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

The 47 countries that presented voluntary national reviews at the high-level political forum in 2019

United Nations | Department of Economic and Social Affairs

United Nations Department of Economic and Social Affairs

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Introduction

Since the adoption of the 2030 Agenda for Sustainable Development in 2015, countries have continuously updated institutional arrangements in order to enable government institutions and other stakeholders to deliver the objectives encapsulated in the Agenda.

This compendium, prepared by the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs, aims to document national institutional arrangements related to the implementation of the Sustainable Development Goals (SDGs), in a simple and standardized way. It complements two similar volumes published in 2018 and 2019, which covered the UN Member States that chose to present voluntary national reviews (VNRs) at the United Nations High-level Political Forum on sustainable Development (HLPF) in 2016, 2017 and 2018.

This compendium covers the 47 countries that presented voluntary national reviews in July 2019, namely Algeria, Azerbaijan, Bosnia and Herzegovina, Burkina Faso, Cambodia, Cameroon, Central African Republic, Chad, Chile, Côte d'Ivoire, Croatia, Eswatini, Fiji, Ghana, Guatemala, Guyana, Iceland, Indonesia, Iraq, Israel, Kazakhstan, Kuwait, Lesotho, Liechtenstein, Mauritania, Mauritius, Mongolia, Nauru, New Zealand, Oman, Pakistan, Palau, Philippines, Republic of the Congo, Rwanda, Saint Lucia, Serbia, Sierra Leone, South Africa, Timor-Leste, Tonga, Tunisia, Turkey, Turkmenistan, United Kingdom of Great Britain and Northern Ireland, United Republic of Tanzania and Vanuatu.

For each country, the compendium aims to provide information on the arrangements made by countries in relation to SDG implementation in the following nine institutional areas: (i) national strategies; (ii) national institutional arrangements; (iii) local authorities; (iv) parliament; (v) engaging and equipping public servants; (vi) civil society and the private sector; (vii) monitoring and review; (viii) engaging supreme audit institutions; and (ix) budgeting.

The primary sources of information for this compendium were the official presentations made by the 47 countries at the HLPF (see: https://sustainabledevelopment.un.org/hlpf), as well as the larger reports on which those were based. These reports provide up-to-date snapshots of national efforts to implement the 2030 Agenda and its SDGs. However, institutional arrangements are only one aspect covered by national presentations, and the emphasis that countries choose to put on them, and the aspects that they highlight, vary. In order to achieve comparable coverage for the 47 countries, this source of information had to be complemented by desk research. Among others, various government statements, documents and audit reports, United Nations documents, and online websites and news articles were used.

The research was conducted within the period of July 2019 – November 2019. All the countries covered in the report were contacted through their permanent missions in New York and had an opportunity to review the information that concerned them. Countries that provided feedback were: Algeria, Eswatini, Ghana, Iceland, Indonesia, Israel, Kuwait, Nauru, Palau, Philippines, Serbia, Sierra Leone, Tonga, Turkey, Turkmenistan, United Kingdom of Great Britain and Northern Ireland.

In every country, the institutional landscape evolves over time. Although every effort was made to accurately reflect the situation in each country, information in this compendium will need to be updated periodically to reflect institutional changes. Member States are invited to contribute comments and feedback to this compendium by emailing DPIDG@un.org.

Summary

National institutional arrangements for implementing the 2030 Agenda for Sustainable Development: A snapshot on countries that presented voluntary national reviews in 2019

In the four years since the 2030 Agenda for Sustainable Development came into effect, countries around the world have made significant efforts to establish the institutional arrangements necessary for the successful implementation of the sustainable development goals (SDGs).

This note draws on the 2019 update of the Compendium of national institutional arrangements for implementing the 2030 Agenda for Sustainable Development, and summarizes some key features of the institutional arrangements for the implementation of the SDGs put in place by the countries that presented voluntary national reviews at the high-level political forum on sustainable development in 2019.

The note is built around the nine rubrics covered by the Compendium: (i) national strategies and plans; (ii) institutional arrangements for SDG coordination and implementation; (iii) engagement of local authorities; (iv) engagement of parliament; (v) engaging and equipping public servants; (vi) engagement of civil society and the private sector; (vii) SDG monitoring and review; (viii) involvement of supreme audit institutions; and (ix) budgeting. An annex includes a short analysis of the evolution of institutional arrangements in five countries (Azerbaijan, Indonesia, Philippines, Sierra Leone and Turkey) that presented VNR reports for the second time in 2019.

National strategies and plans

National strategies set the overall direction and priorities for a Government. As such, they represent an opportunity to organize country-level SDG implementation efforts in a coherent way.

Most countries have explicitly aligned their development strategies with the SDGs or incorporated the SDGs into existing national development plans. This is the case in Algeria, Burkina Faso, Cameroon, Eswatini, Fiji, Guatemala, Iceland, Iraq, Kuwait, Liechtenstein, Oman, Pakistan, Turkmenistan, the Philippines, Republic of Congo, Rwanda, Sierra Leone, South Africa, Timor Leste and Tunisia.

In some countries, the SDGs encouraged governments to develop a new national development strategy. For instance, in Azerbaijan, a rapid integrated assessment conducted in 2016 recommended that the government adopt a comprehensive and cross-sectoral action plan for the implementation of the SDGs. The *National Action Plan on SDG Implementation* (Strategy 2030) is currently under development and will accelerate the integration of the SDGs within national strategic planning. Bosnia and Herzegovina is currently working to develop a *Strategic Framework for the implementation of the 2030 Agenda*. The Strategic Framework is being developed through an open consultative process, including inputs from 70 workshops organized through the "*Imagine 2030*" citizen dialogue initiative, and from the results of a rapid integrated assessment conducted in partnership with the United Nations. Other countries which created a new strategy include Côte d'Ivoire, Indonesia, Mauritania, Mongolia, Palau and the United Kingdom of Great Britain and Northern Ireland. Some countries have chosen to update their national strategies to more closely reflect the SDGs (e.g., Côte d'Ivoire, Guatemala).

In a number of cases, the 2019 Voluntary National Reviews report indicate the extent of alignment between specific SDG targets and the goals set within the national development strategies (e.g., Burkina Faso, Cambodia, Cameroon, Central African Republic, Chad, Guyana, Iraq, Kazakhstan, Republic of Congo, South Africa, Tonga).

In several cases, the national strategy is supplemented by a roadmap or action plan specifically targeted at SDG implementation (e.g., Algeria, Indonesia, Pakistan). The SDGs have further been integrated into sector-specific strategies and plans (e.g., Fiji, Liechtenstein).

Finally, many countries have chosen to prioritize specific targets that are most relevant to the national context. This is the case, for instance, of Algeria, which has identified 7 key priorities in line with the SDGs. Cambodia has created a national *Cambodian SDGs Framework 2016-2030* to prioritize relevant SDGs. The Framework identifies the 17 global goals, 88 nationally relevant targets, 148 relevant indicators, as well as one additional goal relating to the clearance of land mines and explosive remnants of war. Cameroon has selected 52 priority targets. Guatemala has prioritized 129 SDG targets and 200 SDG indicators.

High-level institutional arrangements for SDG implementation

The 2019 Voluntary National Reviews revealed a variety of national institutional arrangements for the implementation of the SDGs. This suggests that no single institutional model is intrinsically more appropriate than another, but rather that countries choose the institutional structure that is best suited to their needs.

In order to achieve progress on the SDGs, governments are required to work across multiple policy areas and implement whole-of-government approaches. In recognition of this fact, a substantial number of inter-ministerial committees and commissions have been created, demonstrating countries' interest in cross-sectoral collaboration. Many of these committees are chaired by the Head of State or Government. On the other hand, many countries have entrusted a specific ministry to spearhead implementation.

Figure 1 below shows high-level national institutional arrangements for SDG implementation in 46 of the 47 VNR countries for 2019. The figure distinguishes among four types of arrangements: type 1 arrangements are inter-ministerial entities under Head of State or Government leadership; type 2 arrangements are inter-ministerial entities under leadership of a specific ministry; type 3 arrangements refer to units in Head of State or Government office; type 4 arrangements refer to units located in a specific ministry. In addition, the figure distinguishes among countries that created new institutions or mechanisms specifically for SDG implementation versus those that used pre-existing mechanisms for this purpose.
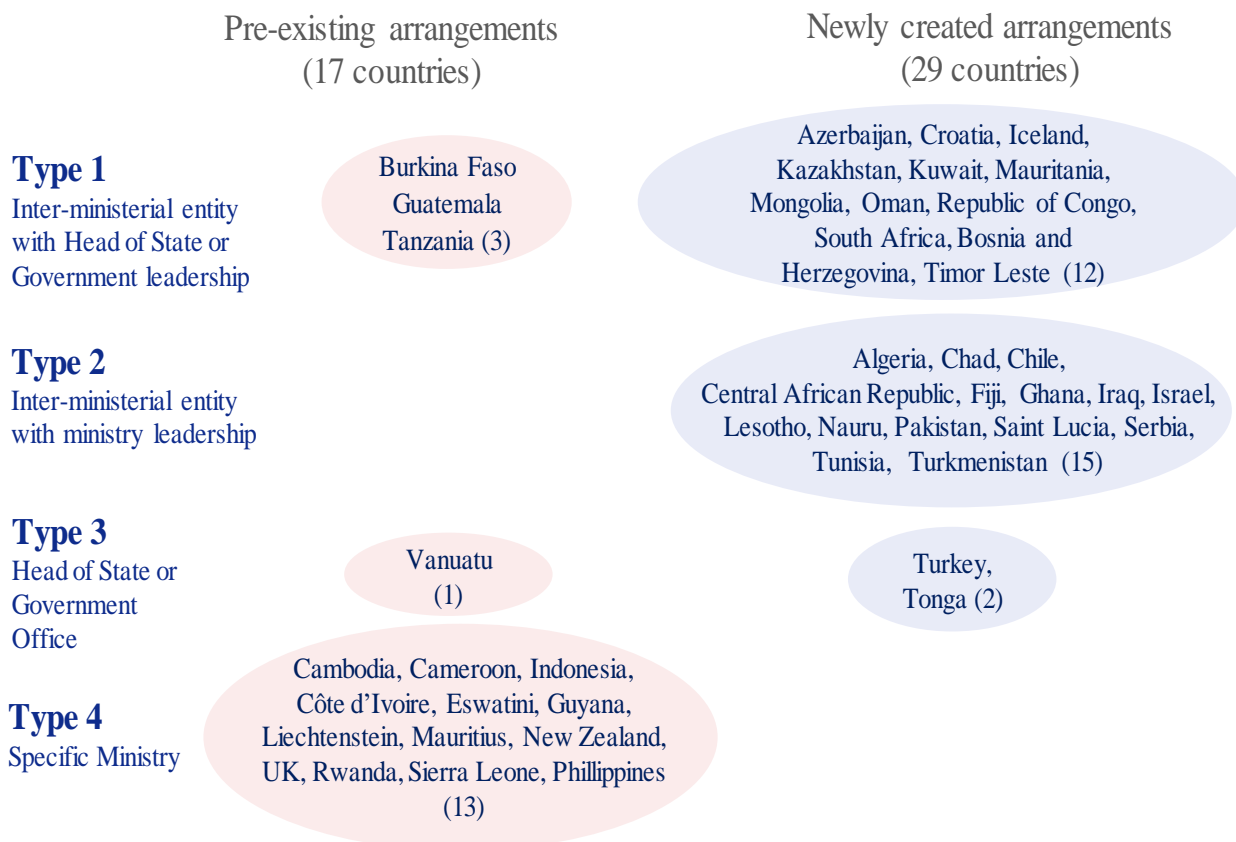
As a whole, a majority of the 46 countries have set up new high-level institutional mechanisms to lead and coordinate SDG implementation, overwhelmingly inter-ministerial committees or equivalent structures (types 1 and 2). Twelve countries have placed the new structure under the leadership of Head of State or Government (Azerbaijan, Bosnia and Herzegovina, Croatia, Iceland, Kazakhstan, Kuwait, Mauritania, Mongolia, Oman, Republic of Congo, South Africa, Timor

Leste). Fifteen countries have placed the new structure under a specific ministry such as Ministry of Foreign Affairs (e.g., Algeria, Chile, Liechtenstein, Mauritius, New Zealand), Ministry of Planning (e.g., Eswatini, Ghana, Iraq, Pakistan, Sierra Leone), Ministry of Finance (e.g., Nauru, Turkmenistan) and Ministry of Sustainable Development (e.g., Saint Lucia). Type 3 arrangements are rare. Type 4 arrangements remain widespread among countries that did not adjust their high-level institutional setups (e.g., Cambodia, Cameroon, Indonesia, Côte d'Ivoire, Eswatini, Fiji, Guyana, New Zealand, UK, Rwanda, Sierra Leone, Tanzania, Philippines), whereas they are not found as new arrangements in this sample of countries (see Figure 1).

This distribution of institutional arrangements deviates slightly from the findings of the World Public Sector Report 2018; at that time, type 1 mechanisms seemed to be the preferred option for new arrangements. Among countries that have used pre-existing arrangements, type 4 arrangements remain the most common.

Figure 1: National institutional arrangements to coordinate and lead SDG implementation (2019 VNR countries)

Pre-existing arrangements
(17 countries)

Newly created arrangements
(29 countries)

Type 1
Inter-ministerial entity with Head of State or Government leadership

Burkina Faso
Guatemala
Tanzania (3)

Azerbaijan, Croatia, Iceland, Kazakhstan, Kuwait, Mauritania, Mongolia, Oman, Republic of Congo, South Africa, Bosnia and Herzegovina, Timor Leste (12)

Type 2
Inter-ministerial entity with ministry leadership

Algeria, Chad, Chile, Central African Republic, Fiji, Ghana, Iraq, Israel, Lesotho, Nauru, Pakistan, Saint Lucia, Serbia, Tunisia, Turkmenistan (15)

Type 3
Head of State or Government Office

Vanuatu
(1)

Turkey,
Tonga (2)

Type 4
Specific Ministry

Cambodia, Cameroon, Indonesia, Côte d'Ivoire, Eswatini, Guyana, Liechtenstein, Mauritius, New Zealand, UK, Rwanda, Sierra Leone, Phillippines (13)

Note: This figure is based on information collected for 46 out of the 47 countries that presented voluntary national reviews in 2019. For Palau, it was not possible to ascertain the positioning of the institution in charge of coordinating SDG implementation, based on the VNR reports.

Engagement of local authorities in SDG implementation

The implementation of the SDGs relies on the concrete application of programmes and policies at a local level. Local authorities, which deliver key public services, arguably have a direct impact on the implementation of the majority of the 169 SDG targets.

Many countries explicitly identify localization of the SDGs as critical to the successful implementation of the SDGs (e.g., Mongolia, South Africa, Turkey, Turkmenistan). Several countries organized or will organize awareness-raising workshops and events in order to promote local engagement with the 2030 Agenda (e.g., Cambodia, Cameroon, Republic of the Congo, Pakistan, Sierra Leone). In Côte d'Ivoire, a national multi-stakeholder committee which includes local authorities provides a forum for discussion and prioritization of the SDGs at the local level. In Iceland, the Association of Local Authorities is represented in the Working Group of the Global Goals.

In some countries, local authorities have begun the process of localizing the 2030 Agenda by integrating it into local planning. For example, the City Administration of Bjeljina in Bosnia and Herzegovina has incorporated the SDGs into the city's 2019-2023 Development Strategy. In Indonesia, at the sub-national level, the SDGs are reflected in the Mid-Term Regional Development Plan.

Pakistan created SDG Support Units within the Planning and Development Departments in each of Pakistan's four provinces. The provinces have also established Technical Committees and Thematic Clusters, which disseminate sustainable development initiatives to the district level. Furthermore, Pakistan held its first Local Government Summit on the SDGs in March 2017.

Parliamentary engagement around the SDGs

Parliaments, as the primary institutions for accountability, have a critical role to play in carrying forward the 2030 Agenda- including through their oversight and budgetary functions, but also with regard to the passing of national legislation needed to support SDG implementation. Parliaments can help ensure that policies are supportive of the SDGs and integrated. They can also review the implementation of the SDGs.

The involvement of parliaments in SDG implementation has been highly variable across countries presenting VNRs in 2019.

In some countries, Parliaments are members of the SDG coordination entities. The Algerian Parliament is represented within the Inter-ministerial Committee for the Coordination and Monitoring of the SDGs. In Côte d'Ivoire, Parliament is represented in the National Multi-Stakeholder Committee and the Steering Committee on the SDGs. In Iceland, Members of Parliament are represented in committees related to the implementation of specific SDGs.

In some cases, parliaments have taken the initiative to follow up on the 2030 Agenda through new institutional mechanisms. Pakistan established an SDG Unit within the National Assembly and regularly organizes awareness-raising sessions on the 2030 Agenda for Members of Parliament.

In Serbia, the Focus Group on SDG implementation and oversight was established in the National Assembly to support Members of Parliament in developing mechanisms to evaluate progress on the 2030 Agenda. In Chad, a Special Commission for the Monitoring of the Implementation of the SDGs was created within the National Assembly. In Sierra Leone, Parliament has established a parliamentary committee on the SDGs, which works closely with the Ministry of Planning and Economic Development to monitor implementation of the SDGs. In the UK, the All-Party Parliamentary Group on the UN Global Goals for Sustainable Development was established to enable discussion of the SDGs within Parliament.

Several countries reported that they had organised awareness-raising sessions and capacity-building workshops on the SDGs for parliamentarians (Chad, Burkina Faso, Fiji, Guatemala, Iraq, Lesotho, Mauritius and Republic of the Congo).

Engaging and equipping public servants

In general, VNR reports do not include much detail about efforts made by the government to engage civil servants around SDGs. Several countries reported that they had organised awareness-raising and training programmes in the public service (e.g. Algeria, Azerbaijan, Bosnia and Herzegovina, Cambodia, Chile, Côte d'Ivoire, Indonesia, Kuwait, Mauritius, Pakistan, Saint Lucia, Tanzania). Assessing global trends in this area would require more research.

Civil society and private sector engagement in SDG implementation

Many VNR reports recognize that it is necessary to move to a whole-of-society approach in order to sustain the momentum for SDG implementation. They underline the key role of civil society in policy-making, implementing, and monitoring the 2030 Agenda, as well as the importance of engaging and working with stakeholders in a meaningful way.

Multi-stakeholder engagement exists in a variety of forms. Numerous countries have promoted stakeholder participation in the SDG implementation process through dedicated discussions, advocacy and consultation activities (e.g., Algeria, Bosnia and Herzegovina, Burkina Faso, Cambodia, Cameroon, Chile, Croatia, Eswatini, Fiji, Guatemala, Guyana, Mauritius, Mongolia, Pakistan, Palau, Republic of the Congo, Saint Lucia).

These activities are often ad-hoc, however, several countries have institutionalized the engagement of the civil society and the private sector. In some countries, civil society is represented directly in the government-led national SDG leadership committees, consultation bodies or technical working groups (e.g., Croatia, Iraq, Lesotho, Oman, Palau, Philippines, Rwanda, Saint Lucia). In Croatia, civil society organizations and the private sector are represented in the National Multi-stakeholder Committee and the Steering Committee on the SDGs. In Lesotho, civil society and the private sector are represented in the country's national Technical Steering Committee for the Implementation of the Sustainable Development Agenda and in various technical working groups. In Oman, civil society organizations and the private sector are represented on the National Committee for the Achievement of the SDGs. In Palau, the Belau Association of NGOs (BANGO), the national coordination body for civil society, is represented in each of the SDGs Working Groups and actively collaborates with the SDG Coordinating Unit. In the Philippines, the Sub-

Committee on the SDGs coordinates with stakeholders from civil society and the private sector to encourage collaboration on development projects.

Other countries have established dedicated bodies for cooperation and exchange between government and civil society. In Sierra Leone, the government established an integrated SDG platform for civil society organizations, so as to facilitate cooperation between civil society organizations, engagement with the Governments and the sharing of information and ideas. Similarly, in South Africa, a national sustainable development stakeholders' forum was established to better enable dialogue and cooperation between civil society and the government on matters pertaining to the SDGs. In the case of Tanzania, civil society organizations have formed a "Tanzania Sustainable Development Platform" to track the implementation of the SDGs.

Monitoring and review of the SDGs

Most countries have now identified national targets and indicators related to the SDGs that are deemed particularly relevant in the national context. In many cases, countries have also identified indicators for monitoring progress in those areas (e.g., Mauritius, Lesotho, Mongolia, Oman, Pakistan, Palau, Republic of the Congo, South Africa, Tonga, Tunisia). Many countries have put in place systems to collect and analyze the relevant data.

Monitoring and review of SDG implementation is often overseen by the national statistical agency, which is tasked with identifying, measuring, and reporting back on key indicators (e.g., Algeria, Azerbaijan, Bosnia and Herzegovina, Chad, Eswatini, Fiji, Ghana, Indonesia, Israel, Liechtenstein, Mauritius, Oman, Pakistan, Republic of the Congo, Serbia, Turkey, UK, Tanzania). Chad created a unit dedicated to SDG indicators within its National Institute for Statistics, Economic Studies, and Demographics. In Burkina Faso, the national statistical system is decentralized: a division within each ministry is responsible for the production of statistics. In Cameroon, monitoring of the implementation of the 2030 Agenda will be undertaken by the Committees on Planning, Program Design and Budgeting in each Ministry. In Côte d'Ivoire, the statistical units within individual line Ministries are responsible for generating indicators for the monitoring of the SDGs.

Lack of quality data places constraints on many countries' ability to monitor progress made on the implementation of the 2030 Agenda. To overcome this problem, Fiji launched a comprehensive data collection initiative, which will be used to establish an SDG baseline and enable effective monitoring and evaluation of progress.

Engaging supreme audit institutions on SDGs

As independent oversight bodies, supreme audit institutions (SAIs) can play a role in the follow up and review of SDGs at the national level. In particular, SAIs can support the SDGs by undertaking audits of government preparedness to implement the SDGs and performance audits of progress on SDG implementation.

In several countries in the sample, SAIs conducted audits of government preparedness to implement the SDGs (Burkina Faso, Cambodia, Cameroon, Central African Republic, Chad, Chile, Fiji, Ghana, Guatemala, Indonesia, Ivory Coast, Mongolia, Pakistan, Palau, Philippines,

Saint Lucia, Sierra Leone, Tanzania, Tonga). These audits have assessed the institutional arrangements, means of implementation, and monitoring systems put in place by governments to implement the SDGs.

SAIs in several countries conducted or will conduct performance audits of SDG implementation. For instance, Tonga's Office of the Auditor General is working on a performance audit of Tonga's implementation of the SDGs. In Timor-Leste, the Audit Court will conduct performance audits on the SDGs.

Budget processes and the SDGs

In order to be successfully realized, SDG strategies need to be supported by adequate funding, and budget needs to be aligned with SDG strategies. Several countries have conducted needs assessments in relation to the SDGs, and their VNR reports provide estimates of the financing needed for the implementation of the 2030 Agenda (e.g., Central African Republic, Côte d'Ivoire, Fiji, Rwanda).

Efforts are underway in several countries to incorporate SDG programmes in the budget planning process and align their budgets with the SDGs. Pakistan is working to align its budget with the SDGs, and to prioritize high-impact spending initiatives. Palau has organized two national meetings to discuss integration of the SDGs into the national budget. Iceland has worked to integrate the SDGs into the government's five-year fiscal strategy, which serves to identify targets for government revenues and expenditure. In Ghana, the Ministry of Finance has developed a tracking tool within the national budgeting process to monitor allocations and expenditures on SDGs-related activities. In Timor-Leste, the government issued a decree stating that the SDGs would be incorporated into annual plans and budgets.

While some countries note that priority must be placed on the mobilization of domestic resources, the importance of funding from development partners as well as mobilization of resources from a variety of sources, including the private sector, is also highlighted in some VNR reports (e.g., Central African Republic, Chad, Mauritania, Pakistan).

Annex: Evolution of institutional arrangements in Azerbaijan, Indonesia, Philippines, Sierra Leone and Turkey

In 2019, seven countries presented a voluntary national review for the second time. In theory, repeat VNRs could build on previous ones and provide important data to analyse the changes in institutional arrangements for SDG implementation over time. Looking at the VNR reports of five countries that were second-time presenters in 2019 (Azerbaijan, Indonesia, Philippines, Sierra Leone and Turkey) reveals that while some reports make references to the first VNR, they do not systematically document institutional changes having occurred since then and the reasons behind such changes; nor do they assess the performance of institutional arrangements. This is an aspect that could be improved in future repeat VNRs, as more and more countries conduct reviews for the second time and more.

Azerbaijan: Azerbaijan presented VNRs in 2017 and 2019. During this period, there was no major change in Azerbaijan's institutional arrangements. The National Coordination Council on Sustainable development (NCCSD), which was established in October 2016, continues to coordinate the implementation of the SDGs. The Council brings together senior representatives from relevant ministries and national institutions. It is chaired by the Deputy Prime Minister, with the Minister of Economy as Deputy Chairman.

Azerbaijan's SDG-related activities between 2017 and 2019 have centered around organizing workshops and conferences such as a national workshop to engage civil and the private sector, and Parliament's hosting of a conference on SDG3 and SDG5. Sub-national and local workshops were also organized on the topic of local Public-Private-People Partnership for accelerating the implementation of the SDGs.

Among these workshops and conferences, the 2018 Baku Forum on Sustainable Development on Strengthening the Regional Partnership on implementation of SDGs features prominently in Azerbaijan's VNR report. The meeting brought together senior officials from European and Central Asian countries responsible for coordinating SDG implementation and provided a platform for discussion of how to strengthen regional partnerships for SDG implementation in the region.

Indonesia: Indonesia conducted VNRs in 2017 and 2019. The first report highlighted how Indonesia was readying its institutions for SDG implementation. Since then, the country has taken further steps to implement the SDGs. This includes the National SDGs Action Plan 2017-2019, which was launched in June 2018. The Indonesian Parliament has been actively engaged in SDG implementation, with the newly established Parliamentary Body for Inter-Parliamentary Cooperation providing recommendations to Parliament regarding legislation, budgeting and monitoring of the SDGs. The government is active in localization of the SDGs. 19 out of 34 provinces have developed SDGs action plans. The VNR report from 2017 mentioned a plan to establish a Regional Coordination Team to organize SDG implementation at the local level, and it has been established.

In its 2019 VNR report, Indonesia refers to the 2017 report and notes that the 2017 VNR contributed to enhancing joint ownership of the SDGs by the government and stakeholders, and helped to enhance the involvement of stakeholders in planning, implementation and monitoring and evaluation.

Philippines: The Philippines presented VNRs in 2016 and 2019. The National Economic and Development Authority (NEDA) continues to oversee the implementation of the Philippine Development Plan 2017-2022 and the SDGs. During the period from 2016 to 2019, the country has been particularly active with implementation of the SDGs at the regional and local levels, which is ensured through Regional Development Plans. The Philippine Statistics Authority and the Philippine Statistical System continue their efforts to improve the data-monitoring framework for the SDGs.

In 2016, it was envisaged that a dedicated high-level committee chaired by the National Economic and Development Authority would be created to oversee the coordinated implementation of SDG-related policies and programs and to monitor progress vis-à-vis targets until 2030. This Committee

has not been established. Instead, the 2019 VNR report mentions that the Philippines will establish a Sub-Committee on the SDGs, which will be subsumed under the Development Budget Coordinating Committee (DBCC). The Sub-Committee will be chaired by NEDA with the Department of Budget and Management (DBM) as Co-Chair. This institutional arrangement is presented as strategic, as it provides a platform to link planning and budgeting and ensure that SDG-supportive programs and projects are adequately funded.

Further, the 2016 VNR report made reference to the newly created Special Committee on the Sustainable Development Goals in Parliament to discuss legislative measures which would help achieve the country's SDG target. However, there is no reference to this Committee's activity in the 2019 VNR report.

Sierra Leone: Sierra Leone presented VNRs in 2016 and 2019. A 2016 proposal suggested the creation of a Presidential Board on the SDGs (PBS) at the highest policy and political level to provide overall strategic and policy guidance to the implementation of the SDGs, chaired by the President with members drawn from the Office of the President, the Ministry of Finance and Economic Development, and other Ministries. However, the 2019 VNR reports that it is the Ministry of Planning and Economic Development (MoPED) that oversees the implementation of the SDGs at the national level. It coordinates with relevant ministries, departments, and agencies, as well as with civil society organizations, NGOs and development partners.

Sierra Leone evolved its institutional arrangements in other ways, particularly in relation with its Parliament, which has established a parliamentary committee on the SDGs. The committee works closely with MoPED to monitor the implementation of the SDGs. The government also established an integrated SDG platform for civil society, to facilitate cooperation among civil society organizations, engagement with the Government and information sharing. Sierra Leone's 2019 VNR report also assessed progress made in delivering "leave no one behind vulnerability indicators" that were agreed in 2016.

