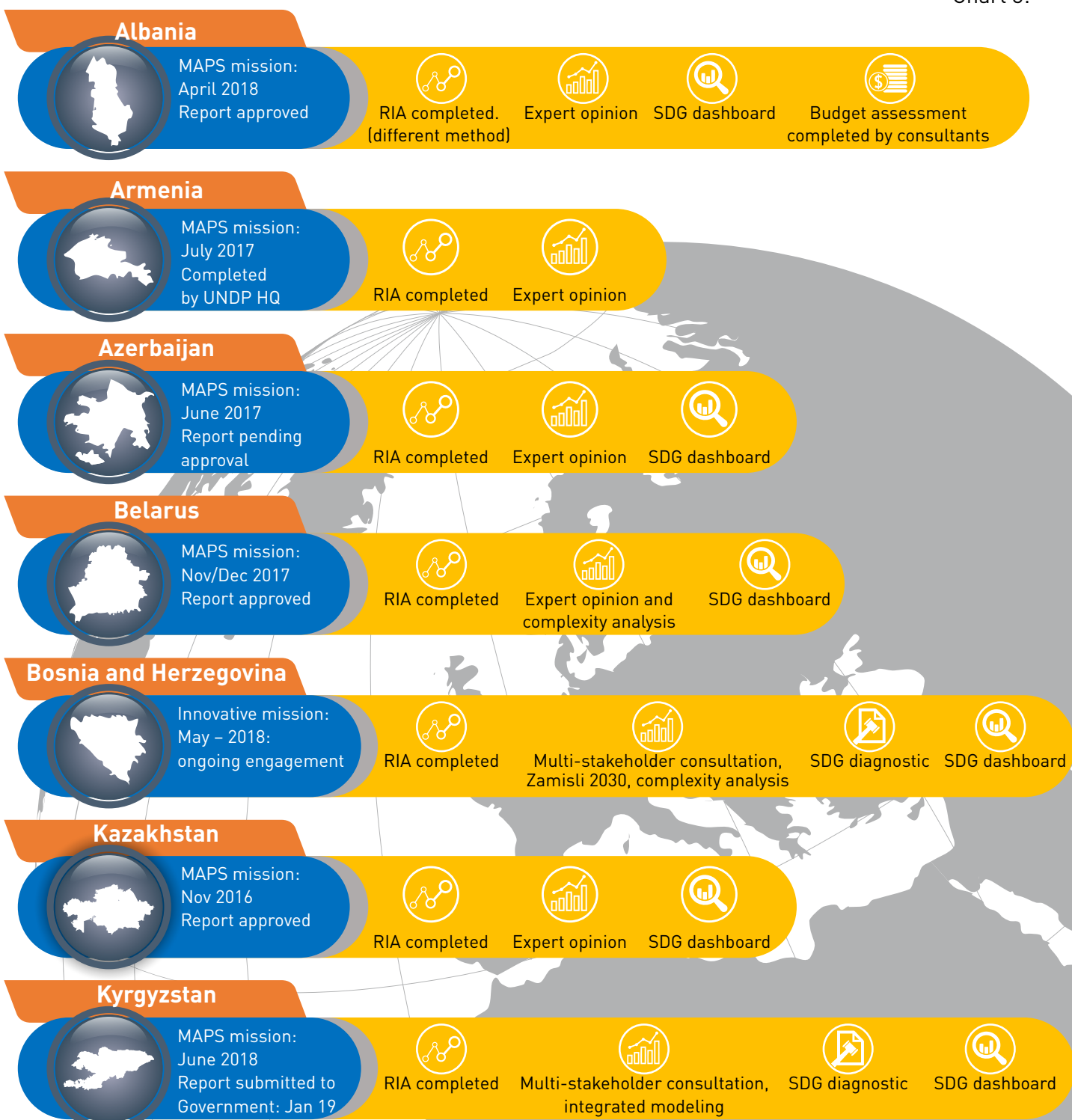
For example, on the basis of the identification of the most influential targets (through analysis of the SDG dashboard and the complexity or cluster analysis), the International Futures modelling methodology was used in some cases to develop scenarios to illustrate how clusters of targets could positively influence

long-term development outcomes. [The International Futures](#) (IFs) is a tool developed by the Frederick S. Pardee Center under the University of Denver. The forecasting tool helps to think about long-term policies at national, regional and global levels. IFs uses historical data, trends and dynamic relationships to forecast indicators for 186 countries from 2010 to 2100. The model consists of individual sub-modules (economy, governance, finance, demographics, health, education, gender, agriculture, energy, environment, technology, and infrastructure) that are dynamically connected, thereby capturing how changes in one system leads to changes in another.] In the region, this tool was used to inform MAPS missions in Moldova, Uzbekistan, Turkmenistan and Kyrgyzstan. Chart 3 below provides a summary of the tools used for each mission.



SUMMARY OF TOOLS USED BY THE MAPS MISSIONS

Chart 3:



Moldova



MAPS mission:
July 2017
Report approved
by UNCT



RIA completed.
(different method)



Complexity analysis, systems dynamic,
integrated modeling, expert opinion



SDG dashboard,
data ecosystem

Montenegro



MAPS workshop:
Jan 2018 – country led
Initial report approved:
ongoing study

UNCT/UNDP led study on interconnections
with EU accession benchmarks and SDGs

Serbia



MAPS mission: Sep 2018:
Report submitted for
government approval:
Jan 2019



RIA completed



Expert opinion



National SDG
data used from SORS



Budget and SDG financing
assessment completed

Tajikistan



MAPS mission:
Dec 2016:
report not approved
by UNCT



RIA completed



Expert opinion



SDG dashboard

Turkmenistan



MAPS mission:
Nov 2017:
Summary report
approved



RIA completed



Expert opinion



Supporting studies,
data & strategic planning

Ukraine



MAPS mission:
Mar 2018
Report status



RIA completed



Expert opinion



SDG dashboard

Uzbekistan



MAPS mission:
April 2018



RIA completed.
(different method)



