

MAPS Mission Engagement and SDG Implementation Support

UNDP review of 2016-2017 Mainstreaming,
Acceleration and Policy Support country missions

Working Paper for Discussion

*Bureau of Policy and Programme Support
United Nations Development Programme*



MAPS Mission Engagement and SDG Implementation Support

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Executive summary

Background and objectives

This paper gathers reflections and takes stock of lessons from MAPS (Mainstreaming, Acceleration and Policy Support) missions in 2016 and 2017. Rather than being an exhaustive review or technical audit of all missions, it synthesizes experiences and insights from a range of UNDP staff who led and participated in them, largely from the Bureau of Policy and Programme Support (BPPS), which incubated and supported the missions, as well as some external perspectives.

The objective of this paper is twofold. Primarily, it aims to open discussions across the UN development system around a common pathway for MAPS country engagements. The secondary objective is to inform the immediate evolution of standard operating procedures (SOPs) as well as guidance and coordination tools for MAPS engagements, all of which are needed to meet rapidly increasing demand among countries for integrated SDG implementation support. A central lesson has been that any future for MAPS necessarily must be one of shared ownership, understanding and objectives across the UN development system, as led by the UN Secretary-General.

The following reflections have been informed by UNDP's 2018-2021 Strategic Plan.¹ This opens with a chapter common to the strategic plans of UNICEF, UNFPA and UN Women, grounding all four agencies in shared approaches to collaboration and joint planning, partnerships, efficiency and common indicators. The framing of UNDP's offer to countries on SDG support and implementation is that of a convener of development communities, bringing its own comparative advantages through signature solutions underpinned by collaborative, multistakeholder approaches.

1. A new UNDP
<http://strategicplan.undp.org/>

Further, in laying out his vision for the future of the UN development system as part of the ongoing UN reform process,² the Secretary-General has called for positioning UNDP as the integrator platform at the heart of a new generation of country teams. UNDP would provide technical expertise and advisory services to lead system-wide support for localizing the SDGs.

The MAPS approach has already allowed the UN development system to test new ways to realize this vision. This paper brings together some of what these experiments have found. It lays out strengths and weaknesses as well as the intrinsic potential of MAPS engagements. Through this discussion, the role of MAPS within the UN's offer to countries implementing the 2030 Agenda can be better understood and defined.

2. Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet Report of the Secretary-General <http://undocs.org/A/72/684>

Findings in brief

- **MAPS missions have been the first UN-wide attempt to examine SDG integration through country level engagement, highlighting challenges in the relative lack of attention to “Planet” and “Partnership” goals, and differing interpretations of “acceleration.”**
- **MAPS missions have also done a credible job in their early attempts to operationalize “humanitarian-peace-development” linkages in various countries.**
- **Missions have relied on a variety of tools and approaches. This has lent flexibility in different situations with different teams, but further systematization would enable greater consistency in results across teams and comparability across countries.**
- **MAPS missions’ coverage of country types and regions is impressive. The experience of the first two years has helped deliver results to specific countries in all regions. Additionally, it has fostered engagement and partnership-building between UNDP and partners at the global and regional levels.**
- **The 2017 MAPS missions were effective in deploying UN and other partners as mission members.**
- **The MAPS missions do not go far enough; longer-term results are unclear. It remains to be seen whether/how MAPS mission outputs will be used by governments and UN country teams.**
- **Almost all missions have reached an impressive range of partners and stakeholders. The typical MAPS mission engages with almost all key groups during its time in-country.**
- **UNDP seed investments in MAPS missions have been catalytic in leveraging support.**
- **Many mission roadmaps and reports have addressed the key areas of financing and data, with good descriptions of the situation and initial recommendations for additional work. These areas need to be strengthened considerably, however.**
- **There has been insufficient focus on quality assurance and knowledge sharing.**

Recommendations in brief

- **Make stronger links with UNDP's corporate offer in the context of the Strategic Plan and UN reform processes.**
- **Achieve more systematic engagement with UN and other partners.**
- **Invest more systematically in MAPS missions' capacities across UNDP and beyond:**
 - i. **Ensure that all mission leads/members have a baseline level of understanding about MAPS missions and what is expected of them;**
 - ii. **Review relevant institutions, data, methodologies, financing and partnerships essential for delivering high-quality MAPS outputs, including accelerators;**
 - iii. **Invest in identifying ways for diverse stakeholders to engage more systematically; and**
 - iv. **Invest in standardization, packaging and roll-out of core tools and methodologies together with training in their use for applicability to MAPS analysis, targeting mission participants and people involved in preparation.**
- **Elaborate a more systematic and rigorous approach to the definition of accelerators.**
- **Move towards a more explicit focus on poverty.**
- **Close gaps in integrated analysis and policy advice related to environmental issues.**

- Ensure better integration with other global agreements.
- Take MAPS to the subnational level.
- Examine the potential to pursue innovative solutions, including from other countries/regions.
- Deepen risk analysis.
- Develop a more integrated and ambitious policy offer for different categories of countries including small island developing states (SIDS), countries in fragile and conflict-affected settings, and middle-income countries (MICs).
- Invest in MAPS missions' quality assurance, feedback loops and knowledge sharing.
- Consider how MAPS might evolve through 2030. There are two critical areas for consideration:
 - i. Move from one-off MAPS missions to a deeper engagement with a limited number of countries, drawing on the best prepared and planned experiences to date
 - ii. Think through phases of MAPS support, including through a process of tracking follow-up and results over time
- Conduct a strategic rethink of the MAPS missions offer based on the findings of this report, and communicate findings widely within UNDP and beyond.