Turkey: Turkey presented VNRs in 2016 and 2019. Turkey developed an online National SDG Best Practices database, completing one of the works laid out in its first VNR report. It also created a Statistics Council to develop recommendations for the improvement of official statistics. The VNR report of 2016 referred to development of a monitoring and review framework, conforming with the UN framework for the monitoring of the 2030 Agenda. However, there is no information in the 2019 VNR report on whether such a review framework was created.

Between 2016 and 2019, the responsibility for SDG coordination changed from the Ministry of Development to the Strategy and Budget Planning Department of the Presidency, which is also in charge of preparing National Development Plans.

Country:	**Algeria**
VNR year:	2019
National strategies:	The Government's *Sustainable Development Plan*, developed in 2017, provides the overarching strategic framework for sustainable development and the implementation of the Sustainable Development Goals (SDGs) in Algeria.[1] This Sustainable Development Plan integrates, in a coherent approach, the sector-specific strategic plans, such as the *National Strategy for the Environment and Sustainable Development 2019-2035* (SNEDD 2019-2035).[2]
	The SNEDD 2019-2035 identifies 7 key priorities in line with the SDGs, which are further broken down into 19 objectives, 34 priority actions, and approximately 100 performance indicators;[3] it addresses 14 out of 17 SDGs.[4] The 7 key priorities are: amelioration of health and quality of life; preservation of natural and cultural capital; development of a green and circular economy; increased resilience to desertification; increased resilience to climate change; food security; and environmental governance.[5]
National institutional arrangements:	Lead and coordination: in 2016, Algeria established the Inter-ministerial Committee for the Coordination and Monitoring of the SDGs.[6] The Committee is responsible for overseeing and coordinating the implementation of the SDGs in Algeria. It is chaired by the Minister of Foreign Affairs, and includes representatives from various ministries and national institutions, the two chambers of Parliament, the National Economic and Social Council (CNES), the National Office of Statistics (ONS), the National Observatory for the Environment and Sustainable Development (ONEDD), the Algerian Space Agency (ASAL),

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[1] Algeria 2019, *Rapport National Volontaire 2019 (Voluntary National Review): Progression de la mise en œuvre des ODD*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23441MAE_rapport_2019_complet.pdf.

[2] *Ibid.*

[3] *Ibid.*

[4] United Nations Economic Commission for Africa 2018, *First Report on the Achievement of Sustainable Development Goals in the Maghreb*. Available from: https://www.uneca.org/sites/default/files/images/ice_2018-first_report_on_sdg_impl._summary.pdf.

[5] Algeria Voluntary National Review, *Op. Cit.*

[6] United Nations Sustainable Development Goals Knowledge Platform 2019, *Algeria: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/algeria.

and the National Institute for Cartography and Teledetection (INCT).[7] The Committee is organized in six working groups, each of which is responsible for one or more SDGs under the guidance of a "lead" ministry.[8] The Inter-ministerial Committee also developed a technical support program aimed at raising awareness about the SDGs.[9]

Implementation of the SDGs: committees were established within relevant ministries, tasked with ensuring the sector-specific implementation of the SDGs and providing regular reports to the Inter-ministerial Committee.[10]

In 2019, the Sub-Directorate for cooperation in the field of Sustainable Development within the General Directorate of Multilateral Relations of the Ministry of Foreign Affairs has been designated as the structure in charge of all matters pertaining to the 2030 Agenda.[11]

Local authorities: Algeria has created community-level committees in order to coordinate implementation of sustainability objectives. For instance, Algeria has established water committees, composed of 30 members representing local authorities, water users, and water management entities, in order to better coordinate water management efforts (SDG 6: Clean Water and Sanitation). Similar committees were established on the issue of territorial development and the fight against wildfires (Goal 13: Climate Action).[12]

Parliament: The Algerian Parliament is represented within the Inter-ministerial Committee for the Coordination and Monitoring of the SDGs. The Parliament adopted *Action Plans* in 2014 and 2017, which define sustainable development priorities.[13] The Parliament is a key partner in the implementation of the SDGs, as it is responsible for adopting sustainable development legislation.[14]

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[7] Algeria Voluntary National Review, *Op. Cit.*

[8] *Ibid.*

[9] Algerian Embassy in Norway February 2018, *Algeria's efforts to achieve Sustainable Development Goals (SDGs)*. Available from: http://algerianembassy.no/8-articles-en-francais/207-algeria-s-efforts-to-acheive-sustainable-developement-goals-sdgs.

[10] Algeria Voluntary National Review, *Op. Cit.*

[11] Communication from the mission of Algeria to the UN, January 2019.

[12] *Ibid.*

[13] *Ibid.*

[14] *Ibid.*

Engaging and equipping public servants:	Several Algerian ministries, including the Ministry of the Environment and Renewable Energies, the Ministry of Health, Population and Hospital Reform, the Ministry of Higher Education and Scientific Research, the Ministry for National Solidarity, Family, and the Status of Women, the Ministry of National Education, the Ministry of Agriculture and Rural Development, and the Ministry of Water Resources, have organized awareness raising workshops and training for public servants, focusing on the SDGs directly relevant to their areas of work.[15]
Civil society and the private sector:	Algeria is working to raise awareness about the SDGs through informational workshops, media outreach, and a national awareness day. Several of these initiatives focus specifically on promoting engagement with civil society organizations, business associations, and the academic and scientific communities.[16]
Monitoring and review:	The National Office of Statistics is responsible for the production and analysis of sustainable development indicators. At the end of 2018, 71 indicators produced by the UN System and other international organizations from national sources were available, representing 30% of the 232 global SDG indicators.[17]
Engaging supreme audit institutions:	In 2016, a five-year cooperation programme on SDG preparedness was launched between the supreme audit institutions (SAIs) of the Netherlands and six Middle East and North Africa (MENA) countries. Within this programme, called 'Sharaka' (which means "partnership" in Arabic), the SAIs of the Netherlands, Algeria, Iraq, Jordan, Morocco, Palestine, and Tunisia each conducted a government SDG preparedness review.[18]

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[15] *Ibid.*

[16] *Ibid.*

CNES République Algérienne Démocratique et Populaire 2018, *Atelier de sensibilisation des Organisations de la Société Civile sur les Objectifs de Développement Durable*. Available from:
https://algiers.sites.unicnetwork.org/2018/12/11/atelier-de-sensibilisation-des-organisations-de-la-societe-civile-sur-les-objectifs-de-developpement-durable/.

Algérie Presse Service 2018. Available from: http://www.aps.dz/en/economy/26992-sustainable-development-goals-algeria-contributes-efficiently-to-launching-2030-agenda.

[17] Algeria Voluntary National Review, *Op. Cit.*

[18] Risse, Nathalie April 2019. *SAIs from Netherlands, MENA Countries Contribute to Guidance on SDG Preparedness*, International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/sais-from-netherlands-mena-countries-contribute-to-guidance-on-sdg-preparedness/.

In December 2018, Algeria's Court of Accounts published its review of the government's preparedness for the implementation of the SDGs.[19]

Budgeting: Algeria has established funds for sustainable development initiatives, including the National Fund for the Environment and the Coast; the Special Fund for the Development of Southern Regions; the Special Fund for the Economic Development of the High Plateaus; the National Fund for Energy, Renewable Energy, and Cogeneration; the National Fund for Rural Development; the National Fund for Agricultural Development; and the National Fund for Water.[20]

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[19] Court of Accounts of Algeria 2018, *Rapport de revue de la préparation du gouvernement à la mise en œuvre des objectifs de développement durable*. Available from: https://www.ccomptes.dz/wp-content/uploads/2019/03/ODD-FRANCAIS.pdf.

[20] Algeria Voluntary National Review, *Op. Cit.*, p. 20.

Country:	Azerbaijan
VNR year:	2019

National strategies: Azerbaijan developed a strategic roadmap for social and economic development in the short term (by 2020), medium term (by 2025), and long-term (beyond 2025) in December 2016.[21] A rapid integrated assessment conducted in 2016 recommended that Azerbaijan adopt a comprehensive and cross-sectoral action plan for the implementation of the SDGs.[22] The *National Action Plan on SDG Implementation (Strategy 2030)* is currently under development, and will accelerate the integration of the SDGs within national strategic planning. According to the draft, 88 SDG targets and 119 indicators have been identified as national priorities.[23]

National institutional arrangements: Lead and coordination: the National Coordination Council on Sustainable Development (NCCSD) was established by the President of Azerbaijan in October 2016. It brings together senior representatives from relevant ministries and national institutions to coordinate the implementation of the SDGs and the integration of the SDGs with the country's existing development plans.[24] The Deputy Prime Minister is the chairman of the NCCSD, the Minister of Economy is the Deputy Chairman, and the Ministry of Economy serves as Secretariat.[25] The NCCSD submits annual reports to the President.[26]

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[21] United Nations Sustainable Development Goals Knowledge Platform 2019, *Azerbaijan: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/azerbaijan.

[22] Republic of Azerbaijan 2019, *Voluntary National Report on the First Steps in the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/16005Azerbaijan.pdf.

[23] *Ibid.*

[24] United Nations Economic and Social Commission for Asia and the Pacific 2019, *Institutional mechanisms for Sustainable Development Goals coordination in Asia and the Pacific Voluntary National Reviews*. Available from: https://www.unescap.org/apfsd/6/document/APFSD6_INF3E_0.pdf.

[25] Republic of Azerbaijan. *National Progress, Achievements and Challenges with Respect to the 2030 Agenda*. Available from: https://www.unescap.org/sites/default/files/Session%202%20-%20%281%29%20Huseynov%20-%20SDGs%20Azerbaijan.pdf.

[26] United Nations Sustainable Development Goals Knowledge Platform 2017, *Azerbaijan 2030 From the Millennium Development Goals towards the Sustainable Development Goals: Voluntary National Review of the*

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	Implementation of the SDGs: each line Ministry was provided with a set of guidelines to identify specific work relating to their areas of responsibility.[27] Lead individuals responsible for the SDGs were appointed within relevant agencies.[28]
Local authorities:	Azerbaijan is developing regional and local action plans for the SDGs. Regional workshops were organized in September 2018 on the topic of local Public-Private-People Partnerships in accelerating the implementation of the SDGs.[29]
Parliament:	The Parliament of Azerbaijan actively participates in the implementation of the 2030 Agenda. The self-assessment toolkit for Parliamentarians produced by UNDP and the Inter-Parliamentary Union was translated in Azerbaijani language.[30] A conference on the role of the Parliament on the implementation of the SDGs was organized in September 2018.[31] In partnership with the United Nations and the Euronest Parliamentary Assembly, the Parliament hosted a conference on SDGs 3 and 5.[32]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Since its establishment, the NCCSD has held several consultations with government, civil society, academia and the parliament.[33] In September 2018, a national workshop on accelerating the contribution of sustainable food and agriculture to the achievement of the SDGs in Azerbaijan was organized with participation of public and private sector representatives.[34] Azerbaijan's Innoland incubation and acceleration centre provides technical support to start-ups with technologies and innovations

Republic of Azerbaijan on the First Steps in the Implementation of the 2030 Agenda for Sustainable Development. Available from: https://sustainabledevelopment.un.org/memberstates/azerbaijan.

[27] Risse, Nathalie May 2019, *Eastern European Countries Release VNR Main Messages,* International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/eastern-european-countries-release-vnr-main-messages/.

[28] Azerbaijan Voluntary National Review, *Op. Cit.*

[29] *Ibid.*

[30] United Nations Azerbaijan. *Ghulam Isaczai on the role of Parliament in the implementation of 2030 Agenda.* Available from: http://unazerbaijan.org/en/ghulam-isaczai-on-the-role-of-parliament-in-the-implementation-of-2030-agenda/.

[31] Azerbaijan Voluntary National Review, *Op. Cit.*

[32] United Nations Azerbaijan. *Ghulam Isaczai on the role of Parliament in the implementation of 2030 Agenda. Op. Cit.*

[33] *Ibid.*

[34] Azerbaijan Voluntary National Review, *Op. Cit.*

applicable to the SDGs.[35] A national innovation contest was organized in 2018 to find innovative solutions to SDG challenges.[36] The Azerbaijan Trade Union Confederation has partnered with the National Trade Union Confederation of Moldova to reinforce efforts to implement the 2030 Agenda.[37]

Monitoring and review: The *State Program for the Development of Official Statistics in the Republic of Azerbaijan 2018-2025* is fully aligned with the SDGs. The Department for Sustainable Development Statistics was created within the State Statistical Committee (SSC). Efforts are underway to develop a database on the SDGs, including the identification of national data sources, data analysis, and SDG evaluation.[38]

Engaging supreme audit institutions: No information found.

Budgeting: No information found.

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[35] *Ibid.*
[36] United Nations Sustainable Development Goals Knowledge Platform 2019.
[37] International Labor Organization May 2019, *Unions in Moldova and Azerbaijan Sign a Cooperation Agreement*. Available from: http://www.ilo.org/moscow/news/WCMS_700566/lang--en/index.htm.
[38] Azerbaijan Voluntary National Review, *Op. Cit.*

Country:	**Bosnia and Herzegovina**
VNR year:	2019
National strategies:	Bosnia and Herzegovina is currently working on a *Strategic Framework for the implementation of the 2030 Agenda*.[39] The Strategic Framework is being developed through an open consultative process, including inputs from 70 workshops organized through the "*Imagine 2030*" citizen dialogue initiative,[40] and from the results of a rapid integrated assessment conducted in partnership with the United Nations. The Strategic Framework will be operationalized through an annual workplan of the Council of Ministers and a three-year strategic plan. These documents will serve as the basis for the development of annual and three-year budgets.[41]
National institutional arrangements:	Lead and coordination: the SDGs Rollout Working Group was established in 2018 to coordinate national SDG-related activities.[42] The Working Group includes representatives from the Council of Ministers of Bosnia and Herzegovina, the Government of Republika Srpska, the Government of the Federation of Bosnia and Herzegovina, the Government of Brčko District, and the United Nations. The Working Group reports to the Council of Ministers of Bosnia and Herzegovina, and to the sub-national governments. In September 2018, three subgroups were established within the Working Group: 1) a subgroup for the drafting of the Voluntary National Review (VNR) report; 2) a subgroup for SDG indicators; and 3) a subgroup for the drafting of the *Strategic Framework for the implementation of the 2030 Agenda*.[43]
Local authorities:	Local authorities have begun the process of integrating the 2030 Agenda into local planning. For example, the City Administration of Bijeljina has incorporated the SDGs into the city's 2019-2023

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[39] Bosnia and Herzegovina 2019, *Voluntary National Review: Implementation of Agenda 2030 and the Sustainable Development Goals*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23345VNR_BiH_ENG_Final.pdf.

[40] United Nations Sustainable Development Goals Knowledge Platform 2019, *Bosnia and Herzegovina: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/bosniaherzegovina.

[41] Bosnia and Herzegovina Voluntary National Review, *Op. Cit.*

[42] *Ibid.*

[43] *Ibid.*

	Development Strategy, and has organized 18 training sessions on the SDGs.[44] Overall, 26 municipalities have organized training sessions on the SDGs.[45]
Parliament:	The SDGs in Bosnia and Herzegovina were officially launched by means of a high-level SDG conference held at the Parliamentary Assembly in April 2017, organized by the Presidency of Bosnia and Herzegovina.[46]
Engaging and equipping public servants:	Information and training sessions on the VNR and the SDG Framework were organized in 2018 and 2019 for employees in national and sub-national government entities.[47]
Civil society and the private sector:	Significant stakeholder engagement is being organized to inform the Strategic Framework as part of the "*Imagine 2030*" initiative, including consultations and conferences.[48] In March 2018, Bosnia and Herzegovina formed a working group focused on mobilizing private sector's interest in the SDGs. A conference titled *Business Community and Sustainable Development Goals* was held in June 2018, and was attended by over 400 participants. In October 2018, 25 trainers and 20 companies were instructed in methods for incorporating the SDGs into private sector business models.[49]
Monitoring and review:	The Agency for Statistics of Bosnia and Herzegovina is responsible for the production of data and indicators relating to the SDGs. The Agency created a dedicated SDG statistical bulletin in 2018.[50] The SDGs Rollout Working Group will provide periodic reporting on the implementation of the SDGs to the sub-national governments and the Council of Ministers of Bosnia and Herzegovina.[51]
Engaging supreme audit institutions:	No information found.

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[44] *Ibid.*

[45] Global Taskforce of Local and Regional Governments 2019, *Local and Regional Governments' Report to the 2019 HLPF: Towards the Localization of the SDGs*. Available from: https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf.

[46] Bosnia and Herzegovina Voluntary National Review, *Op. Cit.*

[47] *Ibid.*

[48] *Ibid.*

[49] *Ibid.*

[50] *Ibid.*

[51] *Ibid.*

Budgeting: Bosnia and Herzegovina is working to develop new investment opportunities for SDGs, in collaboration with the private sector, domestic financial institutions, and international financial institutions and organizations.[52]

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[52] Bosnia and Herzegovina Voluntary National Review, *Op. Cit.*

Country:	**Burkina Faso**
VNR year:	2019
National strategies:	Burkina Faso's *National Plan for Economic and Social Development 2016-2020* (PNDES 2016-2020) integrates the 2030 Agenda, with a focus on promoting strong, sustained and inclusive economic growth and social well-being.[53] The PNDES is operationalized through 14 sector-specific strategies. These strategies include the *National Program for the Provision of Drinking Water* (PN-AEP) and the *National Policy of Social Protection*.[54] A rapid integrated assessment found that 89 SDG targets, out of 100 analyzed, are incorporated in the PNDES and its related sector-specific strategies.[55]
National institutional arrangements:	Lead and coordination: the National Steering Committee (CNP) is the primary entity responsible for the implementation of the PNDES and the 2030 Agenda. The CNP is led by the Prime Minister. Technical expertise is provided by the National Technical Committee.[56] Overall implementation of the 2030 Agenda is also overseen by the Ministry of Economy, Finance, and Development (MINEFID), via the General Directorate on Economy and Planning (DGEP).[57] Implementation of the SDGs: ministries are responsible for the implementation of relevant SDGs. In addition, several mechanisms have been established for implementation of the SDGs. For example, the Sectoral Dialogue Frameworks (CSD) coordinate the implementation of the PNDES and the 2030 Agenda within given sectors.

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[53] Burkina Faso 2019, *Rapport National Volontaire de Mise en Œuvre des Objectifs de Développement Durable (2016-2018)*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23390Burkina_Faso_VNR_FINAL.pdf.

[54] Réseau ACTEA December 2017, *Mise en œuvre de la feuille de route pour l'appui à la maitrise d'ouvrage communale.* Available from: https://www.pseau.org/sites/default/files/0_repertoire_fichiers/1_pages_pays/burkina/nl_decembre_2017_8_vf.pdf.

[55] Burkina Faso Voluntary National Review, *Op. Cit.*

[56] *Ibid.*

[57] *Ibid.*

Local authorities:	The 13 Regional Dialogue Frameworks provide a mechanism for coordinating the follow up and review of implementation of the PNDES and the SDGs at the local level.[58] The Association of Municipalities of Burkina Faso (AMBF) has helped municipal governments develop local development plans that are aligned with the PNDES and the 2030 Agenda.[59]
Parliament:	The Parliament organized two workshops on public policies and the implementation of the SDGs. The Parliament also contributed to the elaboration of a national log frame to evaluate progress on the implementation of the SDGs.[60]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Burkina Faso organized regional and national workshops to promote awareness and ownership of the 2030 Agenda.[61] Burkina Faso is looking to reinforce collaboration with the private sector, in order to promote domestic financing of the SDGs and the PNDES. In particular, Burkina Faso has identified public-private partnerships as an efficient method of mobilizing investments, and 20 partnerships are currently under review.[62]
Monitoring and review:	The National Statistical System (SSN) in Burkina Faso is decentralized. A division within each ministry is responsible for the production of administrative statistics. Economic indicators are for the most part produced by the National Institute for Statistics and Demographics (INSD). Based on an evaluation conducted in 2018, 36% of indicators needed to track the implementation of the PNDES are currently available.[63]
Engaging supreme audit institutions:	In June 2019, the Court of Audits released a report on Burkina Faso's preparedness to implement the SDGs. The audit found that Burkina Faso has a coherent mechanism for the implementation of the SDGs, particularly through the implementation of the PNDES, but that Burkina Faso must work to better adapt the 2030 Agenda

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[58] *Ibid.*

[59] Global Taskforce of Local and Regional Governments 2019, *Local and Regional Governments' Report to the 2019 HLPF: Towards the Localization of the SDGs*. Available from: https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf.

[60] Inter-Parliamentary Union 2018, *IPU Member Parliaments walking the talk.* Available from: https://www.ipu.org/news/news-in-brief/2018-10/ipu-member-parliaments-walking-talk.

[61] Burkina Faso Voluntary National Review, *Op. Cit.*

[62] *Ibid.*

[63] *Ibid.*

to the national context, to identify resources for implementation, and to strengthen the evaluation and monitoring systems.[64]

Budgeting: The government has estimated the budget required for the implementation of the PNDES through 2020 to 15395 billion FCFA over five years, of which 64% would be funded through domestic resources and 36% through outside funding.[65] Financing estimates for the SDGs through 2030 are not available.

[64] Burkina Faso Cour des Comptes 2019, *Rapport Définitif: Audit de Performance de l'Etat de Préparation pour la Mise en Œuvre des Objectifs de Développement Durable au Burkina Faso.* Available from: https://www.intosai.org/fileadmin/downloads/focus_areas/SDGs_and_SAIs/SDGs_Burkina_Faso_FR.pdf.
[65] Burkina Faso Voluntary National Review, *Op. Cit.*

Country:	**Cambodia**
VNR year:	2019
National strategies:	Cambodia has created a national *Cambodian SDGs (CSDGs) Framework 2016-2030* to prioritize relevant SDGs. The Framework has identified the 17 global goals, 88 nationally relevant targets, and 148 relevant indicators.[66]
	The CSDGs are integrated into the *National Strategic Development Plan 2019-2023* (NSDP 2019-2023) and will continue to be included in upcoming four-year development plans.[67] A rapid integrated assessment of the NSDP found that 85 out of 109 SDG targets were partially addressed, 17 were not addressed, and 7 were not applicable.[68]
National institutional arrangements:	Lead and coordination: the Ministry of Planning oversees the implementation of the 2030 Agenda. Operating under a whole of government and whole of society approach, the Ministry of Planning organizes consultations with other ministries, local administrations, civil society, and the private sector. [69]
Local authorities:	Beginning in 2019, provinces will begin to integrate the CSDGs into the provincial 5-year development plans.[70] Local authorities are organizing awareness-raising workshops and events in order to promote local engagement with the 2030 Agenda.[71]
Parliament:	No information found.
Engaging and equipping public servants:	Cambodia notes that initiatives aimed at developing skills and knowledge of civil servants are critical to the implementation of the SDGs, and is working to build capacity for government

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[66] Kingdom of Cambodia 2019, *Voluntary National Review 2019 on the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23603Cambodia_VNR_PublishingHLPF.pdf.
[67] *Ibid.*
[68] United Nations Development Program 2016, *Rapid Integrated Assessment – Cambodia SDG Profile*. Available from: https://www.undp.org/content/dam/unct/cambodia/docs/RIA_Cambodia_Analysis_07Oct2016.pdf.
[69] United Nations Sustainable Development Goals Knowledge Platform 2019, *Cambodia: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/cambodia.
[70] Cambodia Voluntary National Review, *Op. Cit.*
[71] *Ibid.*

	officials though measures such as improved planning, budgeting, and financial management systems.[72]
Civil society and the private sector:	Cambodia launched a CSDG mobile application in October 2017 to promote understanding and access to the 2030 Agenda for all Cambodians.[73] Meetings and workshops have been organized to discuss implementation methods and progress on the 2030 Agenda. These include, for example, a meeting with civil society organizations and the Cooperative Committee for Cambodia.[74]
Monitoring and review:	Approximately 40% of the SDG indicators are integrated within the NSDP's Monitoring and Evaluation Framework. Approximately 43% of all SDG targets lack sufficient data to be measured in Cambodia.[75]
	The National Institute of Statistics is currently working to develop a plan to collect data and measure implementation of the CSDGs.[76] It will coordinate with 28 different line ministries and government entities and 19 different technical working groups.[77]
Engaging supreme audit institutions:	Cambodia's National Audit Authority is participating in the "INTOSAI Development Initiative/Auditing Sustainable Development Goals (SDGs) 2016-2019" programme, which aims to support the conduct of national audits of the SDGs. Cambodia's report on preparedness to implement the SDGs has been issued.[78]
Budgeting:	No information found.

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[72] *Ibid.*

[73] *Ibid.*

[74] Mead, Leila 2019, *Cambodia Seeks to Align National Disaster Strategy with SDGs, Sendai Framework, Paris Agreement,* International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/cambodia-seeks-to-align-national-disaster-strategy-with-sdgs-sendai-framework-paris-agreement/.

[75] Cambodia Voluntary National Review, *Op. Cit.*

[76] *Ibid.*

[77] Open Development Cambodia March 2018, *Sustainable Development Goals.* Available from: https://opendevelopmentcambodia.net/topics/sustainable-development-goals/.

[78] INTOSAI Development Initiative 2019, *Auditing Sustainable Development Goals Programme.* Available from: https://www.idi.no/en/idi-cpd/auditing-sustainable-development-goals-programme/auditing-sustainable-development-goals-programme-news/item/331-independent-oversight-for-effective-accountable-inclusive-institutions-strengthening-the-role-of-supreme-audit-institutions-in-sdgs-implementation-and-review.

Country:	**Cameroon**
VNR year:	2019
National strategies:	*Vision 2035* is Cameroon's long-term development framework, adopted in 2009. Vision 2035 will be implemented in three phases: 2010-2019; 2020-2027; and 2028-2035. For the first period, Cameroon developed the *Strategic Document for Economic Growth and Employment 2010-2019* (Document de Stratégie pour la Croissance et l'Emploi, DSCE), which was supplemented by a *Triennial Emergency Plan for the Acceleration of Economic Growth 2015-2017* (PLANUT). [79] The plan is supplemented by sector-specific strategies, including *Industrialization Masterplan*,[80] the *Sectoral Strategy of Country Health*, and other economic development plans. Phase 2 of Vision 2035, covering the period from 2020-2027, is currently under development.[81]

Cameroon has identified 153 SDG targets as relevant to the country, including 52 priority targets relating to poverty reduction and resilience to climate change. 84% of these SDG targets are already incorporated within Cameroon's DSCE.[82] |
| **National institutional arrangements:** | Lead and coordination: Cameroon will be placing the implementation of the 2030 Agenda under the authority of the Technical Committee for the Monitoring of the National Development Strategy (CTSE-DSCE).

According to the VNR report, a national forum will be established, bringing together the CTSE-DSCE, the Ministry of Economy, Planning, and Territorial Development; the United Nations; and representatives from public administrations, civil society, Parliament, the private sector, and international development partners.[83] This national forum will meet once a year to review local implementation reports and statistical reports produced by the National Institute of Statistics. The reports will be transmitted to the Prime Minister |

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[79] République du Cameroun 2019, *Examen National Volontaire ODD (Cameroon Voluntary National Review),* UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/24180CAMEROON_Rapport_VNR_0507_2019.pdf.
[80] United Nations Economic Commission for Africa October 2018, *Spotlight on financing 'productive' SDGs in Cameroon as UN hits 73*. Available from: https://www.uneca.org/stories/spotlight-financing-%E2%80%98productive%E2%80%99-sdgs-cameroon-un-hits-73.
[81] *Ibid.*
[82]*Ibid.*
[83] *Ibid.*

	for review and for adoption during the second annual session of the Inter-ministerial Committee for evaluation of the implementation of the DSCE.[84]
Local authorities:	In 2017, the International Association of Francophone Mayors and the United Cities and Municipalities of Cameroon organized a national workshop on the local implementation of the SDGs.[85]
	Local authorities in Yaoundé organized a week-long awareness-raising campaign in September 2018.[86]
Parliament:	Members of Parliament are represented in the working group assigned to monitor implementation of the DSCE.[87]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	The government of Cameroon and civil society organizations have organized events throughout the country to encourage national ownership of the 2030 Agenda. Examples include the Educational Talk of the MOLA Association, organized in partnership with the UN Information Centre Yaounde in July 2019, aimed at empowering youths to implement the SDGs.[88]
Monitoring and review:	Monitoring of the implementation of the 2030 Agenda will be undertaken by the Committees on Planning, Program Design, and Budgeting within each Ministry.[89] In 2016, Cameroon revised its *2014-2020 National Strategy for the Development of Statistics* (SNDS) in order to better align the SNDS with the SDGs.[90]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

[84] *Ibid.*

[85] *Ibid.*

[86] Média Terre Afrique Centrale October 2018, *Les Objectifs du Développement Durable à l'Horizon 2035 en Revue à Yaoundé*. Available from: https://www.mediaterre.org/afrique-centrale/actu,20181004083417.html.

[87] Cameroon Voluntary National Review, *Op. Cit.*

[88] United Nations Information Center Yaounde 2019, *Achieving Sustainable Development through Actions by Youths*. Available from: https://yaounde.sites.unicnetwork.org/category/2015-time-for-global-action/sustainable-development-goals/.