Complexity analysis,
integrated modeling, expert opinion



SDG dashboard

Georgia



In progress



RIA proposed



Complexity
analysis proposed



Government led

See Appendix 3 for more details on SDG tools



Mainstreaming



Acceleration



Policy support



Data



Financing

In practice, whatever tools or methodologies used, MAPS missions usually identified 3-5 broad pillars, as 'accelerator packages' or 'accelerator focal areas'. In many cases, because they are so broad, they are formulated more as desired development outcomes rather than as accelerators. They usually coincide with the main pillars of sustainable development (social development/ human development, inclusive economic growth, green economy and building resilience, governance), while some identify youth or women as the entry point. The priorities listed under the pillars tend to reflect UN programmes which have already been agreed with government partners, which in turn reflect priorities articulated in national development strategies.








Such accelerators are too broad to be used in the ways intended for example by UNDP Accelerator and Bottleneck Assessment Tool 2017. This Tool states explicitly that the accelerator cannot be too broad, otherwise there will be an endless list of drivers. (In fact, this is the case in Uzbekistan, although the drivers admittedly are formulated in a way which provide the basis for a clear action plan on how to move forward in each of the policy areas listed under each pillar.)

Some MAPS missions tried to go further and identify the 'first levers to pull' under each pillar (see for example Ukraine). Some explicitly chose to reshuffle and to come up with accelerators which do not represent one pillar, but each one contains elements of different pillars (see for example Belarus, which has four accelerator platforms with four action areas per platform. Each platform includes all dimensions of sustainable development. For example, the first accelerator is 'green transition for inclusive and sustainable growth', and has as action areas: targeted growth in low carbon sectors, strengthened MSME development and access to finance improved, improved natural resource management with

community engagement, energy efficiency). Some also identify sub-sectoral accelerators (accelerators within an accelerator platform), which may provide a slightly narrower focus, but run the risk of developing into sectoral action plans, thus losing a lot of the cross-cutting integrated principle (see for example Uzbekistan, Armenia). The Albanian MAPS mission identified in advance of the mission three broad platforms which corresponded to the priorities already identified in the national development strategy, the UN-government programme of cooperation, and the requirements of EU accession chapters, so that the focus of the mission could be rather on getting political buy-in through demonstrating alignment with the EU accession agenda. Later missions (for example Kyrgyzstan) go further by identifying accelerators which represent a package of policy interventions or clusters of issues to address themes which were explored through application of the IFs tool.

Whatever the approach chosen, all missions made an attempt to ensure that each dimensions of sustainable development was captured in their proposals for accelerators. They cover all the '5 Ps' (prosperity, people, planet, peace, partnerships) of sustainable development, and speak to the leaving no-one behind principle. It should be noted however that regarding 'planet', there are relatively few references to climate change and the influence which national climate change commitments under the Paris Agreement will have on other SDGs and on budget allocations. Regarding 'peace', conflict resolution is not selected as an accelerator in countries affected by conflict, despite the obvious negative impact this can have on progress towards all SDG targets. In the Ukraine MAPS mission report the reason given is that it is something which the Ukrainian government cannot attain on its own. It is therefore treated as an exogenous factor, and a decelerator.

Chart 4. Summary of Accelerators in countries of region

Country	 Governance	 Green Economy	 Human capital	 Social Protection	 Economic Growth	 Gender	 Other
Albania	✓	✓	✓				
Armenia	✓	✓	✓	✓	✓		
Azerbaijan			✓		✓	✓	✓
Belarus		✓	✓			✓	✓
Bosnia and Herzegovina	✓	✓	✓	✓			
Kazakhstan	✓	✓	✓		✓	✓	
Kyrgyzstan	✓	✓	✓				
Moldova	✓	✓		✓	✓		
Montenegro		✓	✓		✓		
Turkmenistan		✓	✓	✓	✓		
Ukraine	✓	✓	✓	✓	✓	✓	
Uzbekistan	✓	✓		✓			

Note: See appendix 2 for more details

ACCELERATION: CHALLENGES AND LESSONS

The evidence base to justify the choice of accelerators identified in the reports remains overall quite thin, not least because there is no or minimum evidence on how they can actually accelerate progress over a cluster of targets, and therefore proof of their multiplier effect. In order to convince governments and particularly Ministries of Finance to change spending priorities, it will be necessary not just to provide evidence of the impact of accelerators on various targets, but to frame arguments around more analysis of the costs involved, and the potential financial benefits of directing more resources to currently under-resourced 'accelerators'.

Discussion of accelerators so far has often failed to take into account the lag effects of investing in SDG achievements (e.g. investments in human development have a long-term impact on economic prosperity), and the long-term negative effects on all dimensions of not tackling climate change, or not

investing in disaster risk reduction. Longer term demographic trends are also not sufficiently taken into account.

Overall, the MAPS missions have shown that the UN Country Teams and the regional IBCs tend to be more focused on social sustainability/social development/social inclusion. There was in some cases pressure to select accelerators in line with agency mandates, meaning a greater tendency to focus on social issues. This challenge will continue as implementation at the national level progresses: there is more UN country support and expertise available for 'people' targets and leaving no one behind. These are undoubtedly important, but retaining a focus on the intersection with other dimensions, and retaining a focus on all of the 5 Ps, will require a conscious effort by UNCTs.

Box 3: Gender coverage in MAPS reports

UNDP IRH's Gender Team has recently completed a review of the extent to which gender equality issues are addressed and integrated in a sample of eight MAPS mission reports. The team finds that the reports display considerable differences in their coverage, understanding and integration of gender equality issues, but that these are most likely to be integrated into accelerators focusing on economic empowerment, labour market participation, and social capital. There is much less integration with accelerators focusing for example on climate resilience, and where health is an accelerator, gender concerns are limited to discussion of reproductive health issues. The extent to which gender policies and strategies were taken into account in RIAs also varies.