Introduction

The 2030 Agenda for Sustainable Development (2030 Agenda) and the Sustainable Development Goals (SDGs) represent a historic global shift in the understanding and practice of development, aimed at transforming economies and societies, and protecting the planet. As the driving force for UN development support to countries, the Agenda poses a significant challenge. Its breadth across economic, environmental and social dimensions, its ambition (“end poverty in all its forms everywhere,” “leave no one behind”) and its presentation of 17 SDGs as an integrated and indivisible package represent a radically different paradigm than the Millennium Development Goals (MDGs). This requires that different institutions working on a diverse array of issues come together to provide integrated support and policy advice with the power to accelerate sustainable and inclusive progress.

Following the adoption of the Agenda, the UN Development Group (UNDG) adopted a common approach for SDG implementation support known as ‘MAPS’: (mainstreaming, acceleration and policy support).³ UNDG data show that by the end of 2016, 114 UN country teams (UNCTs) had requested support on 2030 Agenda implementation, up from 95 in 2015. UNDP initiated ‘MAPS missions’ in 2016 as a way to help countries operationalize a more effective cross-thematic approach to integrated SDG implementation at the country level. The missions were intended to assist in assessments of where countries are on the SDGs, look for areas most likely to speed up (‘accelerate’) progress, and make integrated policy recommendations to move forward. Each of the 26 missions to date⁴ has been tailored to specific country contexts and entry points for SDG engagement. The first nine in 2016 were UNDP missions, while the 2017 missions were organized as interagency initiatives. National priorities and characteristics define the substance and scope of each mission as well as the composition of the mission team.

3. UNDG MAPS concept note: <https://undg.org/document/maps-mainstreaming-acceleration-and-policy-support-for-the-2030-agenda/>.

4. At the time of writing (December 2017).

Unique in the UN system, the missions have undergone rapid development over the last year, garnering largely positive feedback from countries that have received them. Broadening engagement across the UN development system and with other international organizations has led to the involvement of 20 UN and other partners.⁵ Policy support has grown in depth, building on an increasingly sophisticated capacity to cross the three pillars of sustainable development, and bridge traditional humanitarian, development and peacebuilding divides as well. Mission reports—including at least 12 ‘SDG roadmaps’⁶—have taken a more comprehensive, integrated approach across issues such as structural transformation, social protection, green and inclusive economies, gender equality, youth, last-mile inequalities, social cohesion, human security and sustainable rural livelihoods.

Involving a team of global and regional experts working closely with UNCTs under the guidance of Resident Coordinators (RCs), MAPS missions have helped orchestrate strategic conversations that foster political interest in the SDGs at the highest levels as well as stakeholder outreach across a range of government and non-government institutions and issues, encouraging different actors to see how their priorities fit together as part of a larger picture. They are thus incubators for the application of new analytical tools as well as opportunities for access to global evidence and expertise.

Launched soon after the adoption of the 2030 Agenda, the MAPS missions’ initial focus was on supporting countries with efforts to get the Agenda and the SDGs off the ground, such as through assessment of their alignment with national planning instruments, and advocacy and awareness-raising. More recently, some countries have begun to demand more targeted support based on a clearer understanding of the capacities needed to move the Agenda forward. In-depth assessments like those of the MAPS missions could thus be seen as useful at different points along the journey to 2030. They could become a way of regularly gauging the power of integrated actions in achieving sustainable development, advising on adjustments and analysing progress in leaving no one behind.

The integrative aspects of MAPS engagements represent an early and important step in alignment to demands by Member States for UN reform and being fit for the purpose of the 2030 Agenda. The Secretary General’s UN reform report (December 2017) noted that the integration of the three pillars inherent to the 2030 Agenda should serve “as a guide to all United Nations agencies, funds and programmes.”

For UNDP, MAPS engagements enable the organization to effectively respond to a call in the report for UNDP operational platforms and advisory services to serve as a ‘bedrock’ for UNCTs and the new Resident Coordinator (RC) system. In addition, they position UNDP to implement its 2018-2021 Strategic Plan.⁷ The Strategic Plan envisions the development of “SDG country platforms” that engage a cross section of government, UN and other partners in providing integrated solutions for complex, multisectoral development challenges. (A complementary global platform is intended to support the country platforms, and back the systematic global

5. Partners were: UNDESA, including the Regional Economic Commissions, UNICEF, ILO, UN Women, UNFPA, WFP, FAO, UNHCR, UNEP, WHO/PAHO, IOM, UN Habitat, UNESCO, UNIDO, the World Bank, OECD, and Asian Development Bank

6. SDG roadmaps have been prepared for Armenia, Burkina Faso, Comoros, El Salvador, The Gambia, Jamaica, Liberia, Mali, Mauritius, Sri Lanka, Timor Leste, and Trinidad and Tobago.