[89] Cameroon Voluntary National Review, *Op. Cit.*

[90] International Workshop on Sustainable Development Goals (SDG) Indicators 2018, *Follow-Up of Sustainable Development Goals in Cameroon*. Available from: https://unstats.un.org/sdgs/files/meetings/sdg-inter-workshop-june-2018/Day1_Session2_Cameroon.pdf.

Country:	**Central African Republic**
VNR year:	2019
National strategies:	The Central African Republic's development goals are articulated in two overarching documents:
	- the *National Plan for Recovery and Consolidation of Peace 2017-2021* (RCPCA) aims for the Central African Republic to become a stable, developed, and peaceful state with social cohesion and rule of law.[91]
	- the RCPCA is implemented through the *Territorial Results Framework* (CRT), which is based on 3 pillars, 11 strategic objectives, and sector-specific strategies. Evaluations show a good alignment of the strategic objectives of the RCPCA and CRT with the SDG targets. [92]
National institutional arrangements:	Lead and coordination: implementation of the 2030 Agenda is overseen by the Ministry of Economy, Planning, and Cooperation. A dedicated Technical Committee for the Coordination and Monitoring of the Implementation of the SDGs was established, chaired by the Chef de Cabinet of the Ministry of the Economy, Planning, and Cooperation.[93]
Local authorities:	No information found.
Parliament:	No information found.
Engaging and equipping public servants:	No information found.

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[91] République Centrafriquaine 2017, *Plan National de Relèvement et de Consolidation de la Paix*. Available from: https://eeas.europa.eu/sites/eeas/files/car_main_report-a4-french-web.pdf.

[92] République Centrafriquaine 2019, *Objectifs du Développment Durable (ODD) Rapport National Volontaire de Suivi de Mise en Œuvre (Central African Republic Voluntary National Review)*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23414RAPPORT_VOLONTAIRE_DE_SUIVI_ODD_RCA_FINAL_SIGNATURE_MINISTRE_003.pdf.

[93]. Central African Republic Voluntary National Review, *Op. Cit.*

Civil society and the private sector:	The Central African Republic has established sector-specific forums for collaboration with civil society and the private sector. These include partnerships for education, reforestation, and climate change resilience.[94] The sector-specific forums are tied thematically to the SDGs.
Monitoring and review:	The Central African Republic is working to implement comprehensive monitoring mechanisms and the centralization of SDG-related data.[95]
Engaging supreme audit institutions:	No information found.
Budgeting:	The Central African Republic estimates that the implementation of the 2030 Agenda will require funding between 6204 million USD and 10769 million USD. The Central African Republic notes that priority must be placed on the mobilization of domestic resources.[96]

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[94] Central African Republic Voluntary National Review, *Op. Cit.*
[95] *Ibid.*
[96] *Ibid.*

Country:	Chad
VNR year:	2019

National strategies:

Vision 2030, the Chad We Want is the country's overarching national strategic document. Vision 2030 sets out targets for consolidation of peace and security, creation of decent employment, diversification of sources of sustainable economic growth, and equal access to basic social services.[97]

Vision 2030 is implemented through *National Development Plans* (PNDs).[98] The PND 2017-2021 is 70% aligned with the 2030 Agenda.[99]

National institutional arrangements:

Lead and coordination: in March 2018, the Ministry of Economy and Development Planning established a National Coordination Entity for the Follow-up of the Implementation of the SDGs (CNSODD). CNSODD includes approximately 30 representatives from line ministries, the National Assembly, civil society, the private sector, the United Nations, and other relevant entities.[100]

The CNSODD operates separately from the Technical Steering Committee (CTP) of the PND, which is composed of representatives of the government agencies involved in the implementation of the PND.[101]

Local authorities:

Chad is establishing Regional Action and Follow-up Committees (CRAS), Departmental Action and Follow-up Committees (CDAS), and Local Action and Follow-up Committees (CLAS) to enable local implementation planning of the PND and the 2030 Agenda.[102]

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[97] République du Tchad 2019, *Examen National Volontaire (*Chad Voluntary National Review), UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23405RAPPORT_NATIONAL_VOLONTAIRE_FINAL _TCHAD.pdf.

[98] République du Tchad 2017, *Plan National de Développement PND 2017-2021*. Available from: http://extwprlegs1.fao.org/docs/pdf/cha171445.pdf.

[99] United Nations Sustainable Development Goals Knowledge Platform 2019, *Chad: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/chad.

[100] Chad Voluntary National Review, *Op. Cit.*

[101] *Ibid.*

[102] *Ibid.*

Parliament:	Starting at the end of 2016, Chad organized awareness-raising meetings for members of the National Assembly, which led to the creation of a Special Commission for the Monitoring of the Implementation of the SDGs within the National Assembly.[103] In July 2018, the National Assembly held a press conference on its role in the evaluation and implementation of the 2030 Agenda.[104] The National Assembly conducted a self-evaluation of its capacity to implement the SDGs, which was used to develop a parliamentary action plan for 2019-2020.[105]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Civil society and the private sector are represented in the CNSODD. [106]
Monitoring and review:	The 2019 voluntary national review was prepared by an inter-ministerial technical committee (CTI). The National Institute for Statistics, Economic Studies, and Demographics (INSEED) generates data, and supports the line ministries in their production of sector-specific statistics. In July 2018, a unit dedicated to SDG indicators was created within INSEED. Chad is currently finalizing its second *Strategy for the Development of Statistics* (SNDS 2019-2023), which will reinforce the review of the implementation of the PND 2017-2021 and the SDGs.[107]
	The Ministry of Planning collects data produced by the various line ministries, from which it develops integrated reports which are submitted to the Technical Steering Committee of the PND.[108]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[103] *Ibid.*

[104] *Ibid.*

[105] Interparliamentary Union 2019, *Aider le Parlement Tchadien à Elaborer de Meilleures Lois.* Available from: https://www.ipu.org/fr/actualites/actualites-en-bref/2019-01/aider-le-parlement-tchadien-elaborer-de-meilleures-lois.

[106] Chad Voluntary National Review, *Op. Cit.*

[107] Chad Voluntary National Review, *Op. Cit.*

[108] *Ibid.*

Country:	Chile
VNR year:	2019

National strategies: Chile's *Government Program 2018-2022, Let's Build Better Times for Chile*, provides the overarching framework for national development over the medium-term.[109] The Government Program includes sector-specific objectives and initiatives, such as the *National Strategy of Employment.*[110] There is currently no SDG-specific strategy in Chile; however, while the Government Program is not explicitly tied to the 2030 Agenda, it includes sustainable development principles.

National institutional arrangements: Lead and coordination: a National Council for the Implementation of the 2030 Agenda was created in 2016 to advise the President of Chile on matters relating to the implementation and monitoring of the SDGs.[111] The Ministry of Foreign Affairs presides over the Council. The Council includes the Ministry of Economy, Development and Tourism (MINECON), the Ministry of Environment (MMA) and the Ministry of Social Development and Family (MDSF), which also serves as Secretariat.[112] The National Council created the Social Commission, the Economic Commission, and the Environmental Commission, to provide sector-specific technical expertise.[113]

Implementation of the SDGs: individual line ministries have been assigned as leads for SDGs directly within their purview, such as the Ministry of Education (SDG 4), the Ministry of the

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[109] Chile 2018, *Programa de Gobierno 2018-2022: Construyamos Tiempos Mejores Para Chile.* Available from: http://www.sebastianpinera.cl/images/programa-SP.pdf.

[110] Chile 2019, *Agenda 2030 Objetivos de Desarrollo Sostenible: Informe Nacional Voluntario* (Chile Voluntary National Review), UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/15776Chile.pdf.

[111] Ministerio de Desarrollo Social Chile, *Consejo Nacional para la implementación de la Agenda 2030 para el desarrollo sostenible.* Available from: http://observatorio.ministeriodesarrollosocial.gob.cl/ods/consejo.php.
United Nations, *Chile: Taking Action for Sustainable Development.* Available from: https://www.un.org/sustainabledevelopment/wp-content/uploads/2017/07/Chile_Government.pdf.

[112] Ministerio de Desarrollo Social Chile 2018, *Agenda 2030 y los Objetivos de Desarrollo Sostenible.* Available from: https://www.un.org/sustainabledevelopment/wp-content/uploads/2017/07/Chile_Government.pdf.

[113] *Ibid.*
Chile Ministerio del Medio Ambiente, *El Ministerio del Medio Ambiente tiene responsabilidad de velar por la dimensión ambiental en todos los ODS.* Available from: https://ods.mma.gob.cl/.

	Environment (SDG 13), the Ministry of Economy, Development, and Tourism (SDG 8).[114]
Local authorities:	The Chilean Association of Municipalities (AChM) and Association of Municipalities of Chile (AMUCH) have organized workshops and trainings to empower local authorities in the implementation of the 2030 Agenda.[115]
Parliament:	The National Library of Congress (BCN), which provides technical expertise to Members of Parliament, has issued several "monthly thematic special reports" on specific SDGs.[116]
Engaging and equipping public servants:	Public officials have taken part in seminars and events organized on the 2030 Agenda.[117]
Civil society and the private sector:	Chile works closely with civil society organizations and private sector entities to promote sustainable development. An online portal and mobile application were created to provide information about the SDGs.[118]
	The Asocia 2030 initiative was developed in 2017 and 2018 as a collaboration between three civil society platforms, collectively representing over 350 organizations. [119] Actions undertaken by the Asocia 2030 initiative include awareness-raising workshops in schools and the development of a "Report on the Implementation of the 2030 Agenda in Chile."[120]
Monitoring and review:	Data is available for 134 SDG indicators. Chile has developed a web-platform to enable public access to information about the implementation of the SDGs. [121]
Engaging supreme audit institutions:	The Comptroller General of the Republic (CGR) has conducted audits to evaluate Chile's institutional capacities and resource availability to achieve the SDGs.[122] The Comptroller General

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[114] Chile Voluntary National Review, *Op. Cit.*

[115] *Ibid.*

[116] *Ibid.*

[117] *Ibid.*

[118] Chile Agenda 2030 Objetivos de Desarrollo Sostenible, *La Agenda de Desarrollo Sostenible.* Available from: http://www.chileagenda2030.gob.cl/.
United Nations Chile February 2017, *Nueva aplicación para celulares «ODS en Acción».* Available from: http://www.onu.cl/es/aca-puedes-descargar-la-aplicacion-para-celulares-ods-en-accion/.

[119] Chile Voluntary National Review, *Op. Cit.*

[120] Informe Luz sobre la implementación de la Agenda 2030 en Chile: Una oportunidad para transformar el país. Available at: https://www.fundacioncolunga.org/wp-content/uploads/2017/09/Informe-Luz-Asocia2030-finallow.pdf

[121] Chile Voluntary National Review, *Op. Cit.*

[122] *Ibid.*

produced audit reports focussed on SDG 2, SDG 5, SDG 12 and SDG 13.

Budgeting: No information found.

Country:	**Congo (Republic of the)**
VNR year:	2019
National strategies:	The SDGs are integrated within the Republic of Congo's *National Development Plan 2018-2022* (PND). The Republic of Congo has prioritized 14 of the SDGs, represented by 74 targets and 113 indicators in the PND.[123] A rapid integrated assessment found that 92% of the prioritized goals and 46% of the targets were in the PND 2018-2022.[124]
National institutional arrangements:	Lead and coordination: a National Evaluation Council (CNE) oversees the implementation of the SDGs and PND 2018-2022. The CNE is composed of four groups: 1) the Steering Committee, 2) Technical Coordination, 3) Permanent Technical Secretariat, and 4) Departmental Coordination. The CNE is tasked with conducting annual performance reviews on the country's implementation of the SDGs.[125]
Local authorities:	The Ministry of Planning, Statistics, and Regional Integration organized workshops to present the 2030 Agenda to local officials.[126]
Parliament:	The Ministry of Planning, Statistics and Regional Integration organized workshops to present the 2030 Agenda to Members of Parliament.[127]
Engaging and equipping public servants:	No information found.

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[123] République du Congo Ministère du Plan, de la Statistique et de l'Intégration Régionale, Direction Générale du Plan et du Développement, *Synthèse du Rapport sur la Mise en Œuvre des Objectifs de Développement Durable*. Available from:
https://sustainabledevelopment.un.org/content/documents/19153REP_OF_CONGO_Synthse_du_rapport_sur_les_ODD.pdf.
[124] Republic of Congo 2019, *Contribution Nationale Volontaire à la Mise en Œuvre des ODD* (Congo Voluntary National Review), UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23339CONGO_Contribution_Nationale_Volontaire_2019.pdf.
[125] *Ibid.*
[126] *Ibid.*
[127] *Ibid.*

Civil society and the private sector: The Republic of the Congo has organized meetings in which representatives from the government, civil society, the private sector, academia, and the United Nations met to discuss challenges and opportunities for the implementation of the 2030 Agenda.[128]

Monitoring and review: The National Statistical System (SSN) produces national statistics relating to the SDGs, and is coordinated by the National Institute of Statistics (INS). The National Evaluation Council (CNE) is responsible for developing performance indicators and drafting annual reports.[129]

Engaging supreme audit institutions: No information found.

Budgeting: The cost of implementing the SDGs is integrated within that of the PND 2018-2022.[130] Financing of the SDGs and PND 2018-2022 is one of the key challenges identified by the Republic of the Congo.[131]

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[128] Agence d'Information d'Afrique Centrale 2016, *Objectifs de développement durable: la République du Congo en marche vers le lancement de l'agenda 2030*. Available from: http://www.adiac-congo.com/content/objectifs-de-developpement-durable-la-republique-du-congo-en-marche-vers-le-lancement-de.
[129] Congo Voluntary National Review, *Op. Cit.*
[130] *Ibid.*
[131] République du Congo Ministère du Plan, de la Statistique et de l'Intégration Régionale, Direction Générale du Plan et du Développement, *Synthèse du Rapport sur la Mise en Œuvre des Objectifs de Développement Durable*.

Country:	**Côte d'Ivoire**
VNR year:	2019
National strategies:	The 2030 Agenda is operationalized through the *National Development Plan 2016-2020* (PND) of Côte d'Ivoire. A rapid integrated assessment found that out of 105 potenitally relevant SDG targets, 87 or 83% were reflected in the PND. [132] The country prioritized then 40 SDG targets and found 11 accelerators.[133]
National institutional arrangements:	Lead and coordination: the implementation of the 2030 Agenda in Côte d'Ivoire is led by the Ministry of Planning and Development (MPD).[134] The MPD presides over the Steering Committee on the SDGs, comprised of representatives from the Ministry of the Environment and Sustainable Development (MINED), other Ministries, the National Assembly, the Supreme Court, civil society, the private sector, local authorities, academia, and other relevant entities.[135]
	A permanent Technical Unit (CTPSE-ODD) was established within the MPD to coordinate and monitor the implementation of the SDGs.[136]
Local authorities:	In 2018, Côte d'Ivoire made explicit efforts to ensure the localization of the 2030 Agenda, by means of awareness-raising campaigns organized in the country's 31 regions and 2 autonomous districts.[137] Côte d'Ivoire is currently working to integrate the SDGs within the regional and local planning documents.[138]
	Local authorities have been involved in the localization of the SDGs, including through their participation in the National Multi-

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[132] Côte d'Ivoire 2019, *Rapport Volontaire d'Examen National de la Mise en Œuvre des Objectifs de Développement Durable en Côte d'Ivoire* (Côte d'Ivoire Voluntary National Review), UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23327COTE_dIVOIRE_Draft_Rapport_VNR_CIV.pdf.

[133] Ibid., p. 22.

[134] Côte d'Ivoire Voluntary National Review, *Op. Cit.*

[135] *Ibid.*

[136] *Ibid.*

[137] *Ibid.*

[138] Portail Officiel du Gouvernement de Côte d'Ivoire, *Les Objectifs de Développement Durable*. Available from: http://www.gouv.ci/_odd.php?recordID=100.

	Stakeholder Committee and the Steering Committee on the SDGs. Local authorities are primarily represented through the Union of Towns and Municipalities of Côte d'Ivoire (UVICOCI) and the Association for Regions and Districts of Côte d'Ivoire (ARDCI).[139]
Parliament:	Parliament is represented in the National Multi-Stakeholder Committee and the Steering Committee on the SDGs.[140]
Engaging and equipping public servants:	Côte d'Ivoire has been working to raise awareness about the SDGs among government employees, through means such as a 2016 workshop on SDGs for government institutions, civil society, and local authorities.[141]
Civil society and the private sector:	Civil society organizations and the private sector are represented in the National Multi-Stakeholder Committee and the Steering Committee on the SDGs.[142]
	Civil society organizations in Côte d'Ivoire have formed a platform named Civil Society Initiative for the SDGs (ISC/ODD-CI). This platform has worked with the Government to strengthen civil society participation in the implementation of the SDGs.[143]
Monitoring and review:	The National Institute of Statistics (INS) is the central entity for data production in Côte d'Ivoire. The statistical units within individual Ministries are responsible for generating indicators for the monitoring of the SDGs.[144] Côte d'Ivoire is reinforcing national statistical capacities through its *2019 National Strategy for the Development of Statistics*.[145]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[139] Côte d'Ivoire Voluntary National Review, *Op. Cit.*
[140] *Ibid.*
[141] *Ibid.*
[142] *Ibid.*
[143] *Ibid.*
[144] République de Côte d'Ivoire, Ministre du Plan et du Développement 2016, *Que Savoir sur les Objectifs de Développement Durable (ODD)?* Available from: http://www.ins.ci/n/templates/docss/Livret_ODD_Final.pdf.
[145] Côte d'Ivoire Voluntary National Review, *Op. Cit.*

Country:	**Croatia**
VNR year:	2019
National strategies:	There is currently no SDG-specific strategy, but Croatia's *National Development Strategy 2030* (NDS 2030) and *Sustainable Development of the Republic of Croatia (NSDS)* are relevant to the implementation of the SDGs.
	Croatia's NDS 2030 is currently under development, and is scheduled to be adopted in the first quarter of 2020. Upon adoption, the NDS 2030 will serve as the strategic foundation for all public polices at the national, regional, and local levels.[146]
	The current NSDS was adopted by the Croatian Parliament in 2009.[147] It was implemented through sector-specific strategies, such as the *First Action Plan for the Education for Sustainable Development* in 2011 and the *First National Action Plan for Green Public Procurement* in 2015.[148]
National institutional arrangements:	Lead and coordination: in January 2018, Croatia established a National Council for Sustainable Development (NCSD).[149] The NCSD is chaired by the Prime Minister. It includes members of the Cabinet from relevant ministries and representatives from the Office of the President, the Government's Office for Human Rights and National Minorities, the Government's Office for Civil Sector, the Government's Office for Gender Equality and the Bureau of Statistics.[150] The Secretariat of the NCSD is within the Ministry of Foreign and European Affairs.[151]

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[146] United Nations Sustainable Development Goals Knowledge Platform 2019, *Croatia: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/croatia.

[147] Narodne Novine 2019, *Strategija održivog razvitka Republike Hrvatske.* Available from: https://narodne-novine.nn.hr/clanci/sluzbeni/2009_03_30_658.html.

[148] European Sustainable Development Network January 2017, *Single Country Profile: Croatia*. Available from: https://www.sd-network.eu/?k=country%20profiles&s=single%20country%20profile&country=Croatia.

[149] Narodne Novine January 2018, *Vlada Republike Hrvatske.* Available from: https://narodne-novine.nn.hr/clanci/sluzbeni/2018_01_7_188.html.

[150] SDG Watch Europe, *Croatia.* Available from: https://www.sdgwatcheurope.org/croatia/.

[151] European Economic and Social Committee, *Croatia.* Available from: https://www.eesc.europa.eu/en/policies/policy-areas/sustainable-development/sdgs/member-state-activity/croatia.

	Implementation: Specific actions are coordinated by the Ministry of Foreign and European Affairs.[152] Croatia plans to establish working groups for each SDG, with representatives from the ministries and other agencies, civil society, the private sector, academia, and citizens serving in advisory roles.[153]
Local authorities:	No information found.
Parliament:	No information found.
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	In the context of the elaboration of the National Sustainable Development Strategy, Croatia organized workshops and conferences on the topic "Croatia 2030: Croatia We Want," which brought together public sector, civil society organizations, academia, the private sector, and the public.[154]
	In 2018, the Croatian Business Council for Sustainable Development (HR BCSD) set up an SDG Platform that promotes corporate social responsibility and sustainable business through conferences and papers.[155]
Monitoring and review:	In 2019, Croatia established an information system for strategic development planning and management, in order to integrate the collection and analysis of data pertaining to sustainable development indicators. An internet portal of the Croatian Bureau of Statistics is used to publicize results.[156]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[152] European Parliament 2019, *Europe's approach to implementing the Sustainable Development Goals: good practices and the way forward.* Available from:
http://www.europarl.europa.eu/cmsdata/160320/SDG%20study_formatted.pdf.
[153] European Economic and Social Committee, *Croatia, Op. Cit.*
Croatia 2019, *Voluntary National Review of the 2030 Agenda for Sustainable Development Implementation*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23943CROATIA_UN_final.pdf.
[154] Croatia Voluntary National Review, *Op. Cit.*
[155] *Ibid.*
[156] Croatia Voluntary National Review, , *Op. Cit., p.7.*

VNR year:	2019
Country:	**Eswatini**

National strategies:	The *National Development Strategy 1997-2022* (NDS) is the primary framework for sustainable development in Eswatini. The NDS was initially adopted in 1997, covering a 25-year timeframe. The NDS was revised in order to align with the 2030 Agenda. The revised NDS was named the *Strategy for Sustainable Development and Inclusive Growth* 2030 (SSDIG).[157]
	The SSDIG is operationalized through several medium-term plans, including:[158]
	- the *National Development Plan 2018-2022*, focused on accelerating inclusive growth and sustainable development;
	- the *Eswatini Strategic Road Map 2019-2023*, aimed at promoting rapid growth in key economic sectors;
	- the *National Climate Change Policy and Strategy* of 2016; and
	- the *National Resilience Strategy and Disaster Risk Reduction Policy and Action plan* 2017-2021.
National institutional arrangements:	Lead and coordination: the Ministry of Economic Planning and Development coordinates the localization of the SDGs. It also coordinated the drafting of the VNR report.[159]
Local authorities:	Local authorities, including traditional leaders (chiefs) and local governments, were included in the development of the new SSDIG, and are key partners in the implementation of sustainable development objectives.[160]

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[157] Kingdom of Eswatini 2019, *Voluntary National Review 2019 Report*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/24651Eswatini_VNR_Final_Report.pdf.
[158] *Ibid.*
[159] *Ibid.*
[160] *Ibid.*

Parliament:	Progress on implementation of SDGs is reported to Cabinet and Parliament for approval and endorsement for policy direction and budget.
Engaging and equipping public servants:	An SDG technical working team was established, with representation from government sector experts, civil society, academia, the private sector and development partners. The team meets regularly to discuss updates on indicators to inform implementation.
Civil society and the private sector:	The SDGs were translated into the national language, siSwati, in 2017 and distributed among stakeholders to raise awareness about sustainable development.[161] Eswatini organized national and regional consultations for the localization of the 2030 Agenda and the development of SSDIG, with participation from a broad spectrum of stakeholders, including the business community and civil society organizations.[162]
Monitoring and review:	The Central Statistics Office is tasked with conducting national surveys and biannual projections of SDG indicators. Eswatini notes the need to provide more staff, training, and resources for the Central Statistics Office to complete these missions.[163]
Engaging supreme audit institutions:	No information found.
Budgeting:	Given the mainstreaming of the SDGs in the national development framework, their implementation is budgeted for under the national budget. However, to ensure acceleration of implementation, an implementation plan is under development to inform resource mobilization.[164]

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[161] *Ibid.*
[162] *Ibid.*
[163] *Ibid.*
[164] Communication from the Permanent mission of eSwatini to the UN, January 2020.

Country:	Fiji
VNR year:	2019
National strategies:	Fiji's 5-Year and 20-Year National Development Plans (NDP) were developed in 2017 as part of a nationwide consultation on goals and aspirations for the country's future. The NDPs integrate the 2030 Agenda: 15 SDGs are explicitly connected to 29 corresponding priorities in the NDPs; 3 SDGs are integrated throughout the NDP as cross-cutting issues.[165]
	The SDGs have further been integrated into sector-specific strategic plans.[166]
National institutional arrangements:	Lead and coordination: the Ministry of Economy is the focal point for national development planning and budgeting in Fiji. It serves as the convenor of the SDG Taskforce that is charged with overseeing SDGs implementation in Fiji.[167]
	Implementation of the SDGs: ministries are responsible for the implementation of SDG targets within their purview. [168]
Local authorities:	No information found.
Parliament:	Beginning in 2016, the Parliament has undertaken initiatives promoting the implementation of the SDGs. These include capacity building exercises of Members and staff, development of a gender analysis toolkit and the promotion of the SDGs with the public through the "Speaker's Debates" initiative.[169] Capacity-building and awareness-raising workshops on the SDGs were organized by UNDP for Members of Parliament.[170] The

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[165] Republic of Fiji 2019, *Voluntary National Review: Fiji's Progress in the Implementation of the Sustainable Development Goals*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/25011Fiji_VNR_2019_final.pdf.

[166] United Nations Institute for Training and Research (UNITAR) January 2019, *Fiji's Implementation of the SDGs: Holistic Approaches for Implementing the 2030 Agenda in the Asia-pacific Region.* Available from: https://www.unitar.org/sites/default/files/uploads/3c4_fijis_implementation_of_the_sdgs_draft_3_final.pptx.

[167] Fiji Voluntary National Review, *Op. Cit.*

[168] *Ibid.*

[169] Fiji Voluntary National Review, *Op. Cit.*

Parliament of Fiji carried out a self-assessment on the SDGs; a report on the results was published in October 2017.[171]

In November 2016, the Parliament of Fiji, in collaboration with the Inter-Parliamentary Union, held a seminar aimed at increasing awareness of the SDGs among parliamentarians in the Pacific region.[172]

In May 2019, the Fijian Parliament issued *Oversight of the Implementation of the SDGs: Guidance Note for the Standing Committees of the Parliament of the Republic of Fiji*. This document was provided to all Fijian Parliamentary committees, to assist them in integrating the SDGs into all aspects of their work, and in monitoring SDG implementation.[173]

Engaging and equipping public servants:	The 2019 VNR report stresses the importance of capacity building within the Fijian ministries and agencies, to better operationalize the strategic priorities established by the NDPs and other guidance documents.[174]
Civil society and the private sector:	The Fiji Civil Society Organisation (CSO) Voluntary Review Taskforce organized a Forum to assess civil society organizations' contributions to the implementation of the SDGs since 2015.[175] The outcome of the Forum has been integrated in Fiji's VNR. Civil society organizations and the private sector were involved in the development of the NDP through a national consultation.[176]
Monitoring and review:	Under the auspices of the National Statistics Office, in 2018 Fiji launched a comprehensive data collection initiative, which will be used to establish an SDG baseline and enable effective monitoring and evaluation of progress.[177]

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[171] Parliament of the Republic of Fiji 2017, *The Parliament of Fiji and the Sustainable Development Goals.* Available from: http://www.parliament.gov.fj/wp-content/uploads/2018/04/SDGs-Self-Assessment-Report-Draft_FINAL.pdf; Inter-Parliamentary Union 2017, *Fiji MPs carry out self-assessment on SDGs using IPU-UNDP toolkit.* Available from: https://www.ipu.org/news/news-in-brief/2017-10/fiji-mps-carry-out-self-assessment-sdgs-using-ipu-undp-toolkit.

[172] Inter-Parliamentary Union 2016, *Implementing Sustainable Development Goals through a human rights perspective*. Available from: http://archive.ipu.org/splz-e/fiji16.htm.

[173] United Nations Development Programme Pacific Office in Fiji 2019, *Oversight of the Implementation of the Sustainable Development Goals.* Available from: https://www.pacific.undp.org/content/pacific/en/home/library/eg/guidance-note-fiji-parliament-standing-committee.html; Benson Wahlén, Catherine May 2019, *Fiji Launches Guidance for Parliamentary Oversight of SDGs,* International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/fiji-launches-guidance-for-parliamentary-oversight-of-sdgs/.

[174] Fiji Voluntary National Review, *Op. Cit.*

[175] *Ibid.*

[176] *Ibid.*

[177] *Ibid.*

Engaging supreme audit institutions:	In 2019, Fiji's Office of the Auditor General issued "Report of the Auditor General of the Republic of Fiji – Performance Audit of Preparedness for Implementation of Sustainable Development Goals".[178]
Budgeting:	One of the criteria used to determine allocation of annual funding is the alignment of projects with the NDP, the SDGs, and other plans such as the Green Growth Framework.[179]
	Fiji estimates that it will need over FJ$20 billion (approx. USD 9.1 billion) from the public and private sector between 2016 and 2021 to implement the 5-Year NDP.[180] Estimates for the implementation of the 20-Year NDP reach FJ$50 billion (approx. USD 22.8 billion) from the Fijian Government alone.[181]

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[178] Auditor General of the Republic of Fiji 2019, *Report of the Auditor General of the Republic of Fiji: Performance Audit of Preparedness for Implementation of Sustainable Development Goals.* Available from: https://www.intosai.org/fileadmin/downloads/focus_areas/SDGs_and_SAIs/sai_preparedness_audits/SDGs_2019_Fiji_prep_EN.pdf.