Gender equality is identified as a stand-alone accelerator in the Belarus and Ukraine reports, and is explicitly mentioned as part of accelerators in others (e.g. it is extensively covered in the Uzbekistan report under the governance acceleration platform and is integrated in Kazakhstan under the 'tackling inequalities' accelerator).

The gender team's review also notes that the prominence or treatment given to gender issues in the various reports tend to reflect the mission teams' commitment to / knowledge of gender equality, rather than the extent to which gender is prioritized in national strategies and policy documents. For example, Moldova has strong national commitments to gender equality, but the Moldova report shows little understanding of gender issues, and they are in fact hardly mentioned. On the other hand, in Ukraine there are many national policies on gender equality which currently face hurdles in implementation, but the MAPS report shows a comprehensive understanding of gender inequalities as multi-sectoral and normative problems.

Most reports address the issue of gender-based violence, but some do not show sufficient understanding of the extent to which cultural norms work to reinforce gender inequalities. When these norms are addressed, the reports tend to look at the ways in which they act as bottlenecks to women's empowerment (see for example the Belarus and Uzbekistan reports); there is no attention given to men's experience of gender inequalities, with the notable exception of Albania and Ukraine. LGBTI communities are never mentioned.



Policy Support

Policy support issues remain the least well developed in most MAPS reports. While there are general discussions and much good input on many policy issues relevant for national development, there is much less attention paid to SDG targets, the trends and potential to meet targets and the interventions needed to reach them.

UNDAFs remain broad statements of intent across most nationally relevant development issues and by their nature have to be broad enough to capture the programmes and projects by all single agencies.

It is striking that there is almost no mention in the reports of the potential for partnerships between UN agencies to push forward accelerators or achieve multiplier effects. There is significant room for improvement in identifying integrated, inter-agency approaches. Issue Based Coalitions are a good start, but they are currently biased towards the social dimensions of the SDGs.

LESSONS

One of the functions of MAPS is to promote integrated UN approaches (following the spirit of CCAs, UNDAFs, etc.). This should undoubtedly continue, but given the nature of the agenda, it may be advisable to go beyond the UNCT to include other major donors. While the emphasis on bringing the EU in to the MAPS missions and reports in the Western Balkans reflects this logic, MAPS processes should also be reaching out to donor coordination bodies and similar structures.

Making links within the 5 Ps could provide a way of categorizing support for programming approaches within key policy areas, but there is insufficient data being generated to support this as yet. Moving forward, there should be room for deepening the data analysis and more possibilities to identify trends in achievement for key targets, and this will help to better articulate the policy support needed. (It will also make the identification of accelerators and enabling actions much easier).

Data and Monitoring



All MAPS mission reports highlight the significant challenges surrounding data and monitoring. The following are frequently mentioned:

(i) The need to address data gaps. The UNDP SDG dashboard helps identify these, by showing 'grey' areas where there is no data available to enable monitoring, or setting of baselines. Even when data are available, there are often problems with the regularity of collection and the quality of the data collected. Some of the gaps can be filled by 'external' data collection methodologies and exercises, such as MICS. Reports point to the need for more digitalization of data collection, and the desirability of exploring the potential of new tools (e.g. big data/open data, established methodology, e-platforms) to fill gaps. There is a need to invest in new approaches (e.g. SDG 4: requires adoption of lifelong learning approaches to education and training policies. The implication is that a life-long approach will have to be monitored through use of longitudinal data, and information on the aspirations of individuals, their decisions and actions collected. See the Albania report).

(ii) The need to improve coordination between data producers. In many cases, it is mentioned that there is a lack of clear institutional responsibility or coordination regarding the calculation/ data collection for a given indicator (e.g. Uzbekistan environment indicators). There is often duplication: with the state statistical agency collecting data and also other line Ministries. There can be use of different definitions for the same indicator, leading to confusion, and in the worst cases, to reporting different trends. There are calls for the development of a data ecosystem, and a statistics master plan (see for example Ukraine; also Uzbekistan, which points out that the State Statistical Committee still operates on the basis of annual plans, without any longer-term master plan). There is moreover a need to improve coordination between data producers and those responsible for collation and dissemination.

Here again the need for digitalization is pointed to: in the Armenia and Kyrgyzstan reports it is stated that a lot of exchange on data between agencies or between different administrative levels of government still takes place on paper.

(iii) All mission reports point to the huge challenge of disaggregation. The key disaggregation criteria that are recommended for the SDGs are: (i) gender; (ii) age; (iii) place of residence; (iv) disability status; (v) socioeconomic status (e.g., consumption/income quintile); and optionally (vi) ethnicity; and (vii) migrant status. None of these are regularly collected or calculated. The Moldova report highlights that data disaggregation and collection are central to the human rights-based approach to data. However, there is limited incentive and capacity to collect and generate disaggregated data. The report suggests partnerships between national bureaus of statistics and relevant oversight institutions (e.g. Ombudsman)

(iv) Apart from the problems of data availability and quality, several reports point to the need to foster a clear political commitment to data-driven decision making, building on more accurate and up-to-date insights. The incentives in some countries are still for data producers to produce positive results rather than accurate results.

(v) Data should not only be accessible to users, but should be provided in a form that is useful for and usable by the end users. This problem has been highlighted by users of databases relevant for informing disaster preparedness. For example, hydromet agencies provide information on cubic meters of rain, but not on changes in the level of water in rivers, which is needed for farmers and rural inhabitants.



Financing for Development

The financing for development issue has been addressed in quite general terms in most reports. But preparation for more engagement on this has to begin now.

Most reports concentrate on reviewing of the funding options, including public finance, ODA, remittances, FDI, bank loans, stocks and bonds, financial services. The Addis Ababa Action Agenda for global development finance emphasizes that, for middle-income countries, official development assistance (ODA) can at best serve to galvanize the financial flows (both international and domestic) needed to fund SDG implementation. The MAPS mission reports all point to the need to optimize and make more effective public expenditure, and to look for new sources of revenues which could be directed to SDG related interventions, as well as the need to look at options for blending ODA and remittances with public expenditure.