“The United Nations development system needs to be much more cohesive and integrated at the country level to expand the offer of “whole-of-system” expertise to countries. This will imply enhancing joint analysis, better harnessing internal knowledge and making existing data sets and sources more accessible. Specialised Agencies, Funds and Programmes need to be more accountable to system-wide mandates and actions, as well as to collective results.”

- Report of the Secretary-General, December 2017, Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet

7. <http://undocs.org/DP/2017/38>.

sharing of knowledge and innovation.)

The contribution of MAPS missions has also been acknowledged in UNDP's ongoing review of its Policy and Programme functions to respond to the objectives of the new Strategic Plan. An internal report⁸ notes that "MAPS missions were consistently mentioned by the Regional Bureaux as hallmarks of the kind of support they appreciate." They note potential linkages with global and country platforms for effective follow-up, and that "MAPS work – and related SDG work – has huge potential if we invest in it."

8. High-level review of BPPS, UNDP Executive Office, December 2017.

MAPS missions have benefited from regular analysis of what works and what does not. A reflection paper and global UNDP review workshop in January 2017⁹ enabled learning from the 2016 missions, which led to a set of standard operating procedures (the SOPs, see Annex 6). These prompted significant changes in the 2017 MAPS missions, including:

9. "UNDP MAPS Missions: 2016 Experience—Reflections and Lessons Learned." An internal paper for the January-February 2017 MAPS workshop.

- Composition to include other UN partners, guided by the Resident Coordinator and the UNCT;
- More consistent focus on all pillars of development as well as the humanitarian-peace-development nexus;
- More effective multistakeholder consultation;
- More consistent focus on issues relating to gender equality and leaving no one behind;
- Selection based on clear strategic criteria.

"Despite some lessons learned, in the ECIS region the MAPS missions are seen by the regional undg as the process for nationalization of the SDGs"

- Rastislav Vrbensky, Deputy Assistant Administrator, Deputy Regional Director, UNDP Regional Bureau for Europe & CIS

The present paper, intended in a similar spirit, draws on the critical mass of experiences from the full set of missions, exploring some accomplishments to date, and reflecting on some lessons, challenges and ways forward. While it suggests significant scope for building on the existing achievements and strong potential of the MAPS missions, it makes no claim that the missions offer the only approach to integrated policy support in the era of the 2030 Agenda.

This paper is based primarily on a desk review of 17 MAPS mission roadmaps and reports,¹⁰ as well as mission terms of reference (TORs), briefing notes, mission-related guidance notes and the SOPs (Annex 3 provides the list of MAPS missions countries). It has also benefited from interviews with nine UNDP mission leads and team members from headquarters as well as UNDP regional offices in all regions. Finally, feedback was also sought from RCs of countries that received MAPS missions (the 13 responses received are included in Annex 5). The preparation of the paper emphasized a close look at how these missions have addresses policy issues through the lens of integration and inclusion in mainstreaming and acceleration of the SDGs. To the extent possible, it has tried to address how mission approaches varied by region and country typologies, such as level of development, geographical considerations and "fragility" as defined by the g7+ and Organisation for Economic Co-operation and Development (OECD).¹¹

10. Available as final/ near final versions (as of December 2017) of roadmaps and reports for: Armenia, Aruba, Azerbaijan, Burkina Faso, Comoros, El Salvador, The Gambia, Jamaica, Kazakhstan, Mali, Mauritius, Moldova, Sudan (2016), Sri Lanka, Tajikistan, Timor Leste and Trinidad and Tobago.

11. A number of political, economic, social, environmental and security factors were considered to develop a 2016 list of 56 fragile country contexts <http://www.oecd.org/dac/conflict-fragility-resilience/listofstateof-fragilityreports.htm>

MAPS missions: the basics in brief

Broadly speaking, the UNDG MAPS approach involves:

- **Mainstreaming:** Helping governments land and contextualize the Agenda at national and local levels; ultimately reflecting the agenda in national plans, strategies and budgets.
- **Acceleration:** Supporting governments and national stakeholders to target resources at root bottlenecks to sustainable development, with special attention to synergies and trade-offs across sectors.
- **Policy Support:** Providing coordinated and pooled policy support to countries that demand it, making the thematic expertise housed in different UN entities available in an effective and coherent way.¹²

Mastering the challenges and making the most of the potential of the 2030 Agenda and the SDGs in terms of policy, programming and practice are significant tasks. Drawing on the MAPS approach, the MAPS missions have been devised as part of a continuum of UN support to this process. Each mission brings together inputs from the global, regional and country levels, and factors in variations in SDG implementation progress and priorities, as well as national institutions and capacities. Missions build on national development and sectoral strategies and action plans, as well as UN Development Assistance Frameworks (UNDAFs), and UN country and regional programmes.

12. MAPS: Mainstreaming, Acceleration and Policy Support for the 2030 Agenda, UNDG Concept Note. See: <https://undg.org/wp-content/uploads/2016/10/MAPS-Concept-Note-Oct-2015-ENDORSED-BY-UNDG-on-26.10.15.pdf>.