[179] United Nations Institute for Training and Research (UNITAR) 2019, *Fiji's Implementation of the SDGs: Holistic Approaches for Implementing the 2030 Agenda in the Asia-pacific Region, Op. Cit.*

[180] Fiji Voluntary National Review, *Op. Cit.*

[181] Learning Conference May 2019, *Fiji's Experience – Implementation of the SDGs.* Available from: https://www.cepal.org/sites/default/files/presentations/fiji_-_sdg_presentation-sm.pdf.

Country:	Ghana
VNR year:	2019
National strategies:	Ghana's development vision is articulated in the *Coordinated Programme of Economic and Social Development Policies: Agenda for Jobs, Creating Prosperity and Equal Opportunity for All 2017-2024* (CPESDP), which is operationalised through the Medium-term National Development Policy Framework (MTNDPF). At the time of the adoption of the 2030 Agenda. The current Development Policy Framework was preceded by the *Ghana Shared Growth and Development Agenda 2014-2017* (GSGDA II) which was found to 70% aligned with the SDGs. In developing the subsequent CPESDP and MTNDPF, Ghana has focused on ensuring greater integration of the SDGs.[182]
	Ministries, departments, and agencies, as well as local authorities are required to align their medium-term development plans with the SDGs.[183]
National institutional arrangements:	Political strategy and oversight: the High-Level Ministerial Committee (HLMC) provides strategic guidance and oversight of the implementation of the 2030 Agenda.[184] It is composed of 15 ministers and chaired by the Minister of Planning, and the President's Special Advisor on the SDGs serves as Secretary.[185]
	An SDGs Advisory Unit was created within the Office of the President to support the President in his role as the Co-Chair of the United Nations Secretary-General's Eminent Group of SDGs Advocates.[186]
	Lead and coordination: the National Development Planning Commission (NDPC) oversees the integration of the SDGs with

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[182] Republic of Ghana 2019, *Voluntary National Review Report on the Implementation of 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23420VNR_Report_Ghana_Final_print.pdf.

[183] Organization for Economic Co-Operation and Development (OECD), *SDGs Monitoring in Ghana: Strategies and Challenges.* Available from: https://www.oecd.org/migration/forum-migration-statistics/2.B-2-Grace-Bediakp.pdf.

[184] United Nations Sustainable Development Goals Knowledge Platform 2019, *Ghana: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/ghana.

[185] Ghana Voluntary National Review, *Op. Cit.*

[186] *Ibid.*

the national development strategy, as well as with the medium-term development plans of other ministries, departments, agencies at the national and metropolitan, municipal, and district assemblies at the sub-national levels.[187]

The NDPC works in collaboration with a multi-stakeholder Implementation Coordinating Committee (SDGs-ICC) and a Technical Committee, which both include representatives from the government, civil society, and the private sector.[188]

At the national level, the SDGs are implemented by the Ministries, departments, and agencies; while at the sub-national level, implementation is by the Metropolitan, Municipal, and District Assemblies.[189]

Local authorities: Ghana is implementing the SDGs through its decentralized planning system. At the local level, the SDGs are implemented by the Metropolitan, Municipal, and District Assemblies (MMDAs).[190] Local authorities are required to develop medium-term development plans in alignment with the SDGs.[191] Coordination is ensured on a national level by the NDPC, and at a sub-national level by 16 Regional Coordination Councils.

Ghana is working to improve local-level planning, monitoring, and implementation of the 2030 Agenda by recruiting and training more local government staff and statisticians.[192]

Parliament: Parliamentarians participated in the VNR process. The draft VNR report was reviewed by the leadership of Parliament.[193]

Engaging and equipping public servants: In 2016, the SDGs Implementation Coordinating Committee organised a training programmes on the 2030 Agenda and Agenda 2063 for critical officers at all MMDAs and MDAs. The officers were introduced to the principles and goals of the two agendas, the national implementation arrangement and their expected roles in the implementation process. They were also supported to align

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[187] United Nations Ghana, *Our Work on the Sustainable Development Goals in Ghana*. Available from: http://gh.one.un.org/content/unct/ghana/en/home/global-agenda-in-ghana/sustainable-development-goals.html.

[188] United Nations Sustainable Development Goals Knowledge Platform 2019, *Ghana: Voluntary National Review 2019, Op. Cit.*

[189] United Nations Development Programme 2018, *Ghana: Sustainable Development Goals Indicator Baseline Report*. Available from: https://www.undp.org/content/dam/ghana/docs/Reports/UNDP_GH_IGC_SDGs_%20Indicator_%20Baseline_Report_2018.pdf.

[190] Ghana Voluntary National Review, *Op. Cit.*

[191] Organization for Economic Co-Operation and Development (OECD), *SDGs Monitoring in Ghana: Strategies and Challenges, Op. Cit.*

[192] Ghana Voluntary National Review, *Op. Cit.*

[193] *Ibid.*

	their existing medium-term development plans to the SDGs to enable them identify areas of convergence, as well as gaps.[194]
Civil society and the private sector:	Ghana has established a Civil Society Organization Platform on the SDGs, which has a membership of over 300 local and international civil society organizations.[195] The Platform has observer status on the High-Level Ministerial Committee on SDGs, and is a member of both the SDGs-ICC and the Technical Committee.[196]

The Government has engaged with the Private Enterprise Federation (PEF) to develop mechanisms to more effectively collaborate with the private sector in the implementation of the SDGs. The President of Ghana hosted a Breakfast Meeting with CEOs in June 2018 to discuss investments and collaborative means to implement the SDGs; the group meets quarterly with the President.[197]

An Advisory Group composed of 8 CEOs from different sectors was established to provide recommendations on the implementation of the SDGs. The Advisory Group has established an SDGs Delivery Fund.[198] |
| **Monitoring and review:** | The Ghana Statistical Service (GSS) supports the Ministries, departments, and agencies through the production of data and SDG indicators. An assessment in 2016 found that the statistical system produced for 62 of the SDG indicators.[199]

In 2017, Ghana hosted a National Data Roadmap Forum in partnership with the Global Partnership for Sustainable Development Data.[200] The outcome was a Roadmap which focuses on filling data gaps, encouraging data use, and strengthening the data ecosystem.[201]

The impact of SDG actions will be assessed every four years with mid-term evaluation to be conducted in 2024.[202] |

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[194] Communication by the Ghana mission to the United Nations, 13 February 2020."
[195] Ghana CSO Platform, *About Ghana CSOs Platform on SDGs.* Available from: http://ghanacsoplatformsdg.org/
[196] Ghana Voluntary National Review, *Op. Cit.*
[197] *Ibid.*
[198] *Ibid.*
[199] *Ibid.*
[200] *Ibid.*
[201] Global Partnership for Sustainable Development Data, *Ghana National Data Roadmap Process.* Available from: http://www.data4sdgs.org/sites/default/files/services_files/CS2-Ghana%20National%20Data%20Roadmap%20Process_Final2.pdf.
[202] Ghana Voluntary National Review, *Op. Cit.*

Engaging supreme audit institutions:	Ghana conducted an audit to assess government's preparedness to implement the SDGs. The audit found alignment between the national development strategies and the SDGs, but noted deficiencies in data availability, delays in funding, and low public awareness of the SDGs.[203]
Budgeting:	The Ministry of Finance has developed a tracking tool within the national budgeting process to monitor allocations and expenditures on SDGs-related activities.[204]

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[203] Ghanian Auditor-General 2018, *Performance Audit Report of the Auditor-General on Government of Ghana's Preparedness for Implementation of Sustainable Development Goals.* Available from:
https://ghaudit.org/web/download/34/auditor-general-reports/811/performance-audit-report-of-the-auditor-general-on-government-of-ghanas-preparedness-for-implementation-of-sustainable-development-goals.pdf
[204] Ghana Voluntary National Review, *Op. Cit.*

Country:	**Guatemala**
VNR year:	2019
National strategies:	Guatemala's long-term strategic vision, the *K'atun National Development Plan: Our Guatemala 2032* (PND), was adopted in 2014.[205] It consists of 16 strategic goals, grouped into 10 national priorities. The PND was updated in 2016 to integrate 99 selected SDG targets.[206] Guatemala has prioritized 129 SDG targets and 200 SDG indicators.[207]
	The PND is operationalized in the medium-term through five-year plans. The second five-year plan will cover the period 2020-2024.[208]
National institutional arrangements:	Lead and coordination: the National Urban and Rural Development Council (CONADUR) is the focal point for development policies in Guatemala.[209] It operates under the guidance of the President of the Republic, and is assisted by the Presidential Secretariat of Planning and Programming (SEGEPLAN).[210] Three subcommittees provide further technical assistance to the CONADUR: the Subcommittee on Information Management, coordinated by the Office of Statistics (OCSE); the Subcommittee on Development Planning, led by SEGEPLAN; and the Subcommittee on Development Financing, organized by SEGEPLAN with support from the Ministry of Foreign Relations (MINEX).[211]

[205] Segeplán: Secretaría de Planificación y Programación and Sistema de Consejos de Desarrollo SISCODE, *Los Objetivos de Desarrollo Sostenible se alinean al K´atun.* Available from: https://www.segeplan.gob.gt/nportal/index.php/biblioteca-documental/biblioteca-documentos/category/98-ods?download=586:ods-boletin.

[206] United Nations Sustainable Development Goals Knowledge Platform 2019, *Guatemala: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/guatemala.

[207] United Nations Guatemala, *Gobierno prioriza metas de los ODS.* Available from: https://onu.org.gt/boletin/gobierno-prioriza-metas-de-los-ods/.

[208] Guatemala 2019, *Revisión National Voluntaria: El Camino Hacia el Desarrollo Sostenible,* UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/25008REVISIN_NACIONAL_COMPLETA.pdf

[209] *Ibid.*
United Nations Guatemala, *Gobierno prioriza metas de los ODS, Op. Cit.*

[210] Segeplán: Secretaría de Planificación y Programación 2016, Objetivos de Desarrollo Sostenible. Available from: https://www.segeplan.gob.gt/nportal/index.php/ods.

[211] Guatemala Voluntary National Review, *Op. Cit.*

Local authorities:	The PND was developed in a participatory manner, with contributions received from all levels of government. In November and December 2014, workshops were organized at the regional level to improve appropriation of the PND.[212] Guatemala's regions and municipalities are required to develop urban and rural development policies aligned with national development priorities. 91 municipalities have completed their plans.[213]
Parliament:	No information found.
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Consultations with civil society and the private sector were carried out throughout the development of the PND and its subsequent revision to incorporate the SDGs.[214]
Monitoring and review:	In 2016, a dedicated Commission on the Alignment, Monitoring, and Evaluation of the PND was established to provide technical monitoring of progress on the SDGs and PND goals.[215] The National Monitoring and Evaluation System provides statistical analysis of development initiatives and produces SDG indicators.[216]
Engaging supreme audit institutions:	SAI Guatemala has signed a cooperation agreement with the Planning and Programming Secretariat of the Presidency to build a strategic alliance in the fulfilment of national development priorities, including the SDGs.[217]
Budgeting:	No information found.

[212] *Ibid.*
[213] *Ibid.*
[214] *Ibid.*
[215] *Ibid.*
[216] United Nations Sustainable Development Group 2018, *Busting Silos in Statistical Capacity in Guatemala*. Available from: https://undg.org/silofighters_blog/busting-silos-in-statistical-capacity-in-guatemala/.
[217] INTOSAI IDI 2019, *Are Nations Prepared for Implementation of the 2030 Agenda? Supreme Audit Institutions' Insights and Recommendations.* Available from: https://www.pasai.org/s/Are-Nations-Prepared-for-Implementation-of-the-2030-Agenda_PDF-version.pdf.

Country:	Guyana
VNR year:	2019
National strategies:	Guyana's long-term development strategy is the *Green State Development Strategy: Vision 2040* (GSDS),[218] focused on principles of 'green' and resilient development within a safe country.[219] Vision 2030 comprises 3 key messages, 8 main objectives, and 213 policies, and is very much aligned with the 2030 Agenda.[220]
	In 2017, prior to the development of the GSDS, Guyana conducted a rapid integrated assessment of 33 national documents. 89 out of the 112 relevant SDG targets (or 79%) were reflected in those documents.
National institutional arrangements:	Lead and coordination: the Ministry of Finance coordinates the overall implementation of the SDGs via the national budgeting process. It is supported by the Ministry of Foreign Affairs and the Ministry of the Presidency.[221]
Local authorities:	No information found.
Parliament:	No information found.
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	The GSDS was developed through a consultative process and relied on the work of Multi-Stakeholder Expert Groups composed of representatives from the public service, academia, civil society,

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[218] Guyana Ministry of the Presidency 2019, *Green State Development Strategy: Vision 2040*. Available from: https://www.doe.gov.gy/published/document/5cd1d69fe5569929a69b35b0. or from https://observatorioplanificacion.cepal.org/sites/default/files/plan/files/GSDS2040.pdf.

[219] United Nations Sustainable Development Goals Knowledge Platform 2019, *Guyana: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/guyana.

[220] Guyana Ministry of the Presidency, *Green State Development Strategy: Vision 2040, Op. Cit.*

[221] Republic of Guyana 2019, *First Voluntary National Review*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/24297Guyana_VNR2019_FINAL_REPORT_070819.pdf.

	youth, private sector, non-governmental organisations and development partners.[222]
Monitoring and review:	The Ministry of Finance serves as the lead for the National Monitoring and Evaluation Strategy. It manages the SDG Indicator Collection and Assessment Tool (ICAT), which is the primary vehicle for the collection of data to inform SDG indicators. 42% of SDG indicators are currently available.
Engaging supreme audit institutions:	No information found.
Budgeting:	The National Budget is the primary mechanism through which the SDGs and GSDS are implemented. Since 2017, government agencies are required to identify alignment between proposed public programs and the GSDS.[223]

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[222] *Ibid.*
[223] Guyana Voluntary National Review, *Op. Cit.*

Country:	**Iceland**
VNR year:	2019
National strategies:	The SDGs are integrated into several national strategies, including the country's five-year fiscal strategy, new development coordination policy, new education policy, and climate action plan. Iceland has identified 65 priority SDG targets.[224]
National institutional arrangements:	Lead and coordination: implementation of the SDGs is overseen by the Working Group on the Sustainable Development Goals. Established in March 2017, the Working Group is led by the Prime Minister's Office, in collaboration with the Ministry of Foreign Affairs.[225] The Working Group includes representatives from all the Ministries, Parliament, Statistics Iceland, the Association of Local Authorities, an observer from the Youth Council for the SDGs, and the UN Association in Iceland.[226] It is chaired by a specialist in the Prime Minister's Office, with a representative from the Foreign Ministry serving as vice-chair. In 2018, the Working Group drafted a status report on the attainment of the SDGs, which was presented to the Cabinet with recommendations for prioritizing targets and implementation measures.[227]
	Implementation of the SDGs: the 65 priority SDG targets are implemented by the line Ministries. The first version of the action plan for the implementation of the 2030 Agenda was drafted in 2018.[228] The action plan is currently under revision with an update expected by the end of 2020.
Local authorities:	The Association of Local Authorities is represented in the Working Group on the Sustainable Development Goals and serves as the coordinator for local government. The Association organized a seminar on the implementation of the SDGs in

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[224] Iceland 2019, *Iceland's Implementation of the 2030 Agenda for Sustainable Development: Voluntary National Review*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23408VNR_Iceland_2019_web_final.pdf.

[225] Iceland Sustainable Development Goals, *Working Group*. Available from: https://www.heimsmarkmidin.is/default.aspx?pageid=fe903c5d-0612-42d1-8c18-e20a84a63a04.

[226] Iceland Voluntary National Review, *Op. Cit.*

[227] Iceland Sustainable Development Goals, *Working Group*, *Op. Cit.*

[228] Iceland Voluntary National Review, *Op. Cit.*

	February 2019 and has formed a working group for the municipalities in Iceland.[229]
Parliament:	A representative of Parliament has joined the Government´s working group on the SDGs.
Engaging and equipping public servants:	Public servants have been given an opportunity to attend numerous presentations and seminars on the implementation of the SDGs in Iceland. Furthermore, a toolkit is being drafted, which will be followed by a seminar open to all public servants who are involved in policy making.
Civil society and the private sector:	In March 2018, Iceland conducted a public awareness campaign on the 2030 Agenda, named "Let's Have Good News to Tell in 2030." A second campaign was launched in December 2018.[230] Another campaign, aimed at elementary school children, is now under way in collaboration with the national broadcasting station (RÚV).
	In November 2018, the Working Group on the Sustainable Development Goals signed a cooperation agreement with Almannaheill, an umbrella organization for various civil society organisations, to promote the SDGs among those civil society organizations.[231]
	In September 2018, the Working Group on the Sustainable Development Goals signed a partnership agreement with Festa, the Icelandic Centre for Corporate Social Responsibility, to promote the SDGs among Icelandic companies through media and at least 4 open educational meetings. The Working Group on the Global Goals has also engaged with SA Confederation of Icelandic Enterprise and the Iceland Responsible and Sustainable Investment Forum.[232]
Monitoring and review:	Data has been gathered for 116 of the indicators for the SDGs, with efforts underway to increase data availability and disaggregation.[233] The data is published online both in Icelandic and in English.
Engaging supreme audit institutions:	No information found.

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[229] *Ibid.*

[230] Iceland, *UN Sustainable Development Goals.* Available from: https://www.government.is/topics/foreign-affairs/the-global-goals/.

[231] Iceland Voluntary National Review, *Op. Cit.*

[232] *Ibid.*

[233] *Ibid.*

Budgeting: Iceland has worked to integrate the SDGs into the government's five-year fiscal strategy since 2017. Linking SDG targets directly to specific government policy objectives offers an opportunity to map the means of implementation of specific targets, estimate funding allocation for the SDGs at any given time and anticipate potential synergies and trade-offs.[234]

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[234]*Ibid.*

Country:	**Indonesia**
VNR year:	2019
National strategies:	The substance and objective of the SDGs are in line with "Nawacita" (Indonesia's national development vision). *The Indonesian National Medium-Term Development Agenda (RPJMN) 2015-2019* is an operational elaboration of Nawacita, and the SDGs have been mainstreamed into the 2015-2019 and 2020-2024 RPJMN.

Indonesia has also developed the *National SDGs Action Plan 2017-2019 (RAN)* and 2030 Agenda roadmap which delineates a work plan for the implementation of the SDGs by both the Indonesian government and non-governmental actors. |
| **National institutional arrangements:** | Lead and coordination: the Ministry of National Development Planning (Bappenas) serves as the National Coordinator for the SDGs. The SDGs National Coordination Team established in 2017 is comprised of a Steering Committee chaired by the President, an Implementation Team, a Technical Working Group, and an Expert Team. The teams include representatives from the government, private sector, philanthropic organizations, civil society, academia, and other experts.[235] |
| **Local authorities:** | At the sub-national level, the SDGs are reflected in Mid-Term Regional Development Plans (RPJMD) and the Provincial, District, and City level Annual Government Plans.[236]

Several provinces have formed Provincial Coordination Teams to implement the SDGs at the sub-national level. |
| **Parliament:** | The Indonesian Parliament has been actively engaged in the 2030 Agenda. The Committee for Inter-Parliamentary Cooperation (BKSAP) within the Indonesian Parliament has enabled increased cooperation between the Parliament and the government on SDGs. |

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[235]*Ibid.*
[236]*Ibid.*

	BKSAP provides recommendations to Parliament regarding legislation, budgeting, and monitoring of the SDGs.[237]
	The Indonesian House of Representatives hosted the World Parliamentary Forums on the SDGs in 2017, 2018 and 2019.[238]
Engaging and equipping public servants:	Public servants, particularly at the regional and local levels, have received training to assist in formulating policy and plans related to sustainable development.[239]
Civil society and the private sector:	Indonesia has implemented a principle of joint ownership of the SDGs by government and non-governmental actors, as expressed by the Presidential Decree on Achieving the Sustainable Development Goals (July 2017).
	Civil society members participate in the National Coordination Team, the Implementation Team, the Technical Working Group, and the Expert Team, with representatives selected by non-governmental organizations themselves.[240]
	The Ministry of National Development Planning established the "Indonesian SDGs Academy" to provide capacity building for national and local stakeholders for SDG implementation.
	The private sector has established the Philanthropy and Business platform, currently comprised of 15 associations representing approximately 1500 Indonesian foundations and organizations. The Platform launched "Philanthropy and Business Indonesia for the SDGs" and holds biannual Philanthropy Festivals.
Monitoring and review:	The Ministry of National Development Planning coordinates the monitoring and evaluation of the SDGs, and for the collection of data and information on SDG indicators through existing surveys or establish new surveys on SDGs and collaboration with line Ministries.[241]

[237] Republic of Indonesia 2017, Voluntary National Review: Eradicating Poverty and Promoting Prosperity in a Changing World, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/15705Indonesia.pdf.

[238] Political Leaders Global Forum 2017, *World Parliamentary Forum on Sustainable Development*. Available from: https://www.womenpoliticalleaders.org/event/wpl-will-join-world-parliamentary-forum-sustainable-development/.

[239] Indonesia Voluntary National Review 2019, *Op. Cit.*

[240] *Ibid.*

[241] *Ibid.*

Indonesia has developed the Satu Data Initiative, including dashboard for monitoring the SDGs which presents available SDG-related data in an interactive map.[242]

Engaging supreme audit institutions:

The Supreme Audit Board (BPK) is committed to monitoring and auditing the SDG process. The BPK conducted a preparedness audit of the SDGs implementation, which led to recommendations that regarding improving government's data collection and disaggregation capacity. BPK is currently conducting a performance audit on the effectiveness of existing strategies for implementation of the SDGs.[243] The performance audit's main objectives are to assess the policy design and the implementation of SDGs in its first period from 2015 to 2019. The performance audit will also give recommendations for the succeeding SDGs implementation plan.[244]

Budgeting:

Indonesia's SDGs financing strategy consists of several priority objectives. Indonesia has launched the concept of SDGs Financing Hub on SDGs Annual Conference 2018. The SDGs Financing Hub will be established to reduce financing gaps and implement innovative financing sources through multi-stakeholders collaboration. In 2018, Indonesia launched SDG Indonesia One, as one of the platforms for integrated collection of funds aimed at supporting the 2030 Agenda in Indonesia.[245]

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[242]Carruthers, Dwayne April 2018, *Indonesian Government Develops a Monitoring Dashboard for the SDGs*, United Nations Global Pulse. Available from: https://www.unglobalpulse.org/news/indonesian-government-develops-monitoring-dashboard-sdgs.
[243]Indonesia Voluntary National Review 2019, *Op. Cit.*
[244]Guillán Montero, Aránzazu and David Le Blanc 2019, *Op. Cit.*
[245]The Jakarta Post 2018, *Indonesia Launches Platform to Support SDGs Achievement*. Available from: https://www.thejakartapost.com/news/2018/10/05/indonesia-launches-platform-to-support-sgds-achievement.html.

Country:	**Iraq**
VNR year:	2019

National strategies:

Iraq Vision 2030 aspires to create a "safe country, a unified society with a diversified economy, sustainable environment, justice, and good governance." 74% of the SDGs are aligned with Vision 2030.[246]

Vision 2030 is implemented through Iraq's *National Development Plans* (NDP); the third NDP covers the period 2018-2022, and integrates 77% of the SDGs.[247]

National institutional arrangements:

Lead and coordination: the Ministry of Planning is the focal point for the coordination, monitoring, and reporting on the implementation of the SDGs.[248] It coordinates the actions of the following institutions:

- a National Committee for Sustainable Development (NCSD), established by the Ministry of Planning to better coordinate actions related to the 2030 Agenda undertaken by national and sub-national government entities, civil society, the private sector, and international organizations.[249] The National Committee for Sustainable Development is chaired by the Minister of Planning and includes 27 members.

- a Monitoring Committee, which includes representatives from Ministries, civil society organizations, the private sector, and academia. The Monitoring Committee provides advice to the Council of Ministers on policies to achieve the 2030 Agenda goals.[250]

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[246] Iraq 2019, *First Voluntary National Review on Sustainable Development Goals (The Triumph of National Will)*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23789Iraq_VNR_2019_final_EN_HS.pdf.

[247] *Ibid.*

[248] *Ibid.*

[249] United Nations Sustainable Development Goals Knowledge Platform 2019, *Iraq: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/iraq.

[250] Iraq Voluntary National Review, *Op. Cit.*

Local authorities:	The Governorate committees for sustainable development (also known as provincial level SDG committees) monitor the implementation of the SDGs at the governorate level and report to the NCSD. The Governorate committees are chaired by the Governor, and the Governor's technical assistant serves as vice-chairman.[251] The first committee was established by the Governor of Kirkuk, and includes a Steering Group, a Technical Group, and a Data Collection Group.[252]
	Three governorates (Basra, Karbala, and Anbar) are integrating the SDGs into their local plans and are preparing their first reports on sustainable development.[253]
Parliament:	Some Members of parliament took part in a workshop held in January 2019 on the role of parliament in achieving the SDGs. A consultation meeting with Members of Parliament was organized in April 2019 to discuss the mechanisms for the participation of members of the House of Representatives and the heads of parliamentary committees in the implementation of the 2030 Agenda.[254]
	The Ministry of Planning collaborated with the Parliament in the drafting of the VNR report.
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Iraq organized workshops in 2016,[255] 2018,[256] and 2019[257] with representatives from ministries and civil society organizations to prioritize SDG targets, and to assess the alignment of the NDP 2018-2022, Vision 2030, and the SDGs. Civil society, the private sector, and trade unions also met representatives from the Council

[251] *Ibid.*

[252] United Nations Iraq 2019, *Sustainable Development Goals (SDG) Committee inaugurated in Kirkuk*. Available from: http://www.uniraq.org/index.php?option=com_k2&view=item&id=11334:sustainable-development-goals-sdg-committee-inaugurated-in-kirkuk&Itemid=606&lang=en.

[253] Iraq Voluntary National Review, *Op. Cit.*

[254] *Ibid.*

[255] *Ibid.*

[256] Iraq Business News 2018, *Aligning Development Plans with Sustainable Development Goals*. Available from: https://www.iraq-businessnews.com/2018/10/30/aligning-development-plans-with-sustainable-development-goals/.

[257] United Nations Iraq 2019, *Knowledge-Sharing Session on the Sustainable Development Goals (SDGs)*. Available from: http://www.uniraq.com/index.php?option=com_k2&view=item&id=9939:knowledge-sharing-session-on-the-sustainable-development-goals-sdgs&Itemid=606&lang=en.

	of Ministers and Ministries to discuss the NDP 2018-2022 in April 2017.[258]
	Civil society and the private sector are represented on the National Commission for Sustainable Development (NCSD) and the Monitoring Committee.
Monitoring and review:	Approximately 30% of the SDG indicators are currently available in Iraq. The Iraqi government notes that this places constraints on the country's ability to monitor progress made on the implementation of the 2030 Agenda.[259]
Engaging supreme audit institutions:	In the fall of 2016, a five-year cooperation programme on SDG preparedness was launched between the supreme audit institutions (SAIs) of the Netherlands and six Middle East and North Africa (MENA) countries. Within this programme, called 'Sharaka', the SAI Iraq conducted a government SDG preparedness review.[260]
Budgeting:	No information found.

[258] Relief-Web 2017, *Iraq's first conference for the preparation of the National Development Plan. Minister Al-Jumaily: A major step towards the SDGs*. Available from: https://reliefweb.int/report/iraq/iraq-s-first-conference-preparation-national-development-plan-minister-al-jumaily-major.

[259] Iraq Voluntary National Review, *Op. Cit.*

[260] Risse, Nathalie 2019. *SAIs from Netherlands, MENA Countries Contribute to Guidance on SDG Preparedness*, International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/sais-from-netherlands-mena-countries-contribute-to-guidance-on-sdg-preparedness/.