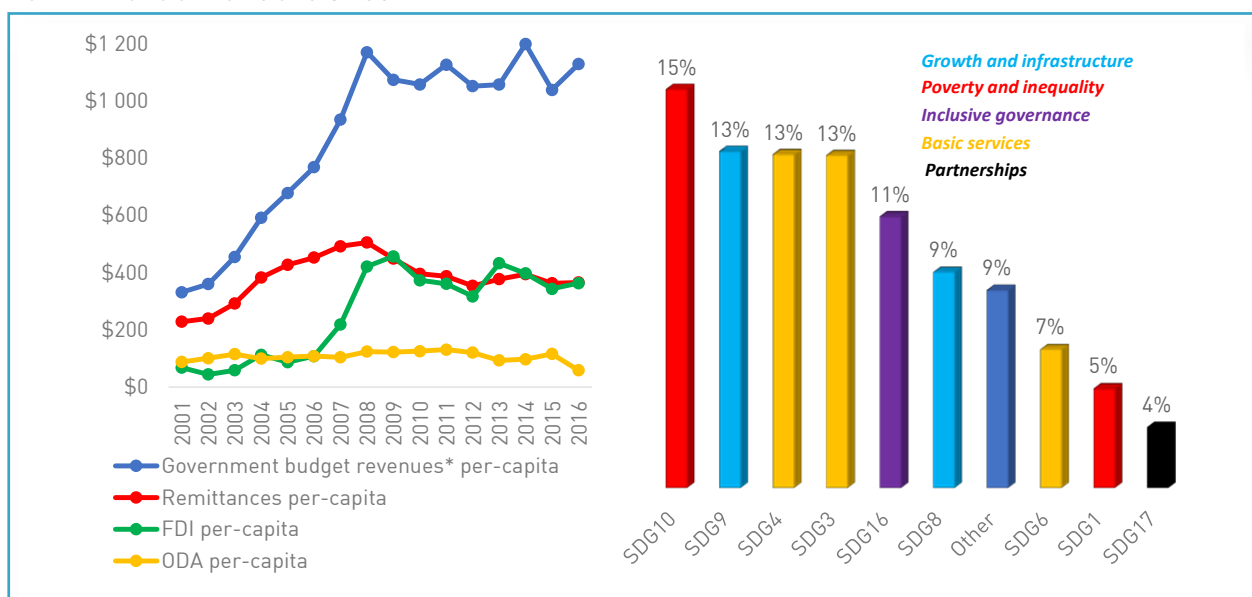
The Albania report noted that the focus should shift from looking at the potential costs of SDG implementation (especially as nationalization processes are still incomplete, at least in terms of indicators), and start looking at the share of public expenditure that is currently directed to SDG achievement (in total and across goals), as a basis for national resource mobilization (See Box 4 below).

The Voluntary National Report (VNR) estimates that currently 61% of central government spending under the 2015-17 MTEF could be classified as financing national SDG achievement. A first attempt is made to look at which goals are better financed, and which are under-financed, and it is found that the planet-related SDGs 12-15 are not well funded by government sources.

Optimization of public expenditure again requires more use of performance indicators and performance budgeting, which is not in place in most countries. This is related to the challenges highlighted under data above. Performance budgeting is also required to carry out 'gender budgeting'. (The Albania VNR notes that 3% of 2018 central budget is directed to activities benefiting women or advancing gender equality.)

Use of other sources of finance are also examined in some reports (remittances, FDI, stocks and bonds, bank loans etc) and their use for SDG achievement estimated (cf Serbia MAPS report). Experimenting with this approach for other countries in the region shows that domestic resources could be just as important as public expenditure in contributing to SDG achievement. Further work in this area needs to accompany MAPS efforts.

Box 4: Financial flows and SDGs



SDG financing estimates in Albania

A public finance analysis conducted for the Voluntary National Report found that some 61% of central government spending under Albania's 2015-2017 medium-term budget programme could be directly classified as financing for national SDG achievement (Figure 35). These indicative figures indicate that activities associated with achieving SDG 10 ("reduce inequalities") accounted for about one sixth of annual government spending, while activities associated with achieving SDGs 9 ("industry, innovation, infrastructure"), 4 ("lifelong learning"), and 3 ("health and wellbeing") each accounting for about one eighth. Spending associated with SDG 16 ("inclusive governance") accounted for about one ninth, while spending associated with SDG 8 ("inclusive growth, decent jobs") accounted for about one eleventh. By this classification, activities that could be directly associated with "green" SDGs and climate action (e.g., 12, 13, 14, 15), and with gender equality and women's empowerment (SDG 5—which are often closely associated with child protection and justice) were not well funded.

In some Central Asian countries, the transition to medium term budgeting and the introduction of programme budgeting is still at the beginning stages. The Kyrgyzstan MAPS mission report includes the following summary of the three-key governance-related challenges to putting in place a meaningful SDG-compatible national planning framework. These include the challenges related to the lack of suitable budgetary frameworks referred to above, but also the lack of clear oversight functions for parliament to ensure accountability of executive bodies involved in implementation, and in general the lack of a 'culture of downward accountability'; as well as the lack of public sector capacity to ensure implementation of policy priorities related to SDG implementation.

- 'Integration and monitoring of short- and medium-term budgetary frameworks in national policy and legislative frameworks is lacking, causing short-term and ad hoc approaches to policy financing and implementation. Centralized approaches constrain the effectiveness and efficiency of the bureaucracy, amidst shifting

development priorities as well as perceived ambiguities on the role of, and the influence of, the Parliament and parliamentarians in executive decisions.