Designed as one-week missions in-country with desk work before and after, MAPS missions typically engage with the top echelons of government, providing high-level expertise that both governments and UNCTs can use in implementing the 2030 Agenda and the SDGs. The missions work across government institutions, make links to diverse stakeholders and partners, and bring together the UN system and development community. These engagements aim to build consensus and define ways forward that are **integrated**, bringing together all aspects of sustainable development, and **inclusive**.

Before each mission, detailed TORs are developed under the guidance of the RC and the UNCT, specifying the context for SDG implementation, key actors and resources, and entry points for engagement. This then informs the composition of missions, with support from regional and headquarters structures. Mission leads have been senior UNDP experts or managers, with members comprised of a cross-section of UN and other experts to provide interdisciplinary support.

Significant preparatory work is undertaken depending on country context and available documentation, mostly by UNDP. It typically encompasses a thorough review of key national planning and strategy documents, with the application of several methodologies, ranging from Rapid Integrated Assessments (RIA) to quantitative methodologies that assess interrelationships among multiple goals and targets (see Annex 3). Mission teams are then able to build on insights they have gained through desk reviews and discussions with UNCTs to inform consultations during the mission with a broad array of national stakeholders.

Following the mission, findings are combined in an SDG roadmap or report, geared towards supporting governments and UNCTs in developing integrated and inclusive policies. These documents generally summarize findings on alignment between national priorities and SDGs; offer insights on effective institutional coordination, data, financing, stakeholder engagement and advocacy; and define significant policy and programmatic entry points to accelerate progress.

Following a quality check, roadmaps or reports go through a careful review and endorsement by governments and UNCTs. The final roadmap or report can then inform further SDG initiatives in country, including as an input to Voluntary National Reviews or other high-level SDG-related events, the development or revision of national or sectoral development plans, budget debates, and/or the development of UN country programmes and/or programme frameworks.

“The Inter-agency nature of the mission conveyed a strong message... that the UN is organized to facilitate an all of society engagement and to provide high-level integrated policy advice for ... ensuring a coherent roll-out of national development priorities (PNDES 2016-2020) aligned with the SDG framework... [It] confirmed the imperative of deepening work already underway on the New Way of Working, bridging the humanitarian-development-peace and security nexus as one of the accelerators ...working with everyone towards collective outcomes and ensuring no one is left behind.”

- Metsi Makhetha, Resident Coordinator
Burkina Faso

Overview of MAPS missions

During 2016-2017, 26 missions were undertaken across all regions, country typologies and partners (see Annex 3):

- Least developed countries: 11
- Middle-income countries: 18
- Upper-middle-income countries: 7
- High-income countries (Caribbean): 2
- Small-island developing states: 6
- Landlocked developing states: 9
- Countries with peacekeeping missions (Africa, Arab States): 4
- g7+ countries transitioning from conflict to development: 4
- Countries considered to be in fragile settings:¹³ 11

“The MAPS mission was instrumental to position the UN in collaboration with the World Bank, as a partner of choice for advancing sustainable development and transforming Moldova into a modern and prosperous state. The MAPS common approach as a UN system-wide undertaking, represented a crucial opportunity to mobilize the UNCT Moldova and leverage the UN Agencies’ comparative advantages to human-centered and rights-based sustainable development.”

- Dafina Gercheva, UN Resident Coordinator, Moldova

One country, Sudan, has had two MAPS missions.

A UNDP mission in 2016 was followed by a second, interagency mission in 2017 at the request of the RC. The first provided an opportunity to affirm early national SDG advocacy efforts and institutional arrangements, and begin a process of engagement around potential accelerators.¹⁴ The second sought to validate these accelerators and help develop a country SDG framework with priority targets for immediate investment.

13. Per the OECD definition.

14. Increasing agricultural productivity, advancing gender equality and reducing conflict.

The nine missions in 2016 were composed only of team members from UNDP, except for the mission to Cambodia.¹⁵ In contrast, the 17 missions of 2017 included 52 team members from 20 UN entities as well as the UN Department of Economic and Social Affairs (UNDESA), the regional economic and social commissions, the Asian Development Bank, the World Bank and the Organisation for Economic Co-operation and Development (OECD). Agency roles have varied across countries, depending on mission TORs, UNCT dynamics and regional/headquarters support. But in general, engagement of different entities has become both more systematic and more rigorous, with more team members actively participating in all stages of mission preparation, execution, report/roadmap preparation and follow-up.

The **SOPs** devised for the 2017 MAPS missions were applied as minimum criteria for each of six stages to prepare and execute a MAPS mission: preparation of TORs, mission composition, substantive preparation, mission programme, mission follow-up and management/logistics (see Annex 6).