Country:	**Israel**
VNR year:	2019
National strategies:	Israel's sustainable development priorities were in past, guided by the *Strategic Plan for Sustainable Development*,[261] which states that all government policies should be based on principles of sustainable development.[262] The Strategic Plan required each ministry to create an action plan through 2020 that would identify specific actions to be implemented to support sustainable development.[263] After joining the OECD, central sustainable development policies were incorporated in Israel's National Green Growth Strategy. It remains the responsibility of each line ministry to implement principles of sustainable development in accordance with its powers and responsibilities. In July 2019, the Government issued a decision that SDG indicators must be integrated into all strategic government programs.[264]
National institutional arrangements:	Lead and coordination: an Inter-ministerial Taskforce was formed in July 2018 to coordinate review of Israel's implementation of the 2030 and draft the 2019 VNR report.[265]. The Taskforce is headed by the Special Envoy for Sustainability and Climate Change at the Ministry of Foreign Affairs and the Director General for Planning, Policy and Strategy of the Ministry of Environmental Protection.[266] The Taskforce also initially comprised the Ministries of Economy, Education, Energy, Labour Welfare and Social Affairs and Building and Construction. However, once this was then enlarged to include many other

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[261] United Nations May 2003, *Strategic Plan for Sustainable Development in Israel: Government Decision no. 246 (unofficial translation)*. Available from: https://www.un.org/esa/agenda21/natlinfo/countr/israel/strategic_plan.pdf.
[262] Israel Ministry of Environmental Protection 2019, *Strategic Plan for Sustainable Development in Israel*. Available from: http://www.sviva.gov.il/English/env_topics/Sustainable%20Development/Pages/Strategic-Plan-for-Sustainable-Development-in-Israel.aspx.
[263] *Ibid.*
[264] Israel Ministry of Environmental Protection 2019, *Government OKs Decision to Implement Sustainable Development Indicators*. Available from:
https://www.gov.il/en/departments/news/government_approved_implementation_of_sdgs.
[265] Israel 2019, *Implementation of the Sustainable Development Goals: National Review*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23576ISRAEL_13191_SDGISRAEL.pdf.
[266] Israel Ministry of Environmental Protection 2019, *Op. Cit.*

bodies both governmental and non-governmental which contributed to the methodology of SDG implementation suitable for Israel as well as contributing substantially to the VNR.

In a parallel process, an Inter ministerial consultative body was set up under the responsibility of the Prime Minister's Office to assess Israel's International Development Activities (Government Decision 4021) which will have impact on SDG implementation abroad but the findings of which has not been finalised.

Israel is entering its third round of elections this year and despite the delay in adoption of the strategic policies which are determined by each incoming government, the Inter-ministerial and multi-stakeholder Task Force will be continuing its work in the coming years.

Local authorities: Representatives of local authorities will be invited to participate in the next round of the Task Force's work

Parliament: The Knesset (Israel's parliament) is examining ways in which the SDGs can be integrated in the process of preparing legislation by parliamentary committees.[267]

In November 2018, the Knesset, in collaboration with the Inter-Parliamentary Union (IPU), organized a seminar on parliamentary cooperation for achieving the 2030 Agenda.[268]

Engaging and equipping public servants: Throughout the process, each ministry was introduced to the wealth of knowledge, experience, methodologies and best practices made available under Agenda 2030, and global cooperation and local relevance and opportunities were discussed. The results of this process is included in the VNR, as the relevant ministries contributed what they considered to be relevant to various chapters of the VNR.

Civil society and the private sector: Israel works with civil society organizations and the private sector, through national dialogue, roundtable discussions, and coordination with the Inter-ministerial Taskforce on the SDGs.[269]

A non-governmental stakeholders' annex was appended to the 2019 VNR report, prepared by the Coalition of Civil Society Organizations (over 50 organizations); Maala, a corporate social responsibility organization; Forum 15, the Israeli forum of self-

[267] Israel Voluntary National Review, *Op. Cit.*
[268] Inter-Parliamentary Union 2018, *Seminar on Achieving the SDGs for the IPU's Twelve Plus Geopolitical Group and East Asia Parliaments*. Available from: https://www.ipu.org/event/seminar-achieving-sdgs-ipus-twelve-plus-geopolitical-group-and-east-asia-parliaments.
[269] Israel Voluntary National Review, *Op. Cit.*

government cities; the Israel Urban Forum; and Keren Kayemeth LeIsrael, the Jewish National Fund (KKL-JNF), which works on issues of afforestation and reforestation.[270]

In April 2016, an event on "*the United Nations' Sustainable Development Goals and the Business Sector in Israel*" brought together representatives from the Ministry of Foreign Affairs, the Ministry of Environmental Protection, civil society organizations, and large companies operating in Israel.[271] An academic institution organised a conference on the SDGs in 2017 and other SDG related events have been carried out in 2018 and 2019 by the business sector and civil society.

Monitoring and review:	Israel's Central Bureau of Statistics (ICBS) collects and reports, as requested, on all data associated with the SDG indicators. 123 SDG indicators are currently available, of which 98 are based on ICBS data, and 25 are based on data from other government ministries and agencies.[272] Pursuant to Israel's Government Decision 4631, implementation of SDGs linked to the governments strategic goals must be reported annually to the government.
Engaging supreme audit institutions:	No information found.
Budgeting:	The VNR referred to budgets for specific programs implementing SDGs, to the sum of close to 4 billion shekels. However, a budget breakdown was not provided for many SDG related activities, including Israel's International Development programs so that an overall SDG implementation budget is not available.

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[270] *Ibid.*

[271] Society for International Development (SID) Israel 2016*, The United Nations' Sustainable Development Goals and the Business Sector in Israel.* Available from: https://www.sid-israel.org/en/news/The-United-Nations-Sustainable-Development-Goals-and-the-Business-Sector-in-Israel.

[272] Israel Voluntary National Review, *Op. Cit.*

Country:	Kazakhstan
VNR year:	2019
National strategies:	In many respects, the 2030 Agenda coincides with the country's priorities as identified in the *Strategy Kazakhstan 2050*, the *2025 Strategic Document Plan*, the Five Social Initiative of the Head of State "Ruhani Jangyru" programme, and the *Plan of the Nation*: *100 Concrete Steps to Implement Five Institutional Reforms*.[273] A rapid integrated assessment conducted in 2019 found that approximately 80% of the SDG targets are reflected in these national planning documents.[274]
National institutional arrangements:	Lead and coordination: the Ministry of National Economy serves as the overarching coordinating entity for the 2030 Agenda.[275] Kazakhstan also established the Coordination Board on Sustainable Development Goals, chaired by the Deputy Prime Minister. The Ministry of National Economy is the coordinating body of the Board, with its JSC Economic Research Institute serving as the Secretariat and providing technical and analytical support. The Coordination Board includes 5 permanent inter-agency working groups in the following areas: People, Planet, Prosperity, Peace, and Partnership.[276] Each interagency working group includes representatives from government agencies, civil society, international organizations, the private sector, and independent experts.[277]
Local authorities:	The SDG National Development Agency provides technical support to local governments on localizing the SDGs.[278]

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[273] Republic of Kazakhstan 2019, *Voluntary National Review 2019 on the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23946KAZAKHSTAN_DNO__eng_4.Juli19.pdf

[274] *Ibid*.

[275] *Ibid.*

[276] United Nations in Kazakhstan, *Sustainable Development Goals*. Available from: http://kz.one.un.org/content/unct/kazakhstan/en/home/mdgs-sdgs/sustainable-development-goals.html. Republic of Kazakhstan Ministry of Foreign Affairs 2018, *Ministry Holds Working Group Meeting on UN Sustainable Development Goals*. Available from: http://mfa.gov.kz/en/content-view/v-mid-sostoalos-zasedanie-rabocej-gruppy-po-prodvizeniu-celej-ustojcivogo-razvitia-oon.

[277] United Nations Sustainable Development Goals Knowledge Platform 2019, *Kazakhstan: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/kazakhstan.

[278] Risse, Nathalie 2019, *Asia-Pacific VNRs to Address SDG Institutional Arrangements, Engagement, Initiatives*, International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/asia-pacific-vnrs-to-address-sdg-institutional-arrangements-engagement-initiatives/.

Parliament:	Kazakhstan has a Parliamentary sub-committee on the SDGs.[279]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Kazakhstan supports cooperation on SDGs with non-governmental stakeholders, both domestically and within international platforms.[280]
Monitoring and review:	The Committee on Statistics of the Ministry of National Economy is responsible for collecting, analyzing, and reporting on national data.[281] It worked to nationalize SDG indicators, leading to the identification of 257 indicators to monitor the SDGs. Approximately 32% are currently produced, 14% are not produced but the underlying data is available for calculation, and 54% are missing.[282]
	An SDG Statistical Office was established within the Committee on Statistics.[283] A technical meeting on SDG reporting to discuss the readiness of the national statistical system was held in September 2018, co-organized by the Committee on Statistics of the Ministry of National Economy and UN Agencies, with support from the Ministry of Foreign Affairs.[284]
Engaging supreme audit institutions:	No information found.
Budgeting:	Kazakhstan is planning to focus on integrating budget planning with the SDG targets.[285]

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[279] Risse, Nathalie 2019, *Asia-Pacific VNRs to Address SDG Institutional Arrangements, Engagement, Initiatives*, *Op. Cit.*

[280] Kazakhstan Voluntary National Review, *Op. Cit.*

[281] Zhussupova, Dilshat 2019, *Kazakhstan to Present its First Report to UN on SDG Progress*, The Astana Times. Available from: https://astanatimes.com/2019/02/kazakhstan-to-present-its-first-report-to-un-on-sdg-progress/.

[282] Ministry of National Economy of Kazakhstan, Committee on Statistics 2016, *Sustainable Development Goals in Kazakhstan*. Available from: https://www.unece.org/fileadmin/DAM/stats/documents/ece/ces/ge.42/2016/SDGs_in_Kazakhstan_eng_Astana.pdf.

[283] United Nations in Kazakhstan, *National Architecture on SDGs Established in Kazakhstan, Op. Cit.*

[284] United Nations Population Fund 2018, *Kazakhstan and international organizations discuss SDGs nationalization and monitoring*. Available from: https://kazakhstan.unfpa.org/en/news/kazakhstan-and-international-organizations-discuss-sdgs-nationalization-and-monitoring.

[285] Kazakhstan Voluntary National Review, *Op. Cit.*

Country:	Kuwait
VNR year:	2019

National strategies: *Kuwait Vision 2035* is the overarching national development strategy within which the SDGs have been integrated.[286] The Kuwait Vision 2035 is built on seven strategic pillars: 1) effective public administration; 2) diversified sustainable economy; 3) developed infrastructure; 4) sustainable living environment; 5) high quality health care; 6) creative human capital; and 7) global positioning.[287] The Vision 2035 is implemented through *five quintennial plans* (KNDP); each focused on a different subject: 2010-2014 on legislative activities; 2015-2019 on infrastructure building; 2020-2024 on private sector engagement and initiatives; 2025-2029 on the knowledge-based economy; and 2025-2030 towards smart Kuwait.[288]

The current Plan covers the period 2015-2019, and incorporates principles of the 2030 Agenda.[289] The KNDP is overseen by the General Secretariat of the Supreme Council for Planning and Development (GSSCPD). The KNDP's annual budget is allocated through coordination between the GSSCPD and the Ministry of Finance, and is approved by the Council of Ministers. Relevant government ministries and other entities submit monthly progress reports to the GSSCPD for review, monitoring, and accountability, and submit quarterly reports to Parliament and the Council of Ministers.[290]

National institutional arrangements: Lead and coordination: a permanent National Sustainable Development Committee (NSDC) was established to oversee the implementation of the SDGs. The NSDC is chaired by the GSSCPD, and works closely with the GSSCPD, the Ministry of

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[286] The Economist Intelligence Unit 2017, *Government Releases New Kuwait 2035 Strategic Plan.* Available from: http://country.eiu.com/article.aspx?articleid=1675084151.

[287] Kuwait 2019, *Voluntary National Review 2019*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23384Kuwait_VNR_FINAL.PDF.

[288] *Ibid.*

[289] Kuwait News Agency (KUNA) October 2018, *Kuwait Eager to Achieve Sustainable Development Goals – Official.* Available from: https://www.kuna.net.kw/ArticleDetails.aspx?id=2753524&language=en.

[290] Kuwait Voluntary National Review, *Op. Cit.*

Foreign Affairs, and the Central Statistical Bureau.[291] It also partners with line Ministries, other government entities, civil society organizations, the private sector, and observers from international organizations.

Local authorities: No information found.

Parliament: The parliament approved the Kuwait National Development plan, which is aligned with the SDGs.[292]

Engaging and equipping public servants: Government employees were invited to participate in national workshops on the SDGs, along with other non-governmental and private sector entities.[293]

Civil society and the private sector: The GSSCPD and the Central Statistical Bureau organized 13 national workshops on the SDGs, designed to enable a conversation around prioritization and nationalization of the SDG targets, ideas for implementation, and integration of the SDGs into the KNDP 2015-2020. The workshops reached more than 66 government entities and other non-government and private sector partners.[294]

Monitoring and review: The GSSCPD and the Central Statistical Bureau are currently working to increase SDG-related data availability and robustness.[295] Kuwait also established a National Observatory on Sustainable Development (NOSD) to provide coordination and evaluation of efforts to implement the SDGs, and draft the 2019 VNR report.[296]

Engaging supreme audit institutions: In December 2019, GS-SCPD along with UNDP engaged and supported the State Audit Bureau (SAB) by creating a performance management framework and internal auditing capacity building in government entities. The goal is to support the Bureau and increase its effectiveness in monitoring and improve its internal audit standards, ensuring compliance with international standards and anticorruption regulations, and improve SAB's internal audit standards and standard operating procedures which would improve the effectiveness of its evaluation systems in implementing quality assurance, in alignment with compatible Sustainable Development Goals

[291] Kuwait News Agency (KUNA) 2018, *SCPD Touts Kuwait's Efforts to Achieve Sustainable Development Goals.* Available from: https://www.kuna.net.kw/ArticleDetails.aspx?id=2722948&language=en.
[292] Permanent mission of Kuwait to the United Nations, January 2020.
[293] Kuwait Voluntary National Review, *Op. Cit.*
[294] *Ibid.*
[295] *Ibid.*
[296] *Ibid.*

(SDGs). SAB is one of the supporting entities in the State of Kuwait with regards to the SDGs.[297]

Budgeting: No information found.

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[297] Communication from the Permanent mission of Kuwait to the United Nations, January 2020.

Country:	Lesotho

VNR year: 2019

National strategies: Lesotho's sustainable development goals are incorporated in the *Lesotho National Vision 2020*, and operationalized through the *National Strategic Development Plan II 2018-2023* (NSDP II).[298] NSDP II defines four priority areas: 1) promoting inclusive and sustainable growth; 2) strengthening human capital through investment in health, nutrition, skills development, social protection and migration; 3) building enabling infrastructure; and 4) strengthening governance and accountability.[299]

National institutional arrangements: Political strategy and oversight: at the highest level, the National Oversight and Advisory Committee is chaired by the Prime Minister.[300] Its members include the Chairs from the Senate and National Assembly SDG Committees, the Minister of Planning, and representatives from non-profit organizations, the private sector, and civil society groups.[301]

Lead and coordination: the Cabinet sub-committee on SDGs is responsible for coordination, advocacy, and monitoring pertaining to the 2030 Agenda. It is chaired by the Minister of Development Planning, and includes representatives from the Deputy Prime Minister's Office and 15 other Ministries.[302]

The National Technical Steering Committee for the Implementation of the Sustainable Development Agenda provides expert support. It is chaired by the Principal Secretary for Ministry of Development Planning, and includes representatives from

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[298] United Nations Sustainable Development Goals Knowledge Platform 2019, *Lesotho: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/lesotho.

[299] Aumane, Tlohelang June 2019, *Opening Remarks by the Honourable Minister of Development Planning: the Sustainable Development Goals (SDGs) Voluntary National Reviews (VNRs) Report 2019,* National Validation Conference held from 6-7 June 2019.
Available from: https://www.gov.ls/wp-content/uploads/2019/06/SDGs-VNRs-Validation-HM-Remarks-3.pdf.

[300] Risse, Nathalie 2019*, African Countries Stress Need for Data, Financing in VNR Main Messages*, International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/african-countries-stress-need-for-data-financing-in-vnr-main-messages/.

[301] Kingdom of Lesotho 2019, *Voluntary National Review on the Implementation of the Agenda 2030 Report 2019*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23777Lesotho_VNR_Report_2019_Final.pdf.

[302] Aumane, Tlohelang 2019, *Op. Cit.*

	various line Ministries, non-governmental and civil society organizations, the private sector, development partners, trade unions, and the United Nations country team.[303]
Local authorities:	No information found.
Parliament:	Both the Senate and the National Assembly have created SDG Committees. The Committee Chairpersons sit on the National Oversight and Advisory Committee.[304] Parliamentary capacity building and awareness-raising workshops were organized by UNDP.[305]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Civil society and the private sector are represented in the National Technical Steering Committee for the Implementation of the Sustainable Development Agenda and in various technical working groups.[306]
	Lesotho's 2019 VNR draft was developed in a participative manner. Lesotho analyzes public awareness of the SDGs through social media network analysis.[307]
Monitoring and review:	The Lesotho Bureau of Statistics (BoS) produces official data and statistics used to track implementation of the SDGs. Of the 152 SDG indicators selected as relevant to Lesotho, the BoS is able to report on 81 indicators (or 53%). Efforts are underway to address existing data gaps.[308]
Engaging supreme audit institutions:	No information found.
Budgeting:	The implementation of SDGs is funded through the NSDP II government budget approved annually by Parliament.[309]

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[303] Lesotho Voluntary National Review, *Op. Cit.*
[304] *Ibid.*
[305] United Nations Development Programme 2016, *Parliaments & SDGs.* Available from: https://agora-parl.org/sites/default/files/june_2016._fast_facts_-_sdgs_and_parliaments.pdf.
[306] Lesotho Voluntary National Review, *Op. Cit.*
[307] *Ibid.*
[308] *Ibid.*
[309] *Ibid.*

Country:	**Liechtenstein**
VNR year:	2019
National strategies:	The SDGs are integrated within Liechtenstein's *2017–2021 Government Programme*.[310] The Programme lays out legislative priorities in four areas: government, society, economy, and living spaces.[311] The SDGs are also reflected in sector specific strategies, such as the 2015 Education Strategy.[312]
National institutional arrangements:	Lead and coordination: the Ministry for Foreign Affairs, Justice and Culture oversees the implementation of the SDGs. It leads a newly established interdisciplinary working group, which analyzes Liechtenstein's implementation of the 2030 Agenda and formulates recommendations for government action.[313]

Implementation of the SDGs: line Ministries are responsible for the implementation of the SDGs within their area of competence.[314] |
Local authorities:	No information found.
Parliament:	No information found.
Engaging and equipping public servants:	No information found.

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[310] Government of the Principality of Liechtenstein, *Regierungsprogramm 2013 –2017*. Available from: https://www.regierung.li/media/attachments/Regierungsprogramm_2017%E2%80%932021_www.pdf?t=636895549583835664.

[311] Liechtenstein 2017, *Regierungsprogramm 2017-2021 vorgestellt*. Available from: https://www.liechtenstein.li/news-detail/article/regierungsprogramm-2017-2021-vorgestellt/.

[312] Verein für Menschenrechte in Liechtenstein VMR, *Nachhaltige Entwicklungsziele (SDGs)*. Available from: https://www.menschenrechte.li/nachhaltige-entwicklungsziele-sdgs/.

[313] Principality of Liechtenstein 2019, *Sustainability in Liechtenstein Report on the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23369Full_VNR_Liechtenstein_June_2019.pdf.

[314] *Ibid.*

Civil society and the private sector:	Civil society organizations have founded a Network for Development Cooperation to coordinate SDG-related activities and raise awareness about the 2030 Agenda.[315] Members of the network spend approximately CHF 2 million (approximately 2.02 million USD) annually for the implementation of the SDGs in developing countries.[316]
	Private sector charitable foundations contribute CHF 200 million (approximately 202 million USD) annually for SDG-related projects.[317]
Monitoring and review:	Liechtenstein's National Statistical Office maintains a national indicator system for sustainable development, which includes 55 indicators. Liechtenstein has identified 62 national SDG indicators for inclusion in the 2019 VNR report, and plans to examine how to more closely align the national indicator system with the SDG indicators.[318]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[315] Verein für Menschenrechte in Liechstenstein VMR, *Op. Cit.*
[316] Liechtenstein Voluntary National Review, *Op. Cit.*
[317] *Ibid.*
[318] *Ibid.*

Country:	**Mauritania**
VNR year:	2019
National strategies:	Mauritania has nationalized the 2030 Agenda through its new *Accelerated Growth and Shared Prosperity Strategy 2016-2030* (SCAPP).[319] The SCAPP is designed around three strategic pillars: 1) strong economic growth, 2) social inclusivity, and 3) environmental sustainability.[320]
National institutional arrangements:	Lead and coordination: an Inter-ministerial Steering Committee was established to oversee the implementation of the SCAPP and the SDGs. The Steering Committee is chaired by the Prime Minister, and includes representatives from 8 key government departments, the government's General Secretariat, and the Human Rights Commissioner in Mauritania.[321]

Implementation of the SDGs is further coordinated by: [322]

- the Expanded Concertation Committee, headed by the Minister of Economy and Finance, which includes ministers, the Governor of the Central Bank of Mauritania, the President of the National CEO Association, the President of the Association of Mayors, and representatives from national NGOs.

- the Coordination and Monitoring Committee of the SCAPP (CSS-SCAPP), led by the Director of Policy and Development Strategies in the Department of Economy. Members include the presidents of the Sectoral Development Committees, the Director of Public Investments and Economic Cooperation, the Director of Studies, Reforms, and Evaluation, the Director for the Promotion of the Private Sector, the Director of Budget

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[319] Mauritanie Ministère de l'Economie et de l'Industrie, *Stratégie de Croissance Accélérée et de Prospérité Partagée (SCAPP).* Available from: http://www.economie.gov.mr/spip.php?article547.

[320] Islamic Republic of Mauritanie 2019, *Revue Nationale Volontaire* (Mauritania Voluntary National Review)*,* UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23447Mauritania_REVISED_AS_OF_24JUNERevueNationalVolontaire_Mauritanie2_medium.pdf.

[321] *Ibid.*

[322] *Ibid.*

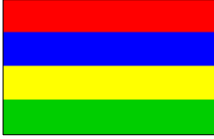|	
	Department, and the Director of the National Office of Statistics.
	- the Sectoral Development Committees (CDS) are sector-specific working groups, thematically grouped based on the SCAPP priorities, tasked with enabling inter-ministerial cooperation on the implementation of the SDGs and with the monitoring and evaluation of progress on the SCAPP and the 2030 Agenda.
Local authorities:	An International Seminar on Regional Development Planning and the Sustainable Development Goals in Mauritania was held in February 2019. The Seminar focused on best practices for regions to implement inclusive development policies aligned with the 2030 Agenda.[323]
Parliament:	No information found.
Engaging and equipping public servants:	The Ministry of Finance organized training on the SDGs and sustainable development tools developed by the United Nations for public servants working on the development of the SCAPP.[324]
Civil society and the private sector:	The 2019 VNR report was developed via a collaborative process between the national government, local authorities, and civil society organizations. A report drafted by civil society representatives was included as an Annex to the 2019 VNR report.[325]
	An awareness-raising workshop was held in May 2016 to inform civil society, the private sector, and other partners about the SDGs and the SCAPP.[326]
Monitoring and review:	156 indicators have been identified for monitoring progress on the SCAPP.[327] Only 46% of these indicators are currently available.

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[323] Local 2030 Localizing the SDGs February 2019, *Mauritania: New Regional Presidents Commit to Further Localization of SDGs through Regional Planning*. Available from: https://www.local2030.org/story/view/279.

[324] United Nations Development Group 2016, *The Sustainable Development Goals are Coming to Life: Stories of Country Implementation and UN Support*. Available from: https://www.undp.org/content/dam/undp/library/SDGs/English/SDGs_Coming_to_Life_rev_Oct2018.pdf.

[325] Mauritania Voluntary National Review, *Op. Cit.*

[326] United Nations Development Group 2016, *The Sustainable Development Goals are Coming to Life: Stories of Country Implementation and UN Support, Op. Cit.*

[327] United Nations Economic Commission for Africa 2018, *Premier Rapport sur la Réalisation des Objectifs de Développement Durable au Maghreb.* Available from: https://www.uneca.org/sites/default/files/PublicationFiles/cie_2018-premier_rapport_sur_la_realisation-resume_fr.pdf.

	Mauritania has developed a National Statistical Development Strategy 2016-2020 to increase data availability.[328]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[328] Mauritania Voluntary National Review, *Op. Cit.*

Country:	Mauritius
VNR year:	2019
National strategies:	Mauritius' current Strategic Plan, *Government Programme 2015-2019: Achieving Meaningful Change and Economic Mission Statement*, provides the overarching framework for sustainable development in Mauritius. It is complemented by sector specific policies.[329]
	Mauritius developed a draft Roadmap for the Implementation of the SDGs.[330]
National institutional arrangements:	Lead and coordination: since 2018, the Ministry of Foreign Affairs, Regional Integration and International Trade (MFARIIT) has been assigned the responsibility to coordinate, monitor and report on the implementation of the SDGs.[331]
	Mauritius has established an SDG Steering Committee to coordinate the implementation of the 2030 Agenda. The Steering Committee includes representatives from government, the public sector, the private sector, NGOs, and academia. It is chaired by the MFARIIT.[332]
	The National Network for Sustainable Development (NNSD) and National Economic and Social Council (NESC) to support implementation of the SDGs, pending adoption of an SDG institutional structure proposed in the draft Roadmap.
Local authorities:	No information found.
Parliament:	A working session was held on 19 November 2015 with Members of the National Assembly to raise awareness about the 2030

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[329] Republic of Mauritius 2019, *Voluntary National Review Report of Mauritius 2019*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23462Mauritius_VNR_Report_2019.pdf.

[330] Government of Mauritius and United Nations Development Programme 2017, *Mauritius Roadmap for SDG Implementation*. Available from: http://www.sustainablesids.org/wp-content/uploads/2018/06/Mauritius-SDG-Roadmap.pdf.

[331] Mauritius Voluntary National Review, *Op. Cit.*

[332] Mauritius Voluntary National Review, *Op. Cit.*

Agenda and discuss the role of parliamentarians in monitoring implementation of the SDGs.[333]

Engaging and equipping public servants:	A two-day training program was organized by the Ministry of Civil Service for public sector employees, to help improve their ability to provide efficient and high-quality service and contribute to the achievement of the SDGs.[334]
Civil society and the private sector:	Mauritius emphasizes the importance of stakeholder inclusion in the SDG process. Awareness-raising workshops on the SDGs were held in November 2015.[335] The 2019 Summit of the Francophone Institute of Financial Regulators was held in Mauritius, to discuss the role of regulators, the financial sector, and the private sector in enabling SDG-related investments.[336] The UN Global Compact conducted a survey to identify sectors of the economy which are reporting to advance specific SDGs.[337]
Monitoring and review:	Statistics Mauritius is the primary entity for the production of official statistics, and is working with other government Ministries and Departments to compile the 222 SDG indicators deemed relevant for Mauritius.[338] The first SDG Database was established in 2016.[339] As of October 2018, 72% of the data was available, covering 159 indicators.[340] A Committee on SDG Indicators was formed under the Statistics Board (which oversees the work of the Statistics Office) to identify and analyze data gaps and make recommendations for improving the production of SDG indicators.[341]

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[333] Mauritius Voluntary National Review, *Op. Cit.*

[334] Republic of Mauritius 2019, *Training Programme to Better Equip Officers for Transformation of Public Sector*. Available from: http://www.govmu.org/English/News/Pages/Training-programme-to-better-equip-officers-for-transformation-of-public-sector-.aspx.

[335] Mauritius Voluntary National Review, *Op. Cit.*

[336] Ocorian 2019, *Making a Difference: Mauritius Impact Funds and the SDGs*. Available from: https://www.ocorian.com/article/making-difference-mauritius-impact-funds-and-sdgs; Republic of Mauritius 2019, *Financial sector has a Key Role to Play in Enabling Mauritius Achieve Sustainable Growth, says Prime Minister*. Available from: http://www.govmu.org/English/News/Pages/Financial-sector-has-a-key-role-to-play-in-enabling-Mauritius-achieve-sustainable-growth,-says-Prime-Minister.aspx.

[337] United Nations Global Compact, *Activities to support advancing the SDGs in Mauritius*. Available from: https://www.unglobalcompact.org/interactive/sdgs/countries/135.

[338] Government of Mauritius and United Nations Development Programme 2017, *Op. Cit.*

[339] United Nations SDG Database April 2019, *Republic of Mauritius Sustainable Development Goals*. Available from: http://statsmauritius.govmu.org/English/StatsbySubj/Documents/SDGs/2018/UN_SDG_database_(2010-2018).xls.

[340] Mauritius Voluntary National Review, *Op. Cit.*

[341] Government of Mauritius and United Nations Development Programme 2017, *Op. Cit.*

Engaging supreme audit institutions: No information found.

Budgeting: No information found.