- New legislations and policies are not matched by public sector capacity, and effective implementation affect achievement of policy objectives. Public administration is constrained by high leadership turnover in executive positions, the civil service continues to face high risks of politicization and is characterized by fragmentation in structure and salary scale, absence of effective performance management system, and weaknesses in ensuring inclusive, competency-based recruitment and talent management system. These constraints also exist at the local level, where local self-government bodies consistently face issues of inadequate human resources, funding, technical competencies, and coordination, thus contributing directly to poor delivery of public services.



- The absence of a strong culture of downward accountability – critical to driving norms, standards and behavior for well-performing democratic institutions, reinforces institutional inefficiencies, promotes traditional, centrally-driven hierarchies, and dis-incentivizes innovation and good performance given weak rewards systems. Low legal and rights awareness among the population, nascent and/or under-resourced independent institutions, and weak results-oriented performance measurement, further underpin this culture.’

The MAPS reports also look at possible avenues for increasing revenues in order to finance SDG implementation. Several reports refer to the two specific funding sources for financing sustainable development mentioned in the SDGs: SDG target 16.4 calls on UN Member States to “significantly reduce illicit financial . . . flows, [and] strengthen the recovery and return of stolen assets”; Tier III indicator 16.4.1 calls for monitoring of the “total value of inward and outward illicit financial flows”. SDG target 12.c calls on Member States to “rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions . . . including by restructuring taxation and phasing out those harmful subsidies, where they exist”; Tier III indicator 12.c.1 calls for the monitoring of “fossil-fuel subsidies per unit of GDP (production and consumption)”. Budget funds freed up by reductions in these subsidies can then be redeployed to finance sustainable development in other areas.

Many reports highlight the relevance of the call for rationalizing or reducing fossil fuel subsidies, and linking progress in this green/ planet target to increased expenditure for social/ people targets, not least to social protection to improve support to low-income households most likely to be negatively affected by increases in tariffs associated with the reduction of subsidies on gas, electricity, and also on water.

For EU candidate countries, EU IPA funding is an obvious source. This is a further reason for continuing to align the SDG agenda with country efforts to meet EU requirements in the various chapters of the *acquis communautaire*: the potential for EU IPA funding to finance interventions related to SDG targets which are closely aligned with EU ones. The Albanian report notes the need for investment in governance reforms in order to attract and absorb EU post accession funding. The Belarus report points out that for the planet-related SDGs, Global Environment Facility (GEF)⁵ and the Green Climate Fund (GCF)⁶ may represent windows for funding.

⁵ <https://www.thegef.org/>

⁶ <https://www.greenclimate.fund/home>

Summary and plans for the future

MAPS missions have been conducted in different shapes and sizes in 14 countries, and each produced an output which has been and is being used to support SDG nationalization. The MAPS missions have also provided a process which has helped raise the profile of SDGs and the role UN is playing in supporting countries take on sustainable development at the national level. It has proven difficult to be conclusive on a broad agenda in the scope of a five-day mission, but each mission has laid the foundation for ongoing engagement. This is perhaps the main point, as it was never intended that these missions should be an end in themselves, but rather the basis for ongoing support over a longer period.

The missions have also shown which tools can be useful in addressing some of the new challenges linked to SDGs and the transformational efforts needed to achieve SDGs. For example, RIA analysis has helped integrate policy issues into development plans; and modeling approaches are helping policy makers think beyond primarily growth driven policy issues and sectoral approaches.

A FORWARD-LOOKING AGENDA:

In terms of UNDP's future engagement, it may be worth clearly structuring and formulating UNDP's 'offer' in terms of packages for each of the MAPS elements, i.e.:

Package #1. Mainstreaming: this would include

- Continued support to development planning efforts and reforms, especially focusing on mainstreaming SDGs at national, sector and sub-national levels;
- Continued support to build capacities and skills for using the RIA tool to help countries assess and strengthen national development plans – especially during preparation of National Sustainable Development Plans beyond 2020;
- Continued support to Ministries of Economy in these processes as well as to institutional structures that foster SDGs e.g. National Councils for Sustainable Development and the Secretariats;
- Continued support for the nationalization of SDGs and the targets and indicators and making them relevant for national development aspirations;
- Further development of the SDG dashboard approach/ tool as a means to support the SDG evidence base;
- There is also a need for a continued focus on improved data for national policy making, but it is important that this support is coordinated with other agencies, e.g. through the Common Chapter and the IBC on Data.

Package #2. Accelerators. Accelerators are one of the important notions underpinning UNDP's platform approach as set out in the 2018-22 Strategic Plan. This package would include:

- a clear strategy on how UNDP will help COs identify specific bottlenecks and accelerators to build our further policy support / platforms around those
- linking country programming efforts to acceleration through developing a more systems approach to complex development issues. This will require the development of much more cogent Theories of Change in our country support documents with direct links to SDGs
- further experimentation with complexity analysis and other tools to identify the multiplier effects of drivers and bottlenecks (e.g. develop skills for -husing integrated modelling tools, such as International Futures).

Package #3. Policy support. This would include:

- Determining and setting out how UNDP programmes contribute to the acceleration areas and identifying who are the other key partners engaged in relevant areas;
- In line with the 2018 Strategic Plan, developing and applying signature solutions which can be delivered through country level support platforms. Through this process consensus on common approaches can be found, and the platforms can be used to leverage policy and financing support.

Package # 4 Data.