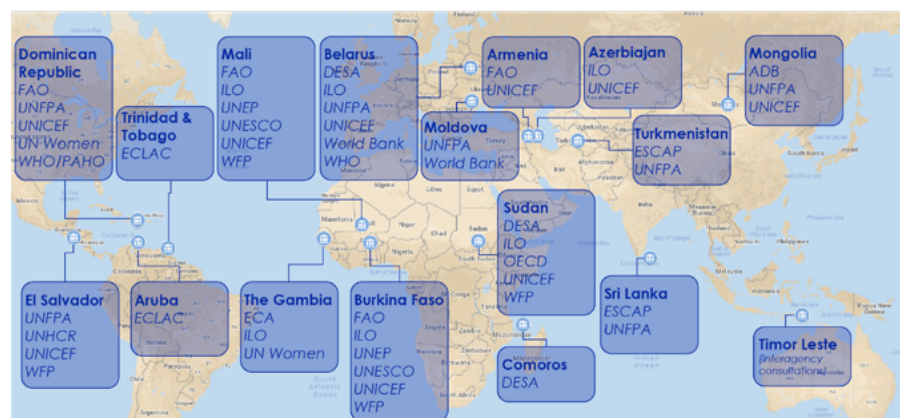
2017 also saw evolution in the emphasis on **mission preparation**, through more rigorous and detailed terms of reference, and investment in comprehensive pre-mission analysis. Parts of the preparatory work in some countries have been done through close engagement with national government counterparts. This supported tailored analysis as well as capacity-building in countries including Albania, Bosnia and Herzegovina, Comoros, Mali, Haiti and Turkey. Preparation included investment in 'pre-missions' to 13 countries¹⁶ to prepare the ground: These had been identified as opportunities to build coalitions around how to define and analyse key issues; leverage new analytical tools¹⁷ to conduct economy-wide analysis, such as in Moldova and Mongolia; assess institutions and context; and map accelerators and drivers that connect multiple SDG targets. Pre-mission engagement with national counterparts and UNCTs also helped sharpen the focus of deliberations during time-limited missions. Pre-missions were instrumental in raising awareness among UNCTs and governments, building buy-in and ownership of processes, and securing a common understanding of what is meant by SDG 'implementation roadmaps'.

There has been strengthened emphasis on **multistakeholder involvement** in 2017, with a cross-section of consultations embedded in mission programmes, and some mission reports and roadmaps beginning to make follow-up recommendations targeted to specific stakeholder groups. Stakeholders have included government officials, political leaders, parliamentarians, civil society, the private sector, academia, think tanks and donors.

Figure 1: MAPS missions 2016 - 2017 countries



Figure 2: 2017 MAPS mission partners



15. The Cambodia mission included a staff member from the UN Statistics Division.

16. Pre-missions took place in 2017 to: Albania, Belarus, Bosnia and Herzegovina, Burkina Faso, Egypt, Haiti, Kosovo (resolution 1244), Kyrgyzstan, Montenegro, Serbia, Tunisia, Turkey and Turkmenistan

17. A range of tools help integrate diverse issues in identifying, elaborating and validating accelerators, as well as in preparing inputs for missions, and assessing institutional coordination mechanisms and financing options. See, for instance, the UNDG Acceleration Toolkit, <https://undg.org/2030-agenda/sdg-acceleration-toolkit/>.

A closer look at mainstreaming

As outlined in the UNDG Mainstreaming Reference Guide,¹⁸ mainstreaming includes all aspects needed to land the global agenda and the SDGs at the country level: stakeholder engagement, institutional coordination, alignment of the goals with national plans, data, monitoring and evaluation frameworks, budgeting, and—while also significant to ‘acceleration’—managing risk. While all MAPS missions have addressed mainstreaming, there has been a heavy emphasis in reports and roadmaps predominantly on particular aspects of it. Alignment with the SDGs in terms of national planning and institutional coordination is considered in this section, whereas subsequent sections address stakeholder engagement, financing and data aspects.

18. See: <https://undg.org/document/mainstreaming-the-2030-agenda-for-sustainable-development-reference-guide-for-un-country-teams/>.

Alignment with planning instruments

As an entry point for effective SDG engagement, the MAPS missions consider alignment with national priorities, as reflected in national planning instruments. These may include key national/sectoral development plans and strategies, censuses and Demographic and Health Surveys, Public Expenditure Review Reports,

Poverty Risk Analysis (PovRisk)

The tool aims to shed light into the country-specific factors that determine a household’s probability of exiting and sliding back in to poverty, to better tailor policies for the sustainable reduction of poverty. Policy microsimulations and projections will describe potential ways to accelerate achievements in poverty eradication. These allow policy-makers to provide an SDG policy pathway and test alternative interventions to accelerate progress over time.

poverty assessments, capacity development assessments, gender assessments, MDG/SDG reports, UNDAFs, Country Programme Documents, World Bank/International Monetary Fund (IMF) or Economist Intelligence Unit reports; and/or country briefs prepared by regional bureaux or UNCTs.

Rapid Integrated Assessment (RIA)