Country:	**Mongolia**
VNR year:	2019
National strategies:	Consistent with the 2015 Law on Development Policy and Planning, in 2016 Mongolia adopted the *Sustainable Development Vision 2030 (MSDV-2030)*. The MSDV-2030 aims to align national policies with the SDGs.[342] It is comprised of four pillars (economy, society, governance, and environment), 44 objectives, and 20 indicators.[343] This long-term policy document is operationalized in the short term through policy documents and budgets, and through the 2018-*2020 Three Pillar Development Policy* (TPDP), focused on the pillars of economic development policy, sustainable governance policy, and social policy reform.[344] The TPDP will be replaced by two 5-year medium-term development plans (covering the years 2020-2025 and 2025-2030). An assessment by the National Development Agency found that approximately 45% of the SDGs are represented in the MSDV-2030, 45% are not reflected, and 10% are not relevant to Mongolia.[345]
	The *Sustainable Development Vision 2030, Sustainable Development Outlook of Mongolia* and *National Green Development Policy* provide guidance on national implementation of the 2030 Agenda.[346]
National institutional arrangements:	Lead and coordination: a National Council for Sustainable Development was established by the Prime Minister in 2017. It

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[342] Government of Mongolia 2019, *Mongolia Voluntary National Review Report 2019: Implementation of the Sustainable Development Goals*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23342MONGOLIA_VOLUNTARY_NATIONAL_REVIEW_REPORT_2019.pdf.

[343] Avirmed, Davaasuren 2016, *Experience of SDGs Implementation in Mongolia*, United Nations and Government of Mongolia. Available from: http://unpog.org/page/reference_download.asp?sn=6.

[344] Agvaanluvsan, Undraa 2018, *Mongolia SDGs Mainstreaming, Acceleration and Policy Support: Review of Mongolia's experience in implementing 2030 agenda*, Government of Mongolia. Available from: https://www.unescap.org/sites/default/files/Session%203-1.%20Mongolia%20SDGs_Undraa%20A..pdf.

[345] Avirmed, Davaasuren 2016, *Op. Cit.*

[346] Transparency Partnership 2019, *Aligning Mongolia's NDC and SDGs through its National Green Development Policy*. Available from: https://www.transparency-partnership.net/system/files/migrated_document_files/20142019_aligningndcs_mongolia_en.pdf.

was tasked with the drafting of the VNR report, under the leadership of the National Development Agency.[347]

A Working Group on the SDGs was also created by Order of the Prime Minister in 2019. It is chaired by the Chief of Cabinet Secretariat,[348] and includes representatives from the government, NGOs, civil society, the private sector, and academia. The Cabinet Secretariat coordinates the Working Group's overall efforts, and the National Development Agency provides technical support.[349]

Local authorities: No information found.

Parliament: The Parliamentary Sub-Committee on Sustainable Development Goals under the Standing Committee on Social Policy, Education, Culture and Science was established in 2017 to monitor implementation of the Sustainable Development Vision 2030 and the 2030 Agenda.[350]

In May 2019, the State Great Hural (Mongolian parliament), in collaboration with the Inter-Parliamentary Union, organized the Second Regional Seminar for the Asia-Pacific Region Parliaments on Achieving the Sustainable Development Goals (SDGs).[351]

Engaging and equipping public servants: According to a 2018 survey conducted by the United Nations Department of Economic and Social Affairs, Mongolia did not at that time integrate the 2030 Agenda within existing civil service training programs, but was planning to develop a standalone SDG-specific training program for key designated officials.[352]

Civil society and the private sector: Mongolia has organized multi-stakeholder consultations with government representatives, civil society, the private sector, academia, and international organizations to discuss national integration of sustainable development principles.[353] The Working Group on the SDGs includes an Advocacy Team, tasked with raising public awareness of the SDGs.

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[347] Mongolia Voluntary National Review, *Op. Cit.*

[348] Avirmed, Davaasuren 2016, *Op. Cit.*

[349] Mongolia Voluntary National Review, *Op. Cit.*

[350] Mongolia Voluntary National Review, *Op. Cit.*

[351] Inter-Parliamentary Union 2019, *Second Regional Seminar for the Asia-Pacific Region Parliaments on Achieving the Sustainable Development Goals*. Available from: https://www.ipu.org/event/second-regional-seminar-asia-pacific-region-parliaments-achieving-sustainable-development-goals.

[352] United Nations Department of Economic and Social Affairs 2018, *Shaping Public Service Mindsets for the Sustainable Development Goals (SDGs) in the Asia-Pacific Region: Report of Survey Results Mapping Regional Civil Service Curricula for the SDGs*. Available from: http://www.unpog.org/page/download.asp?table_name=Board_TypeA&sn=244&folder=board&field=Imagename1.

[353] Mongolia Voluntary National Review, *Op. Cit.*

Monitoring and review: The National Statistics Office is responsible for the collection of data and production of SDG indicators. 233 SDG indicators were found to be relevant for Mongolia, of which 118 (or 51%) were available at the end of 2018.[354]

Progress on the implementation of the MSDV-2030 is reviewed every two years.[355] Monitoring indicators and targets have not yet been fully identified, and the creation of local level indicators is still in progress.[356]

Engaging supreme audit institutions: No information found.

Budgeting: No information found.

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[354] *Ibid.*
[355] *Ibid.*

Country:	Nauru
VNR year:	2019
National strategies:	Nauru's long-term planning is articulated in the *National Sustainable Development Strategy 2019-2030* (NSDS). The NSDS is currently under review to ensure its alignment with the 2030 Agenda.[357] Key priorities are identified and implemented through the *Medium Term Strategic Framework 2019-2023*.[358] They are organized in four broad categories: economic security; infrastructure improvements; social and community development; and cross-cutting issues relating to strengthening culture, tradition; social inclusion, and social justice.[359]
National institutional arrangements:	Lead and coordination: A National Planning and Development Committee (NPDC) was established to coordinate implementation and monitoring of the SDGs and NSDS. The Committee is chaired by the Minister of Finance, and includes key heads of departments. The National Bureau of Statistics' Planning and Aid Division provides technical support to the Committee.[360]
Local authorities:	No information found.
Parliament:	The Government of Nauru presents annual reports to Parliament on progress made on implementing the NSDS and the 2030 Agenda.[361]
Engaging and equipping public servants:	No information found.

[357] United Nations Sustainable Development Goals Knowledge Platform 2019, *Nauru: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/nauru; United Nations Development Programme July 2017, *Procurement Notices: Consultancy for Support to Nauru NSDS Formulation*. Available from: http://procurement-notices.undp.org/view_notice.cfm?notice_id=39087.

[358] United Nations Sustainable Development Goals Knowledge Platform 2019, *Op. Cit.*

[359] Republic of Nauru 2019, *Voluntary National Review on the Implementation of the 2030 Agenda*, UN High-Level Political Forum on Sustainable Development, New York.

[360] Nauru Voluntary National Review, *Op. Cit.*

[361] *Ibid.*

Civil society and the private sector:	A public consultation was organized in September 2017 to collect stakeholder feedback on improving the NSDS and prioritize the SDGs.[362]
Monitoring and review:	Nauru is currently developing the Nauru Strategy for the Development of Statistics (Nauru-SDS) 2019-2023, which will enable the production and analysis of national statistics, the identification of relevant indicators, the establishment of baselines, and the creation of a process for measuring progress on selected SDG targets.[363] SDG implementation will be monitored through the Medium Term Strategic Framework.[364]
	Line ministries and State-owned enterprises are responsible for identifying relevant SDG targets and indicators, and for establishing baseline benchmarks.[365]
Engaging supreme audit institutions:	No information found.
Budgeting:	The Medium-Term Strategic Framework is tied to a three-year budget and to specific SDG targets and indicators.[366] This is to be developed and operationalized.

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[362] Nauru Voluntary National Review, *Op. Cit.*

[363] *Ibid.*

[364] United Nations Sustainable Development Goals Knowledge Platform 2019, *Op. Cit.*

[365] *Ibid.*

[366] Nauru Voluntary National Review, *Op. Cit.*

Country:	**New Zealand**
VNR year:	2019
National strategies:	While New Zealand does not currently have an overarching national development strategy, sustainable development principles are integrated within many sector-specific documents.[367] In particular, New Zealand has adopted a *Living Standards Framework* (LSF), whose 12 pillars are linked to the SDGs.[368] Other sector-specific policies relevant to the implementation of the 2030 Agenda include the *New Zealand Energy Strategy*, the *New Zealand Energy Efficiency and Conservation Strategy*, the *New Zealand Tourism Strategy*, the *Sustainable Land Management Strategy*, and the *New Zealand Transport Strategy*.[369]
National institutional arrangements:	Lead and coordination: the New Zealand Ministry of Foreign Affairs and Trade is the focal point for the SDGs.[370] However, the country is organizing implementation of the SDGs as a cross-government effort, which will involve action by many relevant line ministries.[371]
Local authorities:	The Local Government New Zealand (LGNZ) organization actively promotes the SDGs in New Zealand, and encouraged municipalities to participate in the 2019 VNR process. The Society of Local Government Managers has developed a set of indicators that are closely aligned with the SDGs, and are designed to help municipalities monitor the implementation of sustainable development principles in their communities.[372]

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[367] New Zealand 2019, *He Waka Eke Noa, Towards a Better Future, Together: New Zealand's Progress Towards the SDGs*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23333New_Zealand_Voluntary_National_Review_2019_Final.pdf.

[368] Global Taskforce of Local and Regional Governments 2019, *Local and Regional Governments' Report to the 2019 HLPF: Towards the Localization of the SDGs*. Available from: https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf.

[369] United Nations Sustainable Development Goals, *Draft Profile: Information on National Sustainable Development Strategy (NSDS) or its equivalent; New Zealand*.

[370] New Zealand Voluntary National Review, *Op. Cit.*

[371] New Zealand Foreign Affairs & Trade, *Sustainable Development Goals*. Available from: https://www.mfat.govt.nz/en/peace-rights-and-security/work-with-the-un-and-other-partners/new-zealand-and-the-sustainable-development-goals-sdgs/.

[372] Global Taskforce of Local and Regional Governments 2019, *Op. Cit.*

Parliament:	No information found.
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	New Zealand's annual National SDG Summits organized in 2018 and 2019 provide a venue for awareness-raising and cross-sectoral discussion of the 2030 Agenda.[373] Stakeholder groups have been established to bring together representatives from the government, civil society, the private sector, and academia to discuss specific initiatives and challenges for the implementation of the SDGs.
Monitoring and review:	Statistics New Zealand has developed Indicators Aotearoa New Zealand (IANZ), a new set of metrics comprised of approximately 100 social, cultural, environmental, and economic indicators. These indicators include measures of wellbeing and sustainable development, and are used to track progress on the implementation of the SDGs. [374]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[373] New Zealand Sustainable Development Goals Summit 2019, *SDG Summit 2019*. Available from: https://www.sdgsummit2019.org.

[374] Stats New Zealand, *Wellbeing*. Available from: www.wellbeingindicators.stats.govt.nz.

Country:	**Oman**
VNR year:	2019
National strategies:	The 2030 Agenda is being integrated into Oman's *Vision 2040*.[375] On the medium-term, the SDGs are also reflected in the Ninth *National Five-Year Plan*. Oman has identified four pillars of sustainable development: human empowerment, economy, environmental sustainability, and peace.[376]
National institutional arrangements:	Political guidance and oversight: the General Secretariat of the Supreme Council for Planning (SCP) has been given the responsibility to establish policies and mechanisms for the implementation of the SDGs.[377] The SCP reports to the Council of Ministers.[378]
	Lead and coordination: in 2019, Oman established a National Committee for Achieving the Sustainable Development Goals, comprised of representatives of relevant Ministries and government entities, members of the Council of Oman, as well as representatives from civil society and the private sector.[379] It is chaired by the Deputy Chairman of the SCP, and is supported by a technical working group.[380]
Local authorities:	Oman's 2019 VNR emphasizes the importance of identifying local needs and implementing sustainable development priorities at the subnational level. Oman Vision 2040 supports decentralization and promotes the role of governorates and local communities in

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[375] United Nations Sustainable Development Goals Knowledge Platform 2019, *Oman: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/oman; Prabhu, Conrad May 2019, *Oman to present maiden review on SDG adoption*, Oman Daily Observer. Available from: https://www.omanobserver.om/oman-to-present-maiden-review-on-sdg-adoption/.

[376] Sultanate of Oman, *Pillars of Sustainable Development and Implementation Mechanisms Voluntary National Review*.

[377] Sultanate of Oman 2019, *First Voluntary National Review of The Sultanate of Oman 2019*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://www.scp.gov.om/PDF/2030Report.pdf. Sultanate of Oman Supreme Council for Planning, *About SCP: the Supreme Council for Planning*. Available from: https://www.scp.gov.om/en/Page.aspx?I=6.

[378] Oman Voluntary National Review, *Op. Cit.*

[379] Sultanate of Oman May 2019, *Main Messages: Voluntary National Review*. Available from: https://www.scp.gov.om/PDF/Main%20Messages%20E.pdf.

[380] Oman Voluntary National Review, *Op. Cit.*

	implementing the country's sustainable development objectives.[381]
Parliament:	The Council of Oman (parliamentary body of Oman consisting of the State Council and the Shura Council) is represented in the National Committee for Achieving Sustainable Development Goals.[382]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Oman supports community participation in sustainable development planning. Civil society organizations and the private sector are represented in the National Committee for the Achievement of the SDGs.[383] Seminars and workshops were organized throughout the country to promote awareness and ownership of the SDGs, particularly among the private sector, civil society organizations, youth, and minority groups.[384]
Monitoring and review:	The National Centre for Statistics and Information (NCSI) monitors the SDG indicators annually.[385] Oman has created an integrated monitoring and evaluation platform for tracking progress on the SDGs.[386]
Engaging supreme audit institutions:	No information found.
Budgeting:	The SDGs are integrated into national budgets via the Ninth Five-Year Plan (2016-2020) and Oman Vision 2040.[387] Additionally, public projects seeking to be developed in partnership with the private sector must demonstrate links to the SDGs and the Five-Year Plan in order to receive funding from the general budget.[388]

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[381] *Ibid.*

[382] *Ibid.*

[383] *Ibid.*

[384] United Nations Sustainable Development Goals Knowledge Platform 2019, *Oman: Voluntary National Review 2019, Op. Cit.*; Oman Voluntary National Review, *Op. Cit.*

[385] *Ibid.* Sultanate of Oman National Centre for Statistics & Information, *Alignment of the Goals of Sustainable Development 2030.* Available from: https://sdg.ncsi.gov.om/vqbyapb/alignment-of-the-goals-of-sustainable-development-2030.

[386] Sultanate of Oman, *Pillars of Sustainable Development and Implementation Mechanisms Voluntary National Review, Op. Cit.;* Omanuna The Official Oman eGovernment Services Portal, *Sustainable Development, Op. Cit.*

[387] Oman Voluntary National Review, *Op. Cit.*

[388] *Ibid.*

Country:	Pakistan
VNR year:	2019
National strategies:	Pakistan's *12ᵗʰ Five-Year Plan (2018-2023)* and province-level medium-term development strategies are aligned with the SDGs.[389] The Five-Year Plan was developed by the Ministry of Planning, Development and Reform, in consultation with all provinces. It is organized in seven pillars of reform, each of which are connected to the SDGs.[390]
	Pakistan has also developed a *National SDG Framework*, which was approved by the National Economic Council (NEC) in March 2018. The Framework organizes the SDG goals in three categories, with Category 1 goals being those that must be implemented as a priority. The Framework also sets baselines and targets for relevant SDG indicators, and will be used to guide provincial and local development planning.[391]
National institutional arrangements:	Lead and coordination: the National Advisory Committee on the SDGs provides overarching strategic guidance on the implementation of the 2030 Agenda. It is chaired by the Minister of Planning, Development and Reform, and includes representatives from the federal and provincial governments, the National Assembly, civil society, the private sector, and experts.[392]
	Pakistan has created seven SDG Support Units to improve coordination and implementation of the 2030 Agenda across the different levels of government.[393]

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[389] Pakistan 2019, *Pakistan's Implementation of the 2030 Agenda for Sustainable Development: Voluntary National Review*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/233812019_06_15_VNR_2019_Pakistan_latest_version.pdf.

[390] Pakistan Ministry of Planning Development & Reform, *Overview of SDGs*. Available from: https://www.pc.gov.pk/web/sdg/sdgpak.

[391] Pakistan Voluntary National Review, *Op. Cit.*

[392] *Ibid.*

[393] Global Taskforce of Local and Regional Governments 2019, *Local and Regional Governments' Report to the 2019 HLPF: Towards the Localization of the SDGs*. Available from: https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf.

Local authorities: SDG Support Units have been created within the Planning and Development Departments in each of Pakistan's four provinces and two federally administered areas.[394] The Support Units provide technical assistance and guidance to government entities, and serve as liaisons with the private sector, civil society, and international organizations.[395] Focal points have been nominated in each district, to enable better communication regarding the SDGs at the local level.[396]

The provinces have also established Technical Committees and Thematic Clusters, which disseminate sustainable development initiatives to the district level.[397]

Pakistan held its first Local Government Summit on the SDGs in March 2017.[398] The Association for Development of Local Governance (ADLG) initiated a 4-year pilot program called LEAD for SDGs (Local Empowerment, Advocacy, and Development for SDG Localization).[399]

Parliament: In February 2016, Pakistan became the first country in the world to vote a National Assembly Resolution on the adoption of the SDGs as the country's national development goals.[400] At the same time, Pakistan established an SDG Unit (or SDG Secretariat) within the National Assembly, and regularly organizes awareness-raising sessions on the 2030 Agenda for government officials and Members of Parliament.[401] The Speaker of the National Assembly established parliamentary taskforces to support legislation that will enable implementation of the SDGs.[402]

Engaging and equipping public servants: Pakistan regularly organizes awareness-raising sessions on the 2030 Agenda for government officials.[403] In a 2018 survey conducted by the United Nations Department of Economic and Social Affairs, Pakistan reported that it has integrated the 2030

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[394] See for example: the Punjab SDGs Support Unit, https://sdgs.punjab.gov.pk/

[395] Pakistan Voluntary National Review, *Op. Cit.*

[396] Global Taskforce of Local and Regional Governments 2019, *Op. Cit.*

[397] Pakistan Voluntary National Review, *Op. Cit.*

[398] ul Hasan, Zafar 2018, *New Development Paradigm for Pakistan: National Initiative for Sustainable Development Goals*. Available from: https://www.sdgpakistan.pk/web/news/get_news/7.

[399] Global Taskforce of Local and Regional Governments 2019, *Op. Cit.*

[400] Pakistan Voluntary National Review, *Op. Cit.*

[401] *Ibid.*

[402] Together 2030 2018, *Engaging Parliaments on the 2030 Agenda and the SDGs: Representation, Accountability and Implementation. A handbook for civil society*. Available from: http://www.partners-for-review.de/wp-content/uploads/2018/12/Engaging-parliaments-on-the-2030-Agenda-and-the-SDGs.pdf.

[403] Pakistan Voluntary National Review, *Op. Cit.*

	Agenda within existing training programs for public servants and plans to continue doing so in the future.[404]
Civil society and the private sector:	The Government of Pakistan has conducted outreach to civil society organizations, particularly at the provincial level, to support grassroot level implementation of the SDGs.[405]
Monitoring and review:	The Pakistan Bureau of Statistics (PBS) is tasked with coordinating data collection across the country's federal and provincial agencies, and with reporting progress on the SDGs. The PBS has established four Technical Sub-Committees to review existing data collection and calculations of indicators. In 2018, Pakistan launched a Data Reporting Gaps Analysis to assess the country's current data collection and reporting capabilities;[406] it found that approximately half of the SDG indicators could be addressed with existing data.[407] Pakistan is creating SDG Pakistan Pulse, a web-based data portal to promote transparency in reporting progress on the SDGs. The federal SDG Unit is currently working to develop a comprehensive monitoring and evaluation framework for the SDGs.[408]
Engaging supreme audit institutions:	No information found.
Budgeting:	Pakistan is working to align its budgets with the SDGs, and to prioritize high-impact spending initiatives.[409]

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[404] United Nations Department of Economic and Social Affairs May 2018, *Shaping Public Service Mindsets for the Sustainable Development Goals (SDGs) in the Asia-Pacific Region: Report of Survey Results Mapping Regional Civil Service Curricula for the SDGs*. Available from: Available from: http://www.unpog.org/page/download.asp?table_name=Board_TypeA&sn=244&folder=board&field=Imagename1

[405] *Ibid.*

[406] ul Hasan, Zafar June 2018, *Op. Cit.*

[407] Pakistan Voluntary National Review, *Op. Cit.*

[408] Pakistan Voluntary National Review, *Op. Cit.*

[409] *Ibid.*

Country:	**Palau**
VNR year:	2019
National strategies:	Palau has established a *National SDG Framework*, which identified 89 SDG targets as national priorities.[410] Palau's existing long-term *National Master Development Plan: Palau 2020* will be revised, and turned into a National Sustainable Development Plan using the Framework.[411]
National institutional arrangements:	Lead and coordination: the Inter-Agency Coordinating Group (IACG), with support from the Bureau of Budget and Planning, Ministry of Finance, is tasked with supporting implementation of the 2030 and conducting stakeholder engagement.[412] Eight multi-sector SDG Working Groups, led by government ministries and including representatives from civil society, were established. These Working Groups will focus on improving the National SDG Framework and integrating it into Palau's budgeting processes.[413]
	Implementation of the SDGs: SDG contact points have been established in all Ministries.[414]
Local authorities:	Palau's VNR report acknowledges that state governments have not been engaged in SDG reporting to date, and states that further work will be undertaken to strengthen local partnerships for the SDGs[415]
Parliament:	No information found.

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[410] United Nations Sustainable Development Goals Knowledge Platform 2019, *Palau: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/palau.

[411] Mersai, Charlene October 2017, *Localizing the Agenda in SIDS: Palau's Aspirations with the SDGs*, Regional Knowledge Exchange. Available from: https://www.undp.org/content/dam/rbap/docs/meetTheSDGs/Session%20VI%20B%20Charlene%20-%20Palau%20-%20SDG%20Aspirations.pdf.

[412] Republic of Palau 2019, *Pathway to 2030: Progressing with our Past Toward a Resilient, Sustainable, and Equitable Future. 1st Voluntary National Review on the SDGs*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23606VNR_FINAL_21June2019_UN_Version.pdf.

[413] *Ibid.*

[414] Mersai, Charlene October 2017, *Op. Cit.*

[415] Palau Voluntary National Review, *Op. Cit.*

Engaging and equipping public servants:	Palau's first National SDG Consultation in February 2016 included government officials.[416]
Civil society and the private sector:	The Belau Association of NGOs (BANGO), the national coordination body for civil society, NGOs, and community-based organizations in Palau, is represented in each of the SDG Working Groups and actively collaborates with the SDG Coordination Unit. BANGO has launched an awareness-raising campaign on the 2030 Agenda. [417]
Monitoring and review:	The SDG national monitoring and evaluation framework, established in 2019 by the Bureau of Budget and Planning, provides the structure for tracking national progress on the SDGs.[418] Monitoring is also conducted via the national budget process, which specifies Key Results Areas (KRAs) for each Ministry.[419] Palau has identified National Core Indicators based on the SDGs and the Pacific regional indicators: 95 global SDG indicators have been selected.[420] The Bureau of Budget and Planning prepares bi-annual reports on SDG implementation.[421]
Engaging supreme audit institutions:	In partnership with the Pacific Association of Supreme Audit Institutions (PASAI) and the International Organization of Supreme Audit Institutions (INTOSAI), the Office of the Palau Public Auditor performed the first Sustainable Development Goals (SDGs) performance audit focused on the preparedness for Implementation of the SDGs. An audit was conducted for a period on the 1st January 2016 to 25th May 2018. The audit report was published in 8th November 2019 and it is available at the Supreme Audit Institution website (http://www.palauopa.org/opa-audits.html).

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[416] *Ibid.*

[417] *Ibid.*

[418] Republic of Palau 2018, *Executive Order No. 419 Establishing a Monitoring and Evaluation Framework for the Implementation of the 2030 Sustainable Development Agenda, Op. Cit*.

[419] Palau Voluntary National Review, *Op. Cit.*

[420] Mersai, Charlene 2017, *Op. Cit.*

[421] Republic of Palau December 2018, *Executive Order No. 419 Establishing a Monitoring and Evaluation Framework for the Implementation of the 2030 Sustainable Development Agenda*. Available from: https://www.palaugov.pw/wp-content/uploads/2019/01/Executive-Order-No.-419-re.-Monitoring-and-Evaluation-Framer-for-2030-SDG-Agenda.pdf.

Budgeting: Palau's national budget process is structured around a Medium-Term Budget Framework, which specifies Key Results Areas (KRAs). The KRAs are used by government agencies in the development of their sector-specific work plans and annual budget requests. The Bureau of Budget and Planning (BBP) is currently working to integrate the National SDG Framework into the KRAs.[422] Palau has organized two national meetings to discuss integration of the SDGs into the national budget.[423]

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[422] Palau Voluntary National Review, *Op. Cit.*
[423] Mersai, Charlene 2017, *Op. Cit.*

Country:	Philippines
VNR year:	2019
National strategies:	*AmBisyon Natin 2040* is the Philippines' long-term vision for development.[424] The *Philippine Development Plan 2017-2022* (PDP) is the medium-term development plan that serves as an initial and intermediary step to achieving the broad national vision. *AmBisyon Natin 2040*, the President's Socio-Economic Agenda, and the 2030 Agenda for Sustainable Development serves as the bases for the PDP.
	The PDP incorporates all SDGs, and serves as the framework for medium-term planning on the national and local levels.[425] The PDP is built on three primary pillars: 1) enhancing the social fabric; 2) reducing inequality; and 3) increasing the growth potential.[426] By virtue of the integration of the SDGs into the PDP, the country's development plan serves as the *de facto* implementation mechanism for the SDGs.
National institutional arrangements:	Lead and coordination: the National Economic and Development Authority (NEDA), the Philippines' planning ministry, serves as the country's socio-economic planning and coordinating body and sets the agenda for inclusive development.
	NEDA is responsible for overseeing the implementation of the PDP and the SDGs.[427] The Development Budget Coordination Committee (DBCC) – Sub-Committee on the SDGs will aid in the performance of this coordinative function. NEDA serves as the Chair and the Department of Budget and Management (DBM) as the co-chair of the Sub-committee. The Sub-Committee is composed of four technical working groups focusing on different dimensions of sustainable development such as social, economic, environment, and another cluster for peace, security, and

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[424] Republic of the Philippines 2019, *The 2019 Voluntary National Review of the Philippines: Review of the Status of the Implementation of the Sustainable Development Goals in the Philippines Focusing on Empowering People and Ensuring Inclusiveness and Equality*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23366Voluntary_National_Review_2019_Philippines.pdf.
[425] United Nations Sustainable Development Goals Knowledge Platform 2019, *Philippines: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/philippines.
[426] Philippines Voluntary National Review, *Op. Cit.*
[427] *Ibid.*

governance. The Sub-Committee will complement the work of existing government coordination mechanisms. Further, the Sub-committee has a Stakeholders' Chamber that serves as the mechanism to engage non-government stakeholders such as the civil society, businesses, and academe, among others.[428]

Local authorities: Regional Development Plans (RDPs) serve as the mechanism for the implementation of the PDP and SDGs at the sub-national level. The RDPs are coordinated by NEDA's Regional Development Offices.[429]

The RDP is further cascaded down to provinces through their respective Provincial Development and Physical Framework Plans and further localized to cities and municipalities through the Comprehensive Development Plans (CDPs). At the local level, NEDA is working with municipalities and cities to develop individual CDPs.[430] NEDA is also working with the Department of the Interior and Local Government (DILG) to establish an integrated mechanism for the localization of the SDGs.[431]

In addition, the Subcommittee on the SDGs is mirrored at the local level through the Special Committee on the SDGs under the Regional Development Council (RDC).

Parliament: The Philippines has a bicameral legislative system composed of a nationally-elected Senate and locally-elected Congress. Both Senate and Congress have committees dedicated for the SDGs, namely, the Senate Committee on SDGs, Futures Thinking, and Innovation, and the Congressional Committee on the SDGs.[432]

Engaging and equipping public servants: NEDA leads the capacity building on coordination; the Philippine Statistics Authority (PSA) and the Philippine Statistical Research and Training Institute lead the capacity building on monitoring the indicators; while the DILG spearheads capacity building for localization. Academia, in coordination with government, also facilitate training on the SDGs.[433]

[428] Communication from the Permanent mission of the Philippines to the United Nations, January 2020.
[429] Philippines Voluntary National Review, *Op. Cit.*
[430] Wright, Carl 2018, *Sustainable Development Through Local Action: Sustainable Development Goals and Local Government Associations*, United Cities and Local Governments, Capacity and Institution Building Working Group. Available from: https://www.local2030.org/library/705/Sustainable-Development-through-Local-Action.pdf.
[431] United Nations Economic and Social Commission for Asia and the Pacific 2019. *Op. Cit.*
[432] Communication from the Permanent mission of the Philippines to the United Nations, January 2020.
[433] Communication from the Permanent mission of the Philippines of the United Nations, January 2020.