- Further development and use of the SDG dashboard tool;
- Ongoing support for evidence-based decision-making to influence SDG achievements;
- Further work on big data in the region and its use for SDG monitoring;
- Leaving no-one behind: further support for collection of disaggregated data, particularly on Roma and PWD

Package #5. Financing for Development. This would include:

- Support to adding some cost estimates to arguments in favour of investing in one or a combination of accelerators. Currently, public expenditure tends to be focused on the people goals, with public expenditure levels on these (as a share of GDP) being relatively high. Tools for evaluating which investments are likely to have most impact need to be put in place;
- Building on relevant examples such as Albania and Serbia, support to mapping sources of expenditure on SDGs, as a basis for further discussion on how to optimize national resource mobilization for SDGs;
- The potential for removing and redirecting fossil fuel subsidies is picked up in several mission reports, although the impact on social stability is potentially negative. Efforts to pilot such efforts should be supported and documented, and where applicable replicated. Curbing illicit financial flows is certainly also a potential source of finance in the region, albeit also with its political sensitivities, and some countries will be more open than others to discussion on these. However, available evidence can be summarized by the country platforms mentioned in package #3, and made available to UNCTs. If these issues are to be addressed, they would need to be taken up in a package of support services. For example, identifying the impact of climate change on GDP, or calculating the costs of climate change adaptation policies, could be linked to reductions in fossil fuel subsidies as a basis for policy reforms to address linked social and environmental outcomes.

POSSIBLE ENTRY POINTS FOR INTER-AGENCY EFFORTS:

Given that it is unlikely that further fully-fledged MAPS missions in the ECIS region will go ahead it is necessary to reflect on the possible next steps: developing a broader SDG integration offer that incorporates MAPS approaches and experiences could potentially help to foster continuing inter-agency engagement.

It is worth considering the further use of inter-agency missions to countries at critical stages in the planning cycle, to help ensure improved mainstreaming in new medium or long-term strategies. This may be linked to the work of IBCs. However, for this to be relevant effective, adequate lead time and preparation will be needed.

Related to this is the need to retain a focus on long term trajectories/scenarios related to SDG achievement through further developing and using integrated modelling tools such as that developed by International Futures. As a result of the Kyrgyzstan mission the model will be revised based on advice from one of the agencies. Strengthening such approaches through inter-agency efforts can only lead to better outcomes.

In some reports the presence of significant trends that will influence SDG outcomes have been referenced. The two most pertinent include (i) the demographic trends which will place significant fiscal burdens on social protection systems and (ii) the impacts of climate change which will manifest in different ways but will undermine development well past the period of the SDGs. It is imperative these issues are addressed more comprehensively, and possible links between SDGs from a regional perspective could be part of a regional UNSDG endeavor.

Coordinated efforts are needed to demonstrate how systems approaches can be used to address complex development issues, including through the work of IBCs, but possibly bringing in external specialists. This should also link to the new UNDAFs and country programming. These approaches need to focus on transformational perspectives.

The data needs are significant across countries and - working through the Data IBC - efforts should be upscaled beyond agency efforts to offer pathways to implement the data revolution, and ensure that all SDG aligned strategies can be monitored and evaluated.

IBC's need to take a more strategic role in identifying the range of actors that are present in the IBC area and provide information to UNCTs on a) partnerships that can improve our ability to leverage policy and financing support, b) identifying which set of SDGs are critically important links and use this as an advocacy approach to engage stakeholders.

While there are now emerging and maturing tools and institutionalized experience on the financing issues across UNDP globally, it will still be important for regional bodies to lead, guide and summarize lessons learned etc. This suggests exploring the potential for an IBC on SDG financing (or some other inter-agency platform), which would include the World Bank and UNECE, and would take forward and coordinate work on the finance-related challenges. (This would build on the Secretary General's recent agreement with the World Bank to combine efforts to address Agenda 2030.)

Appendix 1. Summary of Findings from Analyses of RIA (by country)

	National strategy	Time alignment	Sectoral Strategies	Targets	Indicators	Missing goals/ targets/ indicators
Albania Carried out RIA in 2016 and National Baseline Report on SDG alignment in 2018 UNDP SDG dashboard	National Strategy for Development and European Integration NSDI II	2016-2020 VNR refers to plans for a Vision 2030 strategy	Circa 40 covered in RIA	National Baseline Report claims that 140 SDG targets can be linked to NSDI II pillars, 134 to other strategic docs	RIA: 12 of the 50 indicators used to track the NSDI II are also in the SDG indicator set. Baseline assessment: 26 of the 232 global indicators are used to track progress in NSDI II. 83 global SDG indicators identified that could be used to monitor Albania's progress towards meeting EU accession criteria	Baseline report: Alignment strong at target level but less so for natural resource management ones (12-15) UNDP dashboard suggests gaps in available indicators largest in 6, 10, 11, 12, 13, 14, 16
Armenia	National Development Strategy	2014-2025 Armenia 2030 being formulated	48 sectoral plans	Selected 108 national SDG targets, of which 40% are aligned with the national development strategy, 26% aligned with sectoral documents, and 36% are not aligned		Gaps in alignment particularly with SDG 12 (no alignment), as well as SDGs 10 and 11.
Azerbaijan		Working on 2020-2030 national development strategy	57 sectoral strategies and policy docs	52% of SDG targets covered in these docs		UNDP dashboard: data for at least half of the indicators for SDGs 11, 12, 13, 14, 15 are not available

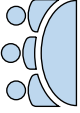




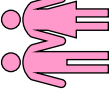

	National strategy	Time alignment	Sectoral Strategies	Targets	indicators	Missing goals/ targets/ indicators
Belarus	National Development Strategy up to 2030		21 national sectoral plans 2016-2020	39% of targets	23% of indicators can be used for SDG monitoring	Most lack of alignment in gender (5), climate change (13) and governance (16)
BiH			69 strategic documents	93% alignment with people targets 87% alignment with prosperity 58% with peace 51% with planet		Notes that many environment indicators off track; and gender missing (e.g.5.3)
Kazakhstan	Kazakhstan 2050 Strategic development plan up to 2020	-2050	18 medium- and long-term strategies and regional dev plans			Gap in gender, poor coverage of 2.13, 14., 15
Kyrgyzstan	National sustainable development strategy	2018-2040		50% aligned		Least aligned SDG5 and 13: statistical assessment suggests low capacity for reporting on 8, 6 and 12
Moldova	National Development Strategy	Moldova 2020 (2030 under development)	286	11% of SDG targets aligned with national policy papers, 57% partially aligned	Selected 152 quantitative and 19 narrative national indicators, of which can report on 65 and 16 without necessary disaggregation Supplemented by national indicators, with final list of 226 indicators, of which 50% available Most missing in goal 16, also in 10, 13, 15.	Most non-alignment of targets concerns environment and governance targets: +; non alignment of indicators, SDG dashboard shows that highest number of indicators not available in SDG 16, also lacking in 5, 10, 13