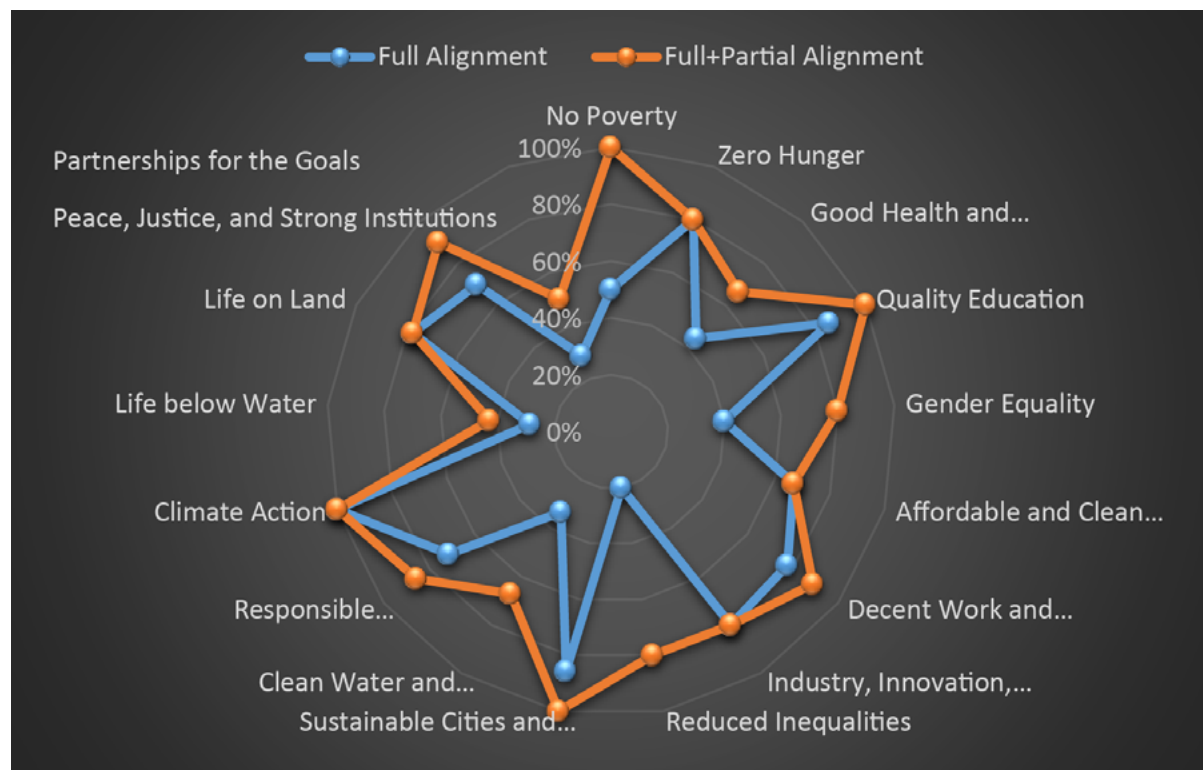
The tool aims to aid countries to assess their readiness to implement the SDGs. The assessment is a first step in the process of localizing the SDGs. It reviews the current National/Sub-national Development Plans and relevant sector strategies, and provides an indicative overview of the level of alignment between the plans/strategies and SDG targets. It also identifies the potential need for multi-sectoral coordination around the achievement of specific SDG targets.

The majority of MAPS missions to date have applied a Rapid Integrated Assessment of alignment between the national planning instruments and SDG targets in close consultation with national stakeholders and the UNCT. The RIA is typically conducted in advance of the mission, helping to shape its scope. While the assessment so far has been conducted mainly by mission teams, an emerging approach has been to work with government counterparts to complete it as a form of early awareness-raising and capacity-building, as was the case in Comoros, Haiti and Mali.

The RIA can indicate consistency and coherence across documents and policy frameworks. Linkages across targets in different sectors can be inferred, although not systematically. The assessment distinguishes targets in planning instruments that are 'fully aligned' with or matching SDG targets from those with 'partial alignment', meaning they are closely related to and/or capture some of what the SDG target measures.

An example of a RIA results radial chart, applied to Jamaica, is shown here:

Figure 3: Rapid Integrated Assessment of Jamaica's national planning documents



On the whole, alignment analysis is valuable in helping to facilitate substantive discussion about current standing on the SDGs. The timing of various MAPS missions alongside national planning processes has helped produce important insights for the formulation of national development plans, including in Aruba, Cambodia and The Gambia. Where alignment is reasonably high, this opens the door to a focus on implementation and prioritization, including in terms of trade-offs and potential accelerators. At the very least, it provides the basis for a conversation about entry points for further engagement. Overall, RIA findings show some broad patterns emerging:

- ***Sound alignment on traditional socioeconomic goals:*** The national plans of most countries, regardless of their stage of development, were reasonably well aligned on SDG targets related to poverty, education and health.
- ***Gaps on planet and partnership:*** Looking at the five “P’s” of the 2030 Agenda—People, Planet, Prosperity, Peace and Partnership—regular shortfalls in national frameworks were noted particularly on the issues of Planet and Partnership. For instance, the El Salvador RIA shows 60 percent alignment for Partnerships compared to 94 percent for People and 97 percent for Prosperity. The Jamaica RIA (see above) indicated gaps in Goal 17 targets related to technology, cooperation on SDG implementation, multistakeholder partnerships and capacities to disaggregate data.
- ***Consistent shortfalls in gender equality and inclusion:*** In many cases, gender remains part of a specific national gender plan, but is not mainstreamed across broader or sectoral frameworks. The Comoros roadmap, which assessed the national Accelerated Growth and Sustainable Development Strategy and 13 plans and strategies, highlighted this issue, and noted discrepancies in terms of unpaid care work, sexual and reproductive health, education and employment. The Jamaica RIA, which assessed 41 long- and medium-term plans and sectoral strategies, noted that the Government is strongly committed to gender equality in terms of major policy frameworks such as Vision 2030 Jamaica and the Medium-Term Socio-Economic Policy Framework 2015-2018, if fully and partially aligned targets are considered. But only about 20 percent of targets can be considered fully aligned.
- ***Little attention to sustainable consumption and production:*** Across all regions and country types, there were consistent gaps in goals and targets on consumption and production patterns, (Goal 12). The Armenia RIA examined the national development strategy and 48 sector documents and found a high level of overall alignment, but with the biggest gap on Goal 12.
- ***Oceans have been left out:*** Plans show limited alignment with Goal 14, life below water, even in island countries, such as in Sri Lanka. Jamaica exceeded 75 percent in alignment on all goals, except Goal 14, where the rate fell to 57 percent, despite its status as a small island developing state.
- ***Linking targets:*** By looking at targets in planning inputs from different ministries, RIAs also provide an opportunity to assess and interpret linkages, either existing or potential, across targets, ministries and government programmes. These insights can be critical for the MAPS mission to draw attention to gaps. For example, the Mauritius RIA, which looked at eight planning documents, found no reference to government capacity on SDG targets on poverty, hunger and nutrition, health, education, gender equality or water and sanitation, even though accessible, high quality public services are critical to all of these. Links had similarly not been drawn between technology, communication and innovation and SDG targets related to issues such as energy, industrialization, inequality and cities.

- **Some emphasis on economic growth above inclusion:** Some missions used a RIA to check for coherence across the three pillars of sustainable development. The MAPS mission to Sri Lanka noted the economic growth emphasis of the Public Investment Programme, with a focus on rationalizing expenditures and efficiency without factoring in the other pillars. El Salvador's RIA found that 17 of 29 prosperity targets reflect an emphasis on growth without sufficient attention to inclusion. On a more positive note, it also referred to the medium-term fiscal framework as having struck an important balance between fiscal discipline and spending on social investments from gender equality to infrastructure and essential services.
- **Tracking gaps in indicators:** Many of the assessments pointed to major gaps in results frameworks, SDG indicators and disaggregated data critical to the 2030 Agenda. At the higher end of the statistical capacity spectrum, an upper middle-income country like Jamaica can track about 61 percent of SDG indicators. In contrast, in Djibouti, an LDC, SDG data availability stands at 28 percent. Tools such as the SDG Dashboard used in the Moldova roadmap, among others in Europe and Central Asia, highlight discrepancies between national policy priorities and the ability to track and measure progress. The Moldova roadmap underlined that shortfalls in indicators—which were most striking on Goal 10, on inequality; Goal 13, on climate change; Goal 15, life on land; and Goal 16, on peaceful and inclusive societies—call for significant investment and innovation.

Limits to the RIA: One concern with the RIA is that it is useful in providing an overview of where SDGs are included or not, but the depth of the exercise is not always clear. Extending the number of documents reviewed, for example, can push alignment towards 100 percent, but without necessarily reflecting equally critical issues such as adequate institutional backing and financing.¹⁹ Further, positive results from the RIA do not necessarily indicate the depth of implementation or budget allocation, which would require further analysis.

19. In Moldova, the MAPS mission provided opportunities to discuss national concerns about the vast number of strategies and plans—the State Chancellery identified over 286. The mapping exercise became an opportunity to review policy overlaps and contradictions, monitoring and evaluation frameworks, and division of responsibilities among implementing partners leading to proposals for effective overarching strategic planning framework.

Institutional coordination mechanisms

Roadmaps and reports assessed national institutional mechanisms and coordination around achieving the SDGs, which was emphasized by many interviewees as the most decisive factor in succeeding on the goals. In most roadmaps and reports, attention was devoted to institutional configurations and mandates, generally aimed at providing more integrated policy-making across pillars and goals. Less attention was paid to issues of institutional capacity or the functionality of existing mechanisms

Connecting different levels of government: One emphasis in institutional assessments was examining how to link and coordinate different branches of government, such as national, local and sectoral. The Burkina Faso roadmap reported on several strengths in the national institutional framework, including central and local links, the participation of civil society and private sector partners, and a system to coordinate official development assistance in alignment with national priorities. It also noted the need to broaden the scope of 14 sectoral dialogue frameworks linked to the national development plan, moving gradually towards a possible restructuring around four main pillars: governance, natural resources; economic and social transformation; and the humanitarian and development

Institutional and Coordination Mechanisms (ICM)
ICM provides options for institutional coordination arrangements for SDG implementation—more specifically inter-ministerial coordination. It presents mechanisms used for the MDGs as well as how countries are adapting existing structures or adopting new ones for SDG implementation. It provides a checklist of key ingredients a country should consider when establishing a new institutional framework for SDG implementation or adapting its existing one.

nexus. The Comoros and Mauritius roadmaps suggested realigning a set of sectoral working groups around the three Sustainable Development pillars along with governance, with each addressing cross-cutting issues such as data and financing.

The Aruba Roadmap recommended a redesign of the institutional coordination framework to bring closer alignment between the political and technical levels of government. As it currently stands, the SDG Commission—tasked by the Prime Minister to lead the process of coordinating the implementation of the SDGs—comprises technocrats, who add essential value, but not at the level required to drive policy changes and implementation. The roadmap also suggested focusing on transversal issues relevant to all sectors by creating strategic SDG working groups on: i) budget and finance, ii) monitoring, evaluation and data, iii) accelerator implementation, and iv) advocacy and communications. Private sector and civil society involvement in these groups was recommended.