Civil society and the private sector:	The role of non-government actors in contributing to the attainment of the 2030 Agenda is one of the central themes of the Philippines' VNR. Several of these initiatives have been identified in the VNR. There were efforts to measure the private sector's contribution to SDG implementation through the SDGsBizPh project. Conducted in partnership with UNDP, the project brings together private sector entities wishing to partner on sustainable development projects. SDGsBizPh formed an advisory council in December 2017.[434] To further improve the complementarity of the efforts of civil society and the private sector with those of the government, the Sub-Committee on the SDGs of the DBCC will host stakeholder chambers as a means to coordinate the efforts of non-government actors to support sustainable development.[435]
Monitoring and review:	The Philippine Statistics Authority (PSA) is an attached agency of NEDA and is responsible for monitoring SDG indicators based on data collected from relevant government agencies.[436] In 2016, the PSA Board issued a Resolution, instructing Ministries and agencies to provide data relevant to the monitoring of the SDGs.[437] The Philippine Statistical System (PSS) currently publishes 155 SDG indicators.[438]

The SDG Website of NEDA[439] and the SDG Watch of PSA[440] are platforms which provide information about the SDGs for public information. |
| **Engaging supreme audit institutions:** | The Commission on Audit (COA) has committed to performing audits on the SDGs in order to provide independent oversight of the Government's implementation efforts, identify challenges, and improve transparency and accountability on the SDGs.[441]

Currently, the COA is participating in the 12th ASOSAI Research Project entitled: Audit on Implementation of SDGs (leveraging digital or big data to achieve SDGs).[442] |

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[434] SDGs Our Biz Philippines, *About.* Available from: https://www.sdgsbiz.ph/content/sdgbizph/en/home/about.html.

[435] Communication from the Permanent mission of the Philippines of the United Nations, January 2020.

[436] Philippines Voluntary National Review, *Op. Cit.*

[437] United Nations Sustainable Development Goals Knowledge Platform 2019, *Philippines: Voluntary National Review 2019, Op. Cit.*

[438] Republic of the Philippines National Economic and Development Authority April 2019, *PH to Report SDGs Progress to UN in July.* Available from: http://www.neda.gov.ph/ph-to-report-sdgs-progress-to-un-in-july/.

[439] Republic of the Philippines The Global Goals for Sustainable Development. Available from: http://sdg.neda.gov.ph/sdgs/.

[440] Philippine Statistics Authority, *Sustainable Development Goals.* Available from: psa.gov.ph/sdg

[441] Philippine Commission on Audit, *COA and the Audit of Implementation of Sustainable Development Goals.* Available from: https://www.coa.gov.ph/sdg/.

[442] *Ibid.*

Budgeting: By virtue of the integration of the SDGs into the PDP, SDG-supportive activities are funded through the regular government budgeting process. To augment resources for the SDGs, a portion of revenue from excise taxes will be allocated to SDG implementation. The DBCC, through the Sub-Committee on the SDGs, will serve as the mechanism to ensure that SDG-supportive activities are sufficiently funded.[443]

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[443] Philippines Voluntary National Review, *Op. Cit.*

Country:	**Rwanda**
VNR year:	2019
National strategies:	Rwanda's *Vision 2050* presents the country's long-term development objectives.[444] On the medium-term, the SDGs are integrated within the *National Strategy for Transformation 2017-2024* (NST1), and the associated sector and district strategies.[445] The NST1 is structured based on four pillars: 1) economic transformation; 2) social transformation; 3) transformational governance; and 4) cross-cutting areas. NST1 also incorporates the African Union Agenda 2063, the East African Community Vision 2050, and the Paris Agreement on Climate Change.
National institutional arrangements:	Lead and coordination: the Ministry of Finance and Economic Planning oversees the implementation of the SDGs at the national and subnational levels.[446] An SDG Taskforce was also created to coordinate Ministries, civil society organizations, the private sector, and international development partners, and to provide technical advice to the Government.[447]
Local authorities:	Rwanda has engaged the District Councils, District Joint Action Development Forums, and other local administrative entities to coordinate and monitor implementation of the SDGs at the subnational level.[448] The Policy Analysis and Research Unit of the Rwandese Association of Local Government Authorities (RALGA) has conducted work on SDGs. There is ongoing engagement between RALGA and the Ministry of Finance and Economic Planning as well as with the Ministry of Local Government on coordination of national policies, and RALGA is represented in a number of

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[444] United Nations Sustainable Development Goals Knowledge Platform 2019, *Rwanda: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/rwanda.

[445] Republic of Rwanda 2019, *Voluntary National Review (VNR) Report*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23432Rwanda_VNR_Document__Final.pdf.

[446] Rwanda Ministry of Finance and Economic Planning, *Ministry of Finance and Economic Planning*. Available from: http://www.minecofin.gov.rw/index.php?id=37&L=data%25253A%25252F%25252Ftext%25252Fplain.

[447] Rwanda Voluntary National Review, *Op. Cit.*

[448] *Ibid.*

	ministry sector working groups (fiscal decentralization, governance and decentralization, urbanization). [449]
Parliament:	No information found.
Engaging and equipping public servants:	Rwanda has established a new Training Centre within the National Institute of Statistics (NSIR) focused on building capacity for public servants to implement the SDGs.[450]
Civil society and the private sector:	Civil society organizations and the private sector are represented in the SDG Taskforce. An SDGs guide was prepared and translated in a local language (Kinyarwanda) to promote awareness of the SDGs.[451]
Monitoring and review:	Rwanda's third National Strategy for the Development of Statistics (NSDS 3) is designed to align with the SDG agenda; it aims to increase data collection and strengthen the National Statistical System (NSS).[452] 150 SDG indicators have been identified as relevant to the NST1.[453] The National Institute of Statistics of Rwanda (NISR) has launched an online SDGs portal to make data on SDG indicators available.[454]
Engaging supreme audit institutions:	No information found.
Budgeting:	Rwanda has produced estimates of the total cost to deliver on NST1. Line Ministries have developed sectoral strategies, which include preliminary spending estimates..[455]

[449] Wright, Carl 2018, *Sustainable Development Through Local Action: Sustainable Development Goals and Local Government Associations*, United Cities and Local Governments, Capacity and Institution Building Working Group. Available from: https://www.local2030.org/library/705/Sustainable-Development-through-Local-Action.pdf.
[450] *Ibid.*
[451] *Ibid.*
[452] Rwanda Voluntary National Review, *Op. Cit.*
[453] Rwanda National Health Observatory, *Transition to Sustainable Development Goals (SDGs)*, Rwanda Ministry of Health. Available from:
http://nho.moh.gov.rw/profiles_information/index.php/Rwanda:Transition_to_sustainable_development_goals_(SDGs)/en.
[454] Rwanda Sustainable Development Goals, *Rwanda Data for Sustainable Development Goal Indicators*. Available from: https://sustainabledevelopment-rwanda.github.io/sdg-indicators/.
[455] Rwanda Voluntary National Review, *Op. Cit.*

Country:	Saint Lucia
VNR year:	2019
National strategies:	Saint Lucia's development planning is conducted through medium-term (3 to 5 year) plans.[456] The current *Medium-Term Development Strategy 2019- 2022* (MTDS) is aligned with the SDGs and structured around six key result areas (KRAs): Healthcare, Education, Citizen Security, Agriculture, Infrastructure, and Tourism.[457]
National institutional arrangements:	Political guidance and oversight: the SDG-Cabinet Sub-Committee of Ministers (CSC) provides political guidance on the implementation of the 2030 Agenda.[458] It is chaired by the Minister for Sustainable Development, and includes the Minister for External Affairs, the Minister for Equity, Social Justice and Empowerment, the Minister of Finance, and the Minister for Economic Development.[459]

Lead and coordination: established in 2017, the Sustainable Development Goals National Coordinating Committee (SDGNCC) oversees the implementation and monitoring of the SDGs in Saint Lucia.[460] The SDGNCC is also tasked with public engagement and awareness-raising regarding the SDGs. It is co-chaired by the Ministries relevant to sustainable development, and includes representatives from civil society, the private sector, |

[456] *Mainstreaming of the Sustainable Development Goals in Saint Lucia's National Development Plan* 2017, United Nations Economic Commission for Latin America and the Caribbean. Available from: https://www.cepal.org/sites/default/files/events/files/mainstreaming_of_the_sustainable_development_goals_in_saint_lucias_national_development_plan_-_saint_lucia-_cecil_charles.pdf.
[457] Rigobert, Gale T.C. 2019, *Presentation of Saint Lucia's First Voluntary National Review Report on the Implementation Of the 2030 Agenda for Sustainable Development,* Permanent Mission of Saint Lucia to the United Nations. Available from: http://statements.unmeetings.org/media2/21996522/saint-lucia.pdf.
United Nations Sustainable Development Goals Knowledge Platform 2019, *Saint Lucia: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/saintlucia.
[458] Rigobert, Gale T.C. 2019, *Op. Cit.*
[459] Saint Lucia 2019, *Voluntary National Review Report on the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23570SAINT_LUCIA_VNR_REPORT_JUNE_2019.pdf.
[460] Rigobert, Gale T.C. 2019, *Op. Cit. ;* United Nations Sustainable Development Goals Knowledge Platform 2019, *Op. Cit.*

academia, youth, and NGOs. The SDGNCC meets once every quarter.[461]

Local authorities: The Ministry of Social Transformation, Local Government, and Community Empowerment in Saint Lucia is working with the Commonwealth Local Government Forum (CLGF) to strengthen the role of local governments in implementing the SDGs.[462]

Parliament: No information found.

Engaging and equipping public servants: The SDGNCC launched an awareness-raising campaign on the 2030 Agenda for public sector institutions, which included sessions on integrating the SDGs with sectoral programmes, budget planning, and the reporting process.[463]

Civil society and the private sector: Civil society and the private sector are represented on the SDGNCC.

In November 2016, the Saint Lucia National Trust (SLNT) led a consultation with civil society organizations on the topic "National Views on the Sustainable Development Goals and the Small Islands Developing States (SIDS) Accelerated Modalities of Action (SAMOA) Pathway." As an outcome of the consultation, civil society organizations in Saint Lucia have organized capacity building sessions to improve their ability to act on the SDGs.[464]

In June 2018, private sector representatives led a seminar to raise awareness of the SDGs and discuss how the private sector can integrate the 2030 Agenda in companies' organizational structures and goals.[465]

Monitoring and review: Saint Lucia is currently working to expand the scope of the 2020 Population Census to improve collection of SDG data.[466] Saint Lucia's National Statistical System was deemed "data poor" by a 2015 UNDS report, with significant gaps in data collection and data sharing capabilities.[467]

[461] United Nations Sustainable Development Goals Knowledge Platform 2019, *Saint Lucia: Voluntary National Review 2019, Op. Cit.*

[462] Global Taskforce of Local and Regional Governments 2019, *Local and Regional Governments' Report to the 2019 HLPF: Towards the Localization of the SDGs*. Available from: https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf.

[463] Saint Lucia Voluntary National Review, *Op. Cit.*

[464] *Ibid.*

[465] *Ibid.*

[466] United Nations Sustainable Development Goals Knowledge Platform 2019*, Op. Cit.*

[467] Saint Lucia Voluntary National Review, *Op. Cit.*

Engaging supreme audit institutions:	The National Audit Report included an assessment of the SDGNCC's capacities, and recommended increasing the SDGNCC's responsibilities to include, for example, working with the Ministry of Finance to identify resource gaps, establishing national baselines and targets, and conducting comprehensive reviews of progress on the implementation of the 2030 Agenda.[468]
Budgeting:	No information found.

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[468] *Ibid.*

Country:	Serbia
VNR year:	2019

National strategies: The key national strategic planning policy document, *National Plan for Adoption of the EU Acquis from 2018 to 2021* (NPAA), enables integrated achievement of SDG targets by ensuring effective sustainable development policy at national level, which is coherent with the sustainable development policy at the level of the European Union. It integrates the SDGs with EU sustainable development policy, and focuses on six key areas: 1) Agriculture and Rural Development; 2) Environmental Protection and Climate Change; 3) Energy; 4) Cohesion Policy; 5) Industry; and 6) Transport.[469]

Two additional strategic documents are integrated with the 2030 Agenda. These are: the *National Priorities for International Development Assistance from 2014 to 2017, with projections up to 2020* (NAD), and the *Development Partnership Framework 2016 – 2020* (DPF).[470]

National institutional arrangements: Lead and coordination: the Inter-Ministerial Working Group on the Implementation of the 2030 Agenda (IMWG) was established in December 2015 to serve as the focal point for national implementation of the SDGs.[471] It includes representatives from 27 line ministries and government agencies, and is chaired by the Minister in Charge of Demography and Population Policy.[472]

Local authorities: Serbia is creating a local community-led hub for the 2030 Agenda, founded on the work of the National Association of Local Authorities in Serbia (SCTM) and the Standing Conference of Towns and Municipalities.[473]

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[469] Republic of Serbia 2019, *Voluntary National Review of the Republic of Serbia on the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York.
[470] *Ibid.*
[471] United Nations Sustainable Development Goals Knowledge Platform 2019, *Serbia: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/serbia.
[472] Serbia SDG Indicators Platform, *Sustainable Development Goals*. Available from: http://sdg.indikatori.rs/en-us/.
[473] Serbia Voluntary National Review, *Op. Cit.*

Parliament:	In September 2017, the Focus Group on SDG implementation and oversight was established in the National Assembly, to support Members of Parliament in developing mechanisms to evaluate progress on the 2030 Agenda.[474] This Focus Group was created as a result of past engagement on the SDGs, including consultations held between state entities and parliamentarians.[475] The Focus Group held its first public hearing on the SDGs in cooperation with the Foreign Affairs Committee of the National Assembly in November 2018.[476] Parliamentary committees have committed to providing oversight for the implementation of the SDGs, and to support laws directly linked to the SDGs.[477] In May 2018, the National Assembly organized the Regional Seminar on SDGs for Parliaments of Central and Eastern Europe and Central Asia.[478]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	The Government has emphasized the importance of a whole-of-society approach. Civil society organizations were consulted for the preparation of the 2019 voluntary national review. The VNR report indicates that the government plans to establish local community-led hubs for the implementation of the 2030 Agenda, and to create a digital platform for SDGs in Serbia, to encourage inclusive deliberation.[479]

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[474] *Ibid.*
[475] *Ibid.*
[476] *Ibid.*
[477] Inter-Parliamentary Union November 2017, *MPs in Serbia Agree on Priorities for the Implementation of the SDGs*. Available from: https://www.ipu.org/news/news-in-brief/2017-11/mps-in-serbia-agree-priorities-implementation-sdgs; National Assembly of the Republic of Serbia June 2019, *Public Hearing on First Voluntary National Review on Implementation of Sustainable Development Goals*. Available from: http://www.parlament.gov.rs/Public_Hearing_on_First_Voluntary_National_Review_on_Implementation_of_Sustainable_Development_Goals.36670.537.html.
[478] Serbia Voluntary National Review, *Op. Cit.*
[479] Serbia Voluntary National Review, *Op. Cit.*

Monitoring and review:	The Statistical Office of the Republic of Serbia (SORS) is responsible for the production of official statistics.[480] In 2017, the SORS created a working group on SDG indicators, which is currently working to classify relevant indicators, source available data, and identify data gaps.[481] Two workshops were held by the SORS in 2018 to discuss production of SDG data and indicators.[482] The SORS launched a new SDG portal.[483]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found.

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[480] *Ibid.*

[481] *Ibid.*

[482] Serbia SDG Indicators Platform, *Workshops*. Available from: http://sdg.indikatori.rs/en-us/news-events/sdg-portal/.

[483] Serbia SDG Indicators Platform, *Sustainable Development Goals, Op. Cit.*; Statistical Office of the Republic of Serbia 2019, *Sustainable Development Goals*. Available from: https://data.stat.gov.rs/?caller=SDGUN&languageCode=en-US.

Country:	**Sierra Leone**
VNR year:	2019
National strategies:	The SDGs have been integrated into the eight clusters of Sierra Leone's Medium-Term National Development Plan (MTNDP) (2019-2023), also known as the Education for Development Programme.[484]
National institutional arrangements:	Lead and coordination: the Ministry of Planning and Economic Development (MoPED) oversees the implementation of the SDGs at the national level. It coordinates with relevant ministries, departments, and agencies, as well as with civil society organizations, NGOs, and development partners.[485]
Local authorities:	MoPED is currently working to re-establish Regional Planning Offices and strengthen district level development coordination, for effective follow-up and reporting on activities at the district and community levels. The local councils are responsible for the implementation of the SDGs at the district level. All SDGs were integrated into local council plans.[486]
	Nationwide training and awareness-raising on the 2030 Agenda in 2015 and 2016 included strong engagement of local authorities.[487]
Parliament:	Parliament has established a parliamentary committee on the SDGs, which works closely with MoPED to monitor implementation of the SDGs, and the effectiveness and coherence of national policies. In February 2019, Members of Parliament took part in a training workshop on the role of Parliaments in the implementation of the 2030 Agenda.[488]
Engaging and equipping public servants:	Government ministries, departments and agencies are administratively and professionally managed by public servants. These officials provide leadership and oversight in the sectoral implementation of the SDGs, and bear the responsibility of reporting on SDG-related sector progress that MoPED coordinates across the public service at the central and local level for national review and reporting. Each of these institutions has SDGs focal points.[489]

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[484] Communication from the mission of Sierra Leone to the UN, January 2019.
[485] Sierra Leone Voluntary National Review, *Op. Cit.*

Civil society and the private sector:	Sierra Leone has conducted awareness-raising initiatives throughout the country.[490] The Government established an integrated SDG platform for civil society organizations, so as to facilitate cooperation among civil society organizations, engagement with the Government, and the sharing of information and ideas.[491]
	The Sierra Leone Chamber of Commerce, Industry and Agriculture is working to coordinate private sector action on implementing the SDGs.[492]
Monitoring and review:	Statistics Sierra Leone publishes an SDG Harmonized Results Framework, which identifies data sources and availability of SDG indicators.[493]
Engaging supreme audit institutions:	In 2017, Audit Service Sierra Leone conducted a performance audit on Sierra Leone's preparedness for the implementation of the 2030 Agenda. The performance audit was updated in early 2019.[494]
Budgeting:	The Government prepared a draft National SDGs Investment Plan with a cost for the period 2019-2030. The final draft plan and its budget are currently being reviewed.[495]

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[486] *Ibid.*

[487] *Ibid.*

[488] *Ibid.*

[489] Communication from the mission of Sierra Leone to the UN, January 2019.

[490] United Nations Population Fund 2016, *UN takes the Sustainable Development Goals to Regional Headquarters in Sierra Leone*. Available from: https://sierraleone.unfpa.org/en/news/un-takes-sustainable-development-goals-regional-headquarters-sierra-leone; United Nations Sustainable Development Group, *SDG Progress in a Crisis-Affected Country*. Available from: https://undg.org/sierra-leone-setting-the-stage-for-sdg-progress-in-a-crisis-affected-country/.

[491] Sierra Leone Voluntary National Review, *Op. Cit.*

[492] *Ibid.*

[493] Statistics Sierra Leone, *Sustainable Development Goals (SDGs)*. Available from: https://www.statistics.sl/index.php/resources/sustainable-development-goals-sdgs.html.

[494] Sierra Leone Voluntary National Review, *Op. Cit.*

[495] Communication from the mission of Sierra Leone to the UN, January 2019.

Country:	South Africa
VNR year:	2019
National strategies:	South Africa's *National Development Plan: Vision 2030* (NDP) presents a national vision for economic development through 2030, and is aligned with the 2030 Agenda.[496] Created in 2012, the NDP prioritizes the elimination of poverty, the reduction of income inequality, and the strengthening of an inclusive economy.[497] While the NDP was created prior to the adoption of the 2030 Agenda, approximately 74% of the SDG targets are reflected within the NDP. Of the remaining SDG targets, all but 7% are addressed in sector-specific plans.[498]
National institutional arrangements:	Political guidance and oversight: the Cabinet provides policy leadership for the implementation of the 2030 Agenda. It is supported by a National Steering Committee, composed of the Directors-General from 11 relevant Ministries, and by the newly established Inter-Ministerial Committee on Sustainable Development Agendas.[499]
	Lead and coordination: the Department of Planning, Monitoring, and Evaluation (DPME) is responsible for strategic planning for the implementation of the 2030 Agenda. The national coordination mechanism includes five groups of key stakeholders: (i) national government; (ii) provincial and local governments,; (iii) Parliament; (iv) civil society, the private sector and academia; and (v) the United Nations, the AU, SADC and development partners.[500]

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[496] South African Government 2019, *National Development Plan 2030*. Available from: https://www.gov.za/issues/national-development-plan-2030.
[497] United Nations Sustainable Development Goals Knowledge Platform 2019, *South Africa: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/southafrica.
[498] South Africa 2019, *Voluntary National Review: Empowering People and Ensuring Inclusiveness and Equality*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23402RSA_Voluntary_National_Review_Report___The_Final_24_July_2019.pdf.
[499] *Ibid.*
[500] *Ibid.*, p 23.

Local authorities:	The global network United Cities and Local Governments (UCLG) has worked with local authorities in South Africa to help implement the SDGs at the local level. [501]
	Provincial and local governments are represented in the Inter-Departmental Implementation Committee.
Parliament:	The Parliament is represented in the national coordination mechanism.
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	The National Sustainable Development Stakeholders Forum was established to better enable dialogue and cooperation between civil society and the government on matters pertaining to the SDGs.[502]
	Private sector networks such as the National Business Initiative and the Global Compact Network South Africa encourage businesses to integrate the SDGs into their corporate strategies.[503]
	The South African SDG Hub is an online platform hosted by the University of Pretoria, through which policymakers, civil society, the private sector, and academia can share resources and experiences regarding the SDGs.[504]
Monitoring and review:	Statistics South Africa issued its SDG Indicator Baseline Report in 2017, which found that 156 of 230 indicators could be measured.[505] A follow-up report will focus on analyzing South Africa's progress on the implementation of the SDGs.[506]
Engaging supreme audit institutions:	No information found.

[502] South Africa Voluntary National Review, *Op. Cit.*
[503] National Business Initiative, *Sustainable Development Goals (SDGs) Implementation*. Available from: https://www.nbi.org.za/focus-areas/integrating-strategic-projects/sustainable-development-goals-implementation-2/.
Global Compact Network South Africa, *What We Do*. Available from: http://globalcompactsa.org.za/.
[504] South African SDG Hub, *About*. Available from: https://sasdghub.org/about/.
[505] Statistics South Africa 2017, *Sustainable Development Goals: Indicator Baseline Report 2017 – South Africa*. Available from: http://www.statssa.gov.za/MDG/SDG_Baseline_Report_2017.pdf.
[506] South Africa Voluntary National Review, *Op. Cit.*

Budgeting: Government expenditures reflect the high priority accorded poverty, inequality and governance (SDGs 1, 10 and 16), which account for 42 per cent of all spending on SDGs. [507]

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[507] South Africa Voluntary National Review, *Op. Cit.,*p 11.

Country:	**Timor-Leste**
VNR year:	2019
National strategies:	The 2030 Agenda was adopted by Timor-Leste via a Government resolution issued in September 2015 and a resolution of the National Parliament in November 2015.[508] It is integrated within the national *Strategic Development Plan 2011-2030*, which places a particular focus on three key areas: social capital, infrastructure development and state-building, and economic growth.[509]
	An *SDG* Roadmap was issued in 2017 to assess the country's capacity to implement the 2030 Agenda and how the SDGs align with the country's Strategic Development Plan.[510]
National institutional arrangements:	Lead and coordination: a Working Group on the SDGs, chaired by the Office of the Prime Minister, was established in September 2015.[511] The working group includes representatives from all relevant Ministries, Parliament, academia, the private sector, and community and civil society organizations.[512] It is supported by the Ministry of Foreign Affairs and Cooperation. The 2019 VNR report recommends that the Working Group be transformed into a National Commission for the SDGs, in order to enhance its capacity to coordinate sustainable development initiatives.[513]

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[508] South Africa Voluntary National Review, *Op. Cit., p*

[508] Democratic Republic of Timor-Leste 2019, *Report on the Implementation of the Sustainable Development Goals: From Ashes to Reconciliation, Reconstruction, and Sustainable Development; Voluntary National Review of Timor-Leste*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23417TimorLeste_VNR_2019_FINAL.pdf.

[509] Alves, Ivan Jerry Bengurion Ferreira 2017, *Timor-Leste Strategic Development Plan & Sustainable development Goals*, Timor-Leste Prime Minister Office, Planning Monitoring and Evaluation Unit. Available from: https://www.unescap.org/sites/default/files/Session%205.3_Timor-Leste.pdf.

[510] Government of Timor-Leste 2017, *Timor-Leste's Roadmap for the Implementation of the 2030 Agenda and the SDGs*. Available from: http://timor-leste.gov.tl/wp-content/uploads/2017/08/UNDP-Timor-Leste_SDP-Roadmap_doc_v2_English_220717.pdf; United Nations Sustainable Development Goals Knowledge Platform 2019, *Timor-Leste: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/timorleste.

[511] Timor-Leste Voluntary National Review, *Op. Cit.*

[512] Alves, Ivan Jerry Bengurion Ferreira 2017, *Op. Cit.*

[513] Timor-Leste Voluntary National Review, *Op. Cit.*

Local authorities:	Timor-Leste has tied decentralization policies to its SDG implementation plans, with the goal of strengthening public administration and services at the local level.[514]
Parliament:	The National Parliament adopted the 2030 Agenda via a resolution passed in November 2015. The resolution recommended that Timor-Leste align its planning and budget processes with the SDGs.[515]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	The Working Group on the SDGs enables participation of civil society and private sector actors. A dedicated CSO Advisory Group was also created to help inform the drafting 2019 of the VNR report.[516] A 2019 conference organized by Victoria University and the Universidade Nacional Timor Lorosa'e (UNTL) focused on the role of young people and the SDGs for Timor-Leste's development.[517]
Monitoring and review:	The General Directorate of Statistics collects data from relevant national and subnational government entities. Timor-Leste currently collects 21% of the data necessary to inform the SDG indicators.[518] The Planning, Monitoring, and Evaluation Unit (UPMA) created in 2015 in the Office of the Prime Minister provides support to sustainable development initiatives.[519]
Engaging supreme audit institutions:	The Audit Court will conduct performance audits on the SDGs.[520]

[514] Global Taskforce of Local and Regional Governments 2019, *Local and Regional Governments' Report to the 2019 HLPF: Towards the Localization of the SDGs*. Available from: https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf.

[515] Tilman, Alex 2016, *Implementing Sustainable development Goals*, Timor-Leste Office of the Prime Minister. Available from: https://www.mof.gov.tl/wp-content/uploads/2016/04/SDGWG_20160421_QDPM.pdf.

[516] *Ibid.*

[517] Victoria University 2019, *Timor-Leste Conference: Engaging Young People in the Sustainable Development Goals*. Available from: https://www.vu.edu.au/about-vu/news-events/events/timor-leste-conference-engaging-young-people-in-the-sustainable-development-goals.

[518] Timor-Leste Voluntary National Review, *Op. Cit.*

[519] *Ibid.*

[520] *Ibid.*

Budgeting: In February 2016, the government issued a decree stating that the SDGs would be incorporated into annual plans and budgets. The allocation of funding to specific programs within Government ministries and agencies has enabled improved alignment between national initiatives and the SDGs.[521]

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[521] *Ibid.*

Country:	**Tonga**
VNR year:	2019
National strategies:	Tonga's *Strategic Development Framework 2015-2025* (TSDF II) is aligned with the 2030 Agenda and other international development frameworks such as the SAMOA Pathway, the Addis Ababa Action Agenda and the Sendai Framework.[522] It identifies seven National Outcomes aiming to achieve "more inclusive and sustainable development": 1) a knowledge-based economy; 2) urban and rural development across all island groups; 3) human development and gender equality; 4) good governance and rule of law; 5) infrastructure and technology; 6) land administration, environment management and resilience to climate and risk; and 7) advancement of Tonga's external interests, security and sovereignty.[523]
	A Rapid Integrated Assessment conducted in November 2015 found strong alignment between the seven National Outcomes of the TSDF II and the seventeen SDGs.[524]
National institutional arrangements:	Lead and coordination: The Planning Division in the Office of the Prime Minister coordinates implementation of the SDGs in Tonga. It ensures that all ministries are involved in cross-cutting efforts to achieve the SDGs. This is being done through mainstreaming of SDG targets and indicators that are most relevant to Tonga, through the Government Corporate Planning process.[525]
	The Cabinet recently established the Tonga Sustainable Development Taskforce to monitor implementation of the TSDF II and the 2030 Agenda. It includes representatives from government, civil society, the Chamber of Commerce, and other national and international organizations. It is supported by a

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[522] United Nations Sustainable Development Goals Knowledge Platform 2019, *Tonga: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/tonga.

[523] United Nations Economic and Social Commission for Asia and the Pacific n.d., *Tonga's SDG Implementation Process*. Available from: https://www.unescap.org/sites/default/files/Session%202.1%20-%20Tonga%20presentation.pdf.

[524] Kingdom of Tonga 2019, *Voluntary National Review*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23588Kingdom_of_Tonga_Voluntary_National_Review_2019_Report_web.pdf.