	National strategy	Time alignment	Sectoral Strategies	Targets	indicators	Missing goals/ targets/ indicators
Montenegro	National Strategy for Sustainable Development	Until 2030	Goal to harmonize sectoral policies with NSDD by 2030	Maps SDG targets with EU Accession chapters 109 have strong links to acquis chapters.	most links with chapter 27 on environment, chapter 23 on justice and fundamental rights, and chapter 19 on social policy and employment; 60 targets not linked to EU accession chapters, with several clustered in SDG 10	
Turkmenistan	National Programme of Socio-Economic Development for 2011-2030	implemented in three stages	6 strategies			Poor alignment with gender, inequality and environment
Ukraine	Ukraine 2020 Action Plan for Sustainable Development	-2020		National SDG baseline report 2017 87 national targets	172 indicators	
Uzbekistan	National action strategy (no reference to SDGs in it)	2017-2021		123 national targets adopted	206 indicators adopted	SDG dashboard shows serious data gaps for goals 1,2,10, 12,13,15,16

Appendix 2. Accelerators by Country

Country	Accelerator 1	Accelerator 2	Accelerator 3	Accelerator 4	Accelerator 5
Albania (2018) Three 'broad policy and programming platforms'	Governance reform, human rights, and the rule of law	Inclusive green economy, with strong foci on decent work, competitiveness, innovation and resilience	Investment in social and human capital		
Armenia (2017) Five 'Accelerator Focal Area' with underlying Accelerators	Modern and Efficient Public Administration • Building trust in public administration • Developing responsive institutions • Ensuring effective service delivery at the local level	Strengthened Social Protection System • Creating paths to decent work • Social benefits reach those in need • Quality social services delivered to the most vulnerable • Integrated case management systems strengthened	Green Economy • Protected area system expanded and effectively managed • Integrated land-use and water management strengthened • Improved management of pollution and waste • Adopt an Ecosystem-based approach to climate change and disaster risks	Unleash Human Capital • Universal access to quality health services • Improved access to quality education • Empowered Women	High-Growth High-Employment Economy • Improve the business environment and corporate governance • Access to a high productivity labour force • Diversify sources of finance for SMEs • Integration into world trade and investment
Azerbaijan (2017) Potential accelerators	Youth	Agriculture and agricultural processing	Employment	Gender equality	Financing for development
Belarus (2017) Accelerator platforms with four action areas per platform	Green transition for Inclusive and Sustainable Growth	Future Generation Orientation	Digital Transformation and Social Innovation	Gender Equitable Society	
Bosnia and Herzegovina (2018) SDG Framework workshops	Smart Growth—Resilience, green growth; Sustainable management of resources	Human Capital for 21 st Century—Quality education, Life-long learning - skills for labour market	New social contract—Development for all: LNOB (Elderly, PWDs, remote rural dwellers, migrants, ethnic minorities, women and children), Social cohesion/inclusion; Health insurance, social protection	Inclusive governance—Strong, transparent and accountable institutions; Rule of Law	
Kazakhstan (2016)	Inclusive governance and enhanced local governance	Tackling inequalities, including gender inequality	Diversifying Kazakhstan's economy and engaging the private sector	Placing Kazakhstan on a green growth path	Regional and sub-regional cooperation and integration

Country	Accelerator 1	Accelerator 2	Accelerator 3	Accelerator 4	Accelerator 5
Kyrgyzstan (2018) Three priority pillars	Sectoral reform, including specifically energy sector reform, health sector improvements, and social protection reform Improving labor market opportunities	Governance and new public management, with ref to business environment, anti-corruption, regionalization Administrative reform	A resilient society, with specific mention of agriculture and climate change, education, citizen engagement and data driven approaches Resilience and regional development		
Moldova (2017) Four potential areas of acceleration				Inclusive services delivery	
Montenegro (2018) Identifies groups of targets which are most aligned with EU accession chapters	Acquis chapter 23 on Justice and fundamental rights	Acquis chapter 27 on Environment	Acquis chapter 19 on Social policy and employment		
Turkmenistan (2017) Three acceleration areas	Inclusive and sustainable growth through diversification and development of human capital	Social Development for All	Rural and Agricultural Sector Adaptation		
Ukraine (2018) Selects accelerator(s) from within each pillar of UNPF	Pillar 1: Sustainable Economic Growth, Employment and Environment A. Sustainable Economic Growth and Employment B. Environment Towards more efficient and accountable governance systems	Pillar 2: Equitable Access to Quality and Inclusive Services, and Social Protection A. Social Protection B. Health and well-being for all Social Policy for Development	Pillar 3: Democratic Governance, Rule of Law and Civic Participation Towards sustainable and resilient natural resource management	Pillar 4: Human Security, Social Cohesion and Recovery, with Particular Focus on Eastern Ukraine	Mainstreamed: Gender Equality—At the Heart of Transformative Change: Unlocking the Potential of Women and Men
Uzbekistan (2018) Three broad acceleration platforms					

Legend for colours:	 Governance	 Green Economy	 Human capital	 Social Protection	 Economic Growth	 Gender	 Other
----------------------------	--	---	---	--	---	--	---

Appendix 3. Tools used in MAPS missions

Tool	What is it?	How it can be used for MAPS and its follow up process?
Rapid Integrated Assessment (RIA)	Rapid Integrated Assessment (RIA) is a SDG Mainstreaming tool, which reviews how well policy documents are aligned with the SDGs (at global or country levels). It provides information regarding coverage of various SDG targets, gaps, as well as vertical and horizontal coordination, i.e. between documents and between institutions	RIA results can be used to promote discussion on how to achieve policy alignment with SDGs through strategic development planning documents in a given country. Besides that, it can be used in a more nuanced way during SDG technical meetings on individual acceleration areas to identify needs and possibilities for vertical and horizontal coordination. It also provides an overview of the institutional landscape in relation to the SDGs and identifies potential areas of cooperation, helping to break down sector silos, and promote integrated solutions around SDG accelerators. RIAs are an integral part of SDG reporting in Voluntary National Reviews for the High level political forums and National SDG reporting ⁷ .
SDG Diagnostics	SDG diagnostics implies application of network analysis and complexity measures to identify a country's priorities for accelerating SDG achievement. SDG diagnostics build on tools applied throughout the MAPS missions and follow-up processes. These include MAPS reports, RIA reports, Complexity Analysis, SDG Dashboards and Agency-specific studies.	Used to identify policy interventions related to acceleration areas and prioritized SDG targets, and to feed into VNR and SDG reporting as well as UN Common Country Assessments.
SDG Dashboard	SDG Dashboard is an M&E tool, which shows (i) available SDG indicators for a country and data gaps; (ii) current status of indicators, targets, and goals; and (iii) trends in indicators, including for comparable countries or groups of countries, and prospective of achieving SDGs. The tool combines global indicators with global proxy and national ones.	SDG Dashboard was used in many MAPS missions as a useful tool for quick SDG diagnostics. Besides that, it promotes discussion on nationalized target values of SDG targets and indicators ⁸ . It is expected that this tool could be gradually replaced by SDG Monitoring portals, however it still could be useful in short- to medium-term.
Network / Complexity analysis of SDGs	Network / Complexity analysis of SDGs uses list of identified connections between SDG targets to identify highly influential targets, which could be natural entry point for accelerators. The tool relates to SDG Dashboard as it uses status of targets for more nuanced analysis of strong, weak and swinging highly influential targets.	Results of network analysis proved to be very handy for identification of accelerators. In a number of cases technocratic results of network analysis were supported by participatory discussion and use of system dynamic model for visualization.

⁷ The High Level Political Forum on Sustainable Development (HLPF) is the main United Nations platform dealing with sustainable development, and was formally established in July 2013. As part of its follow-up and review mechanisms, the 2030 Agenda encourages member states to "conduct regular and inclusive reviews of progress at the national and sub-national levels, which are country-led and country-driven" (paragraph 79). These national reviews are expected to serve as a basis for the regular reviews by the HLPF. These are referred to as Voluntary National Reviews (VNRs)

⁸ SDG targets require serious efforts for nationalization of target values. Only part of them are formulated in absolute way (like "eliminating poverty, i.e. reducing it to zero"), and relevant for global context, not always for country of concern. Another part is formulated in relative way ("reduce by 2/3") and requires deciding on base year and obtaining baseline values. However, almost half of indicators are formulated in inspirational way, which requires translation of terms like "significantly improve" into national context.

Tool	What is it?	How it can be used for MAPS and its follow up process?
System Dynamic Model of SDGs	System Dynamic Model is similar to Network / Complexity analysis as it considers networks of related development issues. It is less formalized and more visual, focusing on identification of cycles.	System Dynamic Model Diagram proved very useful for participatory discussion of accelerators, acceleration cycles, and identification of missed links and entry points. As this model focus on cycles within system, it could be used to inform monitoring and evaluation systems to identify relevant indicators.
Integrated Models	Models are powerful tools for understanding how the world works (however, clearly no model can capture the real world's every detail), and integrated models—like International Futures—includes more variables and connections from a wider range of key development systems and it does so for many countries.	Ifs includes a number of submodules: agriculture, economy, education, energy, environment, socio-political, health, infrastructure, international politics, population, and human development, and the basic connections between each. Modelling can use the interface controls to drill down through categories and subcategories within each module to individual variables and parameters, follow connections from one variable or category to another, or even search for specific variables and connections. This allow to produce forecasts for a number of scenarios and their combinations, analysing impact of proposed scenarios / accelerators on different SDGs.
SDG Accelerator and Bottleneck Assessment	Accelerator and Bottleneck Assessment is a top-down tool to define interrelated interventions to put in move identified accelerators. (While Network / Complexity analysis is bottom-up tool to spot highly influential potential accelerators)	The SDG Accelerator and Bottleneck Assessment (ABA) tool aims to support countries to identify catalytic policy and/or programme areas or 'accelerators' that can trigger positive multiplier effects across the SDGs, and solutions to bottlenecks that impede the optimal performance of interventions that enable the identified accelerators. The ABA builds on the methodology of the UN MDG Acceleration Framework and its application in 60 countries, and is also informed by the COMBOS methodology developed by UNDP's Regional Bureau for Latin America and the Caribbean, which has been applied extensively to countries in the region.

The High Level Political Forum on Sustainable Development (HLPF) is the main United Nations platform dealing with sustainable development, and was formally established in July 2013. It meets every year under the auspices of the [Economic and Social Council](#), and every four years under the auspices of the [General Assembly](#).

As part of its follow-up and review mechanisms, the 2030 Agenda encourages member states to “conduct regular and inclusive reviews of progress at the national and sub-national levels, which are country-led and country-driven” (paragraph 79). These national reviews are expected to serve as a basis for the regular reviews by the HLPF. As stipulated in

paragraph 84 of the 2030 Agenda, regular reviews by the HLPF are to be voluntary, state-led, undertaken by both developed and developing countries, and shall provide a platform for partnerships, including through the participation of major groups and other relevant stakeholders.

<https://sustainabledevelopment.un.org/hlpf>






*Empowered lives.
Resilient nations.*

www.eurasia.undp.org

Produced by UNDP's

 **Istanbul
Regional Hub**