[525] Communication of the Tonga mission to the UN, January 2020.

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Technical Working Group.[526] The Taskforce's main purpose is to consider and endorse annual reports on progress made in the implementation of the TSDFII 2015-2025 and the localized SDGs.

Implementation of the SDGs: focal points on the SDGs have been established in all line Ministries. Sector-specific National Steering Committees and National Advisory Committees provide forums for government entities, civil society organizations, and private sector representatives to exchange ideas and inform policy-making.[527]

Local authorities:
Decisions taken by the central government provide direction for the sub-national and local levels of government. The subnational and local levels of government do not have authority to collect taxes, and their budgets and operation are all funded by the central government. However, community development plans also reflect the SDGs and the TSDF II principles. In the process of formulating community development plans, the key national regulatory instruments are directed by the Ministry of Internal Affairs, which oversees the implementation of the SDGs related to local government, women's affairs and youth. Community development planning follows the multi-sectoral consultation at the national level. For example, in local government work, the consultations are driven by NGOs to all communities, and the implementation is a joint undertaking of NGOs, the private sector, and communities themselves.[528]

Parliament:
The Parliament oversees the implementation of the SDGs, in particular through reports prepared by Tonga Office of the Auditor General.[529]

Engaging and equipping public servants:
Planning experts in government departments have benefited from capacity building programs on aligning the SDGs and the TSDFII, which included mapping of targets and indicators into the planning process.[530]

Civil society and the private sector:
Tonga coordinates with civil society organizations on the implementation of the SDGs, particularly through their role in the Government's National Steering Committees and National Advisory Committees.[531]

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[526] *Ibid.*
[527] United Nations Economic and Social Commission for Asia and the Pacific n.d., *Op. Cit.*
[528] Tonga Voluntary National review, Op. Cit.
[529] *Ibid.*
[530] Communication from the Permanent mission of Ttonga to the United Nations, January 2020.
[531] *Ibid.*

Monitoring and review:	Tonga has identified 69 SDG indicators as nationally relevant, and is currently integrating them within the national monitoring system.[532] A dedicated SDG tracking database system was established under the auspices of the National Planning Division in the Office of the Prime Minister.[533]
Engaging supreme audit institutions:	Tonga's Office of the Auditor General is an independent oversight mechanism to evaluate progress on the implementation of the TSDF II and the SDGs.[534] Tonga Office of the Auditor General has conducted an audit of SDG preparedness as part of the IDI programme on auditing SDGs.[535]
Budgeting:	No information found

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[532] United Nations Economic and Social Commission for Asia and the Pacific, n.d., *Op. Cit.*
[533] Tonga Voluntary National Review, *Op. Cit.*
[534] *Ibid.*
[535] INTOSAI Journal 2019, *Supreme Audit Institutions and The Sustainable Development Goals: Charting the Best Path Forward*. Available from: http://intosaijournal.org/sais-sdgs-charting-best-path-forward/

Country:	**Tunisia**
VNR year:	2019
National strategies:	Tunisia has integrated the 2030 Agenda into its *Five-Year Development Plan* (PQD) 2016-2020.[536] A rapid integrated assessment found that 84 (or 80%) of Tunisia's 105 selected SDG targets are covered by the PQD.[537]
National institutional arrangements:	Lead and coordination: a National Steering Committee was created to coordinate best practices on the implementation of the SDGs.[538] The Steering Committee is led by two primary entities:[539]

- the Ministry of Foreign Affairs (MAE) handles international development cooperation relating to the SDGs; and

- the Ministry for Development, Investment, and International Cooperation (MDICI) coordinates domestic implementation of the SDG.

The National Steering Committee is supported by SDG working groups established within each ministry.[540]

Local authorities:	Three regional working groups were established to integrate the contributions of Tunisia's 24 governorates in the 2019 VNR report.[541]

The Governorate of Médenine has launched a pilot program for the regional appropriation of the SDGs, through the development of its Five-Year Regional Development Plan in collaboration with

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[536] République Tunisienne Ministère du Développement, de l'Investissement, et de la Coopération Internationale, *Plan de Développement 2016-2020.* Available from: http://www.mdici.gov.tn/services/publications/.

[537] République Tunisienne 2019, *Rapport National Volontaire sur la Mise en Œuvre des Objectifs de Développement Durable,* UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23372Rapport_National_Volontaire_2019_Tunisie.pdf.

[538] United Nations Sustainable Development Goals Knowledge Platform 2019, *Tunisia: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/tunisia.

[539] *Ibid.*

[540] Risse, Nathalie 2019, *African Countries Stress Need for Data, Financing in VNR Main Messages*, International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/african-countries-stress-need-for-data-financing-in-vnr-main-messages/

[541] Tunisia Voluntary National Review, *Op. Cit.*

	civil society, the private sector, academia, and other community actors.[542]
Parliament:	In its 2019 report, the Court of Accounts called upon the Tunisian Parliament to reinforce its monitoring and evaluation of the implementation of the 2030 Agenda.[543]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Tunisia's civil society has been actively engaged on the SDGs, for example through mechanisms such as the Climate Action Network Arab World (CAN AW), the Alliance between Associations of Arab Countries, and other networks. Tunisia organized a national dialogue entitled "Civil Society Dialogue on the National Integration of SDGs related to Climate Change."[544]
Monitoring and review:	The National Institute for Statistics is working on a platform for SDG indicators, which aims to improve availability of data related to the SDGs and improve inter-ministerial data sharing.[545]
	Approximately 90 SDG indicators can be measured in Tunisia; data for 50 of these indicators comes from domestic sources, while data for 31 indicators are collected from international entities such as the World Bank and relevant UN bodies.[546]
Engaging supreme audit institutions:	In its 2019 report, the Court of Accounts called upon the Tunisian Parliament to reinforce its monitoring and evaluation of the implementation of the 2030 Agenda.[547]
Budgeting:	No information found.

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[542] *Ibid.*
[543] *Ibid.*
[544] *Ibid.*
[545] *Ibid.*
[546] *Ibid.*
[547] *Ibid.*

Country:	Turkey
VNR year:	2019

National strategies:
Turkey's long-term development planning is conducted through five-year *National Development Plans* (NDPs).[548] Turkey chose to implement and monitor SDGs through a holistic approach, by integrating them into NDPs and sectoral strategies. Following its reflection in the NDPs, the concept of sustainable development has also been integrated into sectoral and thematic national policy and strategy documents.[549] The 10th NDP, covering the years 2014-2018, integrates the SDGs and delineates 25 Priority Transformation Programmes.[550] The 11th NDP was prepared in 2019 with input from 43 specialized commissions (OIKs) and 32 working groups, involving approximately 5,000 experts.[551]

SDG implementation measures were planned and coordinated through the annual programmes under the 10th NDP. Since 2015, several projects on SDGs have been implemented in partnership with public institutions, NGOs, and the private sector. "Turkey's Stocktaking Analysis Project for SDGs", implemented in 2017, and "Identifying National Indicators for SDGs", started in 2017, are some of these projects.[552]

National institutional arrangements:
Lead and coordination: The Presidency of Strategy and Budget (PSB), affiliated to the Presidency of the Republic of Turkey, is the primary coordination entity for the SDGs, and it has carried out the coordination of the 2019 VNR preparations. The Department of Environment and Sustainable Development (DESD) under PSB ensures that SDGs are reflected into national policies and progress in implementation is monitored, evaluated and reported.[553]

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[548] Aujouannet, Irge Olga 2017, *SDG implementation in G20 countries*, World Business Council for Sustainable Development. Available from: https://sdghub.com/wp-content/uploads/2017/06/G20-SDGs-Turkey-2017.pdf.
[549] Turkey 2019, *Turkey's Sustainable Development Goals Second VNR: Strong Ground Towards Common Goals*, UN High-Level Political Forum on Sustainable Development, New York pp. 7. Available from: https://sustainabledevelopment.un.org/content/documents/23862Turkey_VNR_110719.pdf
[550] SDG implementation in G20 countries, *Op. Cit.*
[551] Turkey Voluntary National Review, *Op. Cit.*
[552] *Ibid.*
[553] *Ibid.*

Implementation of the SDGs: each of the SDGs has been assigned to a lead coordination Ministry, and responsible institutions are identified for each SDG.[554]

Local authorities:

The Union of Municipalities of Turkey (UMT), a member of the United Cities and Local Governments, implements various projects and works related to the following goals: SDG 4; SDG 8; SDG 10; SDG 13; SDG 16; and SDG 17.[555]

Responsibilities and duties of local administrations in Turkey overlap with a large part of the SDGs. They prioritize and diversify their activities in this direction, with an awareness that is supported through projects and actions of UMT and international organizations.[556]

Parliament:

Since 2016, Members of Parliament are briefed on activities relating to the SDGs during the Plan and Budget Commission meetings and discussions of the national budget. Putting the SDGs on the agenda during the budget process demonstrates the country's determination to support the projects and practices that will contribute to the SDGs.[557]

Members of Parliament who are members of the Inter-Parliamentary Union Group of the Grand National Assembly of Turkey are regularly informed on the progress and status of SDGs by PSB. In this way, policy coherence is ensured at various levels.[558]

Engaging and equipping public servants:

PSB is responsible for the coordination of NDPs, which are based on the works of OIKs and working groups. Engagement of public servants in the integration of the SDGs into the development planning process is ensured through OIKs and working groups. The implementation of SDG-related projects has also contributed to the participation and awareness raising of public servants from different institutions. In addition, a task force of 50 individuals that included in-house experts and administrators was formed within PSB to coordinate and follow-up on SDG related works[559].

In 2018, a training Programme on the SDGs was delivered, in cooperation with the UN Office in Turkey, for public agencies, academicians and private sector representatives to ensure that the scope of 2030 Agenda for Sustainable Development is better

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[554] *Ibid.*
[555] *Ibid..*
[556] *Ibid..*
[557] *Ibid..*
[558] *Ibid.*
[559] *Ibid..*

understood, and to solicit ideas for better integration of the goals into Turkey's development approach and policy choices.[560]

A workshop themed "Results-Oriented Management for the Agenda 2030" was also held in 2018, in cooperation with the UN Office in Turkey, for PSB and Turkish Statistical Institute (TURKSTAT) experts to discuss innovative and holistic tools and methods for planning, monitoring and reporting the implementation of Agenda 2030.[561] In addition, many activities are undertaken by public agencies to create awareness and engagement on SDGs.[562]

Civil society and the private sector:

Turkey has established a National SDG Best Practices database during the VNR 2019 preparation process, which includes 400 practices from the public sector, the private sector, academia, NGOs, and municipalities. The private sector showed significant interest in the best practice database, and registered numerous projects therein.[563]

Turkey's civil society and private sector were actively engaged in the Stocktaking Analysis Project, the development of the 11th NDP, and the drafting of the 2019 VNR report.[564] 2,962 persons and institutions, including 312 NGOs, 2,000 company representatives, 50 municipality representatives and 600 experts directly contributed to the 2019 VNR process.[565]

Monitoring and review:

TURKSTAT is responsible for data collection, the development of national indicators, and monitoring of the SDGs.[566] Turkey has identified 218 national SDG indicators; 83 were published in February 2019 as part of the country's first "SDG Indicators Newsletter, 2010-2017."[567] Turkey's first VNR Report in 2016 laid down a roadmap elaborating the planned steps to achieve SDGs. Its second VNR Report of 2019 focuses on the status of progress towards the SDGs. [568]

In the context of its responsibility to encourage production of unavailable SDG indicators, TURKSTAT is engaged in various activities to raise awareness of SDG indicators for institutions included in Official Statistics Programme (OSP). Various

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[560] *Ibid.*
[561] *Ibid.*
[562] *Ibid.*
[563] *Ibid.*
[564] *Ibid.*
[565] *Ibid.*
[566] *Ibid.*
[567] *Ibid.*
[568] *Ibid.*

meetings were held with institutions in charge of administrative records concerning SDG indicators, and with other actors involved in the process. SDG indicators are also discussed on a regular basis at the technical level by the Working Groups formed under OSP.[569]

Engaging supreme audit institutions: In February 2019, the Turkish Court of Accounts began an audit on the "Preparatory Processes for the Implementation of the SDGs." Following the audit, it will be possible to disclose independent and impartial information to the public as well as assess the roadmap drawn by Turkey in the first VNR report on the preparations for the implementation of SDGs.[570]

Budgeting: There is ongoing work on transforming the budget system to move to programme budgeting. Through the new system, it will be possible to link SDGs with programmes, and thus to monitor the amount of finance allocated to the SDGs.

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[569] *Ibid.*
[570] *Ibid.*

Country:	**Turkmenistan**
VNR year:	2019
National strategies:	Turkmenistan's sustainable development priorities are integrated into two comprehensive national strategic planning documents:

- the National Plan for Socioeconomic Development for 2011-2030 (NPSD), adopted in 2010, recognizes the importance of institutional reforms, particularly in relation to achieving balanced development of the country in three dimensions - social, economic and environmental dimensions.[571] A rapid integrated assessment launched in 2016, found that 84% of relevant SDG targets corresponded to NPSD's current objectives.[572]

- the President's *Program of Socio-Economic Development of Turkmenistan for 2019-2025*, adopted on 1 February 2019, is a seven-year action plan for sustainable development in the country. Program objectives are related to relevant SDGs.[573]

National institutional arrangements:	Lead and coordination: An Interagency Working Group created in November 2017 and comprised of Deputy Heads of ministries and government agencies, civil society organizations and academia, oversees SDG implementation. The Working Group is responsible for the further integration of the SDGs into national, sectoral and regional development programmes. The Working Group is coordinated by the Ministry of Finance and Economy.[574]. It approved a structured three-stage implementation process to achieve SDG priorities:1) national consultations are carried out for each of the SDGs, 2) goals and targets are included in Presidential social and economic programs; and 3) a national system has been created to assess progress in implementing the 2030 Agenda.[575]

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[571] Republic of Turkmenistan, 2019, *Voluntary National Review 2019 — Key messages.* Available from: https://sustainabledevelopment.un.org/content/documents/22760MainMessages_Turkmenistan_Eng.pdf.

[572] Republic of Turkmenistan, 2019, *Voluntary National Review*, UN High-Level Political Forum on Sustainable Development, New York. Available at: https://sustainabledevelopment.un.org/content/documents/2331512.07.19_Updated_VNR_of_Turkmenistan.pdf

[573] *Ibid.*

[574]*Ibid.*

[575] UNSDG, *Turkmenistan: Localizing the SDGs and creating a monitoring system with an inclusive approach*, n.d., Available from: https://undg.org/turkmenistan-localizing-the-sdgs-and-creating-a-monitoring-system-with-an-inclusive-approach/

Local authorities:	The deputy heads of regional administration units of Turkmenistan are part of the Interagency Working Group on the SDGs.
Parliament:	Representatives of the Mejlis, the Parliament of Turkmenistan, are members of Interagency Working Group on the SDGs.[576]
Engaging and equipping public servants:	The Government of Turkmenistan established Scientific and Methodological Center on SDGs at the Institute of International Relations under the Ministry of Foreign Affairs of Turkmenistan, which monitors the implementation of the SDG priorities for all citizens.[577]
Civil society and the private sector:	Turkmenistan has developed a platform for the implementation of the 2030 Agenda, which promotes cooperation between government and other stakeholders, including private companies and non-governmental organizations (NGOs).[578].
Monitoring and review:	The Ministry of Finance and Economy is the coordinating body responsible for monitoring and analyzing data, while the State Statistics Committee of Turkmenistan (Turkmenstat) is the coordinating body for reporting and implementing the database related to monitoring the SDGs.[579]
Engaging supreme audit institutions:	No information found.
Budgeting:	No information found. .

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[576] Communication from the permanent mission of Turkmenistan to the UN, February 2020.
[577] Turkmenistan Voluntary National Review, *Op. Cit.*
[578] *Ibid.*
[579] Communication from the permanent mission of Turkmenistan to the UN, February 2020.

Country:	**United Kingdom of Great Britain and Northern Ireland**
VNR year:	2019
National strategies:	The UK government published *Agenda 2030: Delivering the Global Goals* (2017) to provide more detail on UK government activity to support Sustainable Development Goal (SDG) delivery both domestically and internationally.
	Each UK government department has embedded the SDGs into its Single Departmental Plan – an established process to focus government efforts on important issues. Each department's Single Departmental Plan outlines how planned activity will support the delivery of the SDGs.[580]
	Additionally, the SDGs are integrated into: Scotland's *National Performance Framework* (NPF); Wales' *Well-Being of Future Generations Act*; and Northern Ireland's draft *Programme for Government* (PfG).[581]
National institutional arrangements:	In the UK Government, the Department for International Development provides overall leadership and policy oversight for the SDGs, in collaboration with the Cabinet Office on domestic implementation.[582]
Local authorities:	The UK's cities, local authorities and local partners play a key role in supporting delivery of the SDGs in the UK. There are several local networks concerned with SDG implementation.[583]

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[580] Communication from the Permanent mission of Great Britain and Northern Ireland to the UN, January 2020.
[581] United Kingdom of Great Britain and Northern Ireland 2019, Voluntary National Review of progress towards the Sustainable Development Goals.
https://sustainabledevelopment.un.org/content/documents/23678UK_12072019_UK_Voluntary_National_Review_2019.pdf
[582] United Kingdom of Great Britain and Northern Ireland 2019, *The UK's Voluntary National Review of the Sustainable Development Goals – Fact Sheet*. Available from:
https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/812082/VNR-Key-Fact-Sheet-Feb2019a.pdf.
[583] United Kingdom of Great Britain and Northern Ireland 2019, *Voluntary National Review of Progress Towards the Sustainable Development Goals*, UN High-Level Political Forum on Sustainable Development, New York. Available from:
https://sustainabledevelopment.un.org/content/documents/23678UK_12072019_UK_Voluntary_National_Review_2019.pdf.

Parliament:	The All-Party Parliamentary Group on the UN Global Goals for Sustainable Development brings together Members of Parliament to discuss and promote the SDGs. The UK Parliament has also led inquiries on the implementation of the SDGs, for example through the International Development Committee, the Environmental Audit Committee, and the Women and Equalities Committee.[584]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	The UK Government has conducted a range of stakeholder engagement activities around the drafting of the 2019 Voluntary National Review report.[585]
	Civil society coalitions such as the UK Stakeholders for Sustainable Development (UKSSD) and Bond international development network play an important role in driving domestic and international implementation of the SDGs and sustainable development more broadly.
	The UN Global Compact Network UK stimulates Goal-related business action and partnerships across the UK and runs a Global Goals Roadshow. Business in the Community (BITC) created the Responsible Business Map and Tracker based on the SDGs to help businesses develop long-term sustainability practices. A 2018 report by Deloitte found that half of polled businesses were beginning to explore how they could contribute to the SDGs.[586]
Monitoring and review:	The Office for National Statistics (ONS) is responsible for reporting data on the SDGs. SDG data is made publicly available via an online National Reporting Platform (https://sustainabledevelopment-uk.github.io/). As of January 2020, the UK reported on 183 of the 244 Global indicators (75%).[587] The Office for National Statistics publishes annual updates on its progress towards measuring the Global Indicators which underpin the SDGs in the UK.[588]

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[584] United Kingdom of Great Britain and Northern Ireland 2019, *Op. Cit.*

[585] United Kingdom, *About the Voluntary National Review*. Available from: https://www.gov.uk/government/topical-events/uk-voluntary-national-review-of-progress-towards-the-sustainable-development-goals/about.

[586] United Kingdom of Great Britain and Northern Ireland 2019, *Op. Cit.*

[587] https://sustainabledevelopment-uk.github.io/

[588] United Kingdom Office for National Statistics November 2019, *Sustainable Development Goals in the UK, an update on progress: November 2019*. Available

Engaging supreme audit institutions:	No information found.
Budgeting:	The SDGs are embedded into Single Departmental Plans and each department is responsible for ensuring implementation of the SDGs that relate to their policy area(s) and ensuring appropriate resources within their respective department.[589]

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from:https://www.ons.gov.uk/economy/environmentalaccounts/articles/sustainabledevelopmentgoalstakingstockprogressandpossibilities/november2018.

[589] Communication from the Permanent Mission of Great Britain and Northern Ireland, January 2020.

Country:	United Republic of Tanzania
VNR year:	2019
National strategies:	Tanzania's *Development Vision 2025* (TDV) aims to accelerate the country's transformation into a middle-income nation by 2025.[590] It is operationalized through several strategic documents:[591]

- the *Long-Term Perspective Plan 2011/12 – 2022/26* (LTPP) provides a framework for resource utilization consistent with the TDV;
- in the medium term, the LTPP is implemented through three *Five-Year Development Plans* (FYDP); the second FYDP spanning the years 2016/17 – 2020/21 specifically integrates the SDGs, and is structured around the theme of "Nurturing Industrialisation to Foster Economic Transformation and Human Development";[592]
- the *Strategy for Growth and Reduction of Poverty 2016-2020* (referred to as MKUZA III), which fully integrates the SDGs in five Key Results Areas: economic growth, human capital, services, environment, and governance; the current Strategy is the third of its kind, and is titled "Economic Growth and Social Development for the Wellbeing of All;"
- in the short term, *Annual Development Plans* (ADP) describe immediate implementation strategies and projects.

Tanzania's strategic plans are complemented by Zanzibar's Development Vision 2020, also implemented through the MKUZA III.[593]

National institutional arrangements:	Political guidance and oversight: The Prime Minister's office provides overall oversight, while the responsibility of coordinating

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[590] United Nations Tanzania 2018, *How are the Sustainable Development Goals Implemented in Tanzania*. Available from: https://una.or.tz/how-are-the-sustainable-development-goals-implemented-in-tanzania/.

[591] United Republic of Tanzania 2019, *Voluntary National Review (VNR): Empowering People and Ensuring Inclusiveness and Equality*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23429VNR_Report_Tanzania_2019_FINAL.pdf.

[592] United Nations Sustainable Development Goals Knowledge Platform 2019, *Tanzania: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/tanzania.

[593] Tanzania Voluntary National Review, *Op. Cit.*

the implementation and monitoring of FYDPII is bestowed upon the Ministry of Finance and Planning.[594]

Lead and coordination: A Coordination Steering Committee, comprised of Permanent Secretaries of relevant ministries, is responsible for the implementation of the FYDP II (and by extension, SDG coordination). The Committee is under the Prime Minister's Office. It is supported by the Coordination Secretariat, which includes the Deputy Permanent Secretaries of selected ministries.[595]

Local authorities:	Tanzania has organized awareness building workshops on the SDGs for Regional Secretariats and Local Government Authorities.[596]
Parliament:	The Parliamentary Group on Sustainable Development (PGSD) monitors the implementation of the 2030 Agenda.[597]
Engaging and equipping public servants:	No information found.
Civil society and the private sector:	Civil society organizations have formed a "Tanzania Sustainable Development Platform" to track the implementation of the SDGs.[598]
	Tanzania's VNR report identifies the private sector as a key partner in the implementation of the 2030 Agenda, through entities such as the Tanzania Private Sector Foundation (TPSF), the Association of Tanzania Employers (ATE), the Confederation of Tanzania Industries (CTI), the Tanzania Horticulture Association (TAHA), and the Tanzania Association of Tour Operators (TATO).[599]
	The Global Compact Network Tanzania contributes to raising awareness of the SDGs among businesses, for example through the High-Level Responsible Business Forum on the SDGs organized in November 2017.[600]

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[594] *Ibid.*

[595] *Ibid.*

[596] *Ibid.*

[597] *Ibid.*

[598] *Ibid.*

[599] *Ibid.*

[600] Global Compact Network Tanzania, *The Sustainable Development Goals – Overview*. Available from: http://www.globalcompacttz.org/sustainable-development-goals/; United Nations Global Compact November 2017, *Tanzania Responsible Business Forum on the SDGs*. Available from: https://www.unglobalcompact.org/take-action/events/1481-tanzania-responsible-business-forum-on-the-sdgs.

Monitoring and review:	Implementation of the SDGs is being tracked through the existing MKUZA III and FYDP monitoring and evaluation frameworks. The Office of the Chief Government Statistician is responsible for the production and analysis of data. Of the 240 SDG indicators deemed potentially relevant, 167 have been mapped in Tanzania.[601]
Engaging supreme audit institutions:	In March 2018, the National Audit Office conducted a performance audit on government preparedness for implementation of the SDGs.[602] In particular, the audit assessed the capabilities of the Ministry of Finance and Planning, the National Bureau of Statistics, and the President's Office of Regional Administration and Local Government.[603]
Budgeting:	The Government estimates that 48% of financing required for the implementation of the FYDP II and its integrated SDG targets will come from the private sector.[604]

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[601] Tanzania Voluntary National Review, *Op. Cit.*

[602] United Republic of Tanzania National Audit Office March 2018, *Performance Audit on Preparedness for Implementation of Sustainable Development Goals*. Available from: http://www.nao.go.tz/?wpfb_dl=261.

[603] *Ibid.;* Risse, Natalie May 2019*, Tanzania's SDG Audit Finds Need to Identify, Mobilize Resources*, International Institute for Sustainable Development. Available from: https://sdg.iisd.org/news/tanzanias-sdg-audit-finds-need-to-identify-mobilize-resources/.

[604] Tanzania Voluntary National Review, *Op. Cit.*

Country:	**Vanuatu**
VNR year:	2019
National strategies:	Vanuatu's overarching strategy is expressed in the *National Sustainable Development Plan 2016-2030* (NSDP) and its associated Monitoring and Evaluation Framework.[605] The NSDP comprises 15 goals, organized in three pillars: society, environment, and economy, and 98 policy objectives.[606]
National institutional arrangements:	Lead and coordination: the Department of Strategic Planning Policy and Aid Coordination (DSPPAC) oversees the operationalization and monitoring of the NSDP, and through it, the SDGs.[607] The DSPPAC is within the Prime Minister's Office, and serves as the Secretariat to a NSDP Core Group comprised of high-level government officials, technical experts, and civil society organizations.[608]
Local authorities:	No information found.
Parliament:	Members of Parliament were involved in the drafting and review of the 2019 VNR report.[609]
Engaging and equipping public servants:	In a 2018 survey conducted by the United Nations Department of Economic and Social Affairs, Vanuatu reported that here is high awareness of the SDGs among civil servants. While Vanuatu does not offer standalone trainings on the SDGs, it currently has plans

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[605] Republic of Vanuatu, Department of Strategic Policy, Planning and Aid Coordination November 2016, *Vanuatu 2030: The People's Plan; National Sustainable Development Plan 2016 to 2030*. Available from: https://www.gov.vu/attachments/article/26/Vanuatu2030-EN-FINAL-sf.pdf; Republic of Vanuatu, Department of Strategic Policy, Planning and Aid Coordination July 2017, *National Sustainable Development Plan 2016 - 2030: Monitoring and Evaluation Framework*. Available from: https://www.gov.vu/attachments/article/26/NSDP_M_E_Framework.pdf.

[606] Republic of Vanuatu, Office of the Prime Minister, Department of Strategic Policy, Planning and Aid Coordination, Monitoring & Evaluation Unit, *Vanuatu and the Sustainable Development Goals*. Available from: https://www.unescap.org/sites/default/files/Session%203b_1.1-UNVR%20Meeting%20Vanuatu%20Presentation.pdf.

[607] United Nations Sustainable Development Goals Knowledge Platform 2019, *Vanuatu: Voluntary National Review 2019*. Available from: https://sustainabledevelopment.un.org/memberstates/vanuatu.

[608] Republic of Vanuatu 2019, *Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development*, UN High-Level Political Forum on Sustainable Development, New York. Available from: https://sustainabledevelopment.un.org/content/documents/23336Republic_of_Vanuatu_VNR_2019.pdf.

[609] *Ibid.*

to integrate the SDGs into existing training programs. Vanuatu further stated that sustainable development goals are integrated within the job descriptions of every newly appointed public servant.[610]

Civil society and the private sector:

Civil society was involved in the validation of the 2019 VNR report.[611]

Monitoring and review:

The NSDP Baseline Survey includes relevant SDG indicators, and is used to inform the national NSDP and SDGs indicator database.[612]The Office of Monitoring and Evaluation in the Department of Strategic Planning Policy and Aid Coordination (DSPPAC) produces an Annual Development Report, which provides annual updates on progress on the NSDP and the 122 SDG targets.[613]

Engaging supreme audit institutions:

No information found.

Budgeting:

No information found.

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[610] United Nations Department of Economic and Social Affairs May 2018, *Shaping Public Service Mindsets for the Sustainable Development Goals (SDGs) in the Asia-Pacific Region: Report of Survey Results Mapping Regional Civil Service Curricula for the SDGs.* Available from:
http://www.unpog.org/page/download.asp?table_name=Board_TypeA&sn=244&folder=board&field=Imagename1
[611] Vanuatu Voluntary National Review, *Op. Cit.*
[612] Republic of Vanuatu, Office of the Prime Minister, Department of Strategic Policy, Planning and Aid Coordination, Monitoring & Evaluation Unit, *Vanuatu and the Sustainable Development Goals, Op. Cit.*
[613] *Ibid.*