Integrating statistical institutions:

By systematically undertaking data assessments and consultations with national statistical offices, the missions were instrumental in helping bridge existing institutional gaps between policy and evidence. At the same time, the need to actively engage sectoral data agencies and institutions within the broader data and statistical analysis conversation was apparent, including towards the goal of overcoming weak mechanisms for intersectoral data sharing. Several roadmaps advocated for a central role for national statistical offices in SDG coordination mechanisms, and for facilitating a systematic culture of data sharing and analysis. The Djibouti mission report notably recommended giving the national statistical office a prominent role in a technical secretariat that could be set up to oversee the integrated follow-up of the national development plan and the 2030 Agenda.

“The [MAPS] mission (i) enabled an active engagement on the findings of the RIA exercise and the fragility study, as part of the ongoing UN support to the revision of the government’s Strategy for Accelerated Growth and Sustainable Development; (ii) assisted and enabled stakeholders’ review of alignment across Agenda 2030; (iii) facilitated stakeholder dialogue on gaps and challenges; and (iv) enabled stakeholders to explore gaps and potential solutions. These were new to many and, in the context of the country, had to be conducted delicately. I am happy to report that the MAPS mission has generated very positive momentum for us.”

- Matthias Naab, UN Resident Coordinator,
Comoros

Participation and engagement

The SOPs developed for the MAPS missions encourage broad consultation with the UNCT, all relevant government ministries, and a spectrum of national and local stakeholders, prioritizing parliamentarians, civil society, the private sector and academia. Missions have improved their engagement with a wider range of stakeholders since 2016, including at high political levels such as offices of the President and Prime Minister.

Engaging diverse stakeholders:

All roadmaps and reports advocated engagement to help take SDG progress forward, including with parliamentarians, civil society, data and statistics communities, businesses, academia, media, religious institutions, sports organizations and others.²⁰ Beyond the traditional emphasis on civil society, parliamentarians have been emphasized as a particularly important stakeholder group for reasons that include their oversight and fiscal roles, and the fact that some SDG

“The MAPS mission and its results have not only served to help create additional awareness on SDGs but, most importantly, to propel the implementation of the SDGs at the national level. For a small island such as Aruba, where there is a limited human resource base and communities are highly politicized, the MAPS approach and the available online resources and, most importantly, the SDG roadmap have thus far proven to provide a strong policy tool. The neutrality of the SDGs has proven to be key in acceptance of the MAPS Roadmap by key stakeholders and the new government. Hence the power and importance of this work.”

- Richard Blewitt, UN RC Trinidad and Tobago, Aruba, Curaçao and Saint Maarten

20. A key gap remains with local governments, due to the one-week timeframe of the missions in country.

issues may be reflected in international conventions and domestic mechanisms for compliance, but not national development plans.

The Moldova mission found marginal involvement of Parliament in the national development agenda. Given keen interest among legislators in engaging on the SDGs, the roadmap suggested that pro-government and opposition parliamentarians be represented on the national Coordination Council for Sustainable Development, that a formal report-back mechanism be established for parliamentary representatives to an appropriately mandated parliamentary committee, and that the draft Moldova 2030 Strategy be approved by Parliament. To address issues of equality, rights and marginalized groups, the roadmap also recommended that Parliament work with other independent institutions such as the Ombudsman and Equality Council.

The Kazakhstan roadmap stressed incentivizing the private/corporate sector as a critical driver of sustainable human development, for instance, through actions on international commitments to reduce carbon emissions. Carbon pricing reflecting global social and environmental costs could help move the economy away from dependence on fossil fuels, while also levelling the playing field for producers of other goods and services, and leaving more scope for exports.

Institutionalizing stakeholder engagement: Recognizing that achieving the SDGs requires sustained commitment and participation, roadmaps such as the one for Trinidad and Tobago roadmap underscored embedding stakeholder engagement in inclusive institutional structures.²¹ The roadmap noted the value of multistakeholder groups in counterbalancing the priorities of individual line ministries, and building broad ownership and support.

Similarly, against the backdrop of a delicate political balance with complex institutional arrangements, the Sri Lanka roadmap emphasized internal government coordination while also engaging the UN, civil society and the private sector in SDG implementation. It made recommendations for a proposed national Sustainable Development Council, stipulated in a draft Sustainable Development bill. The roadmap suggested developing a joint secretariat for the council that straddles national planning and sustainable development ministries, and includes provincial councils to ease concerns about excessive centralization.

Validation of findings to negotiate sensitivities: All missions entailed processes of developing findings and recommendations in close consultation with diverse stakeholders. This approach took on extra importance in sensitive contexts, such as Sudan. Its 2017 report elaborated consultations with various stakeholders as part of identifying priorities and validating proposed

Institutional and Context Analysis (ICA)

ICA is a tool developed by UNDP to support SDG implementation with a focus on Acceleration. Its purpose is to serve as a resource for UN Country Teams to identify elements that may help boost the success of policy implementation or overcome bottlenecks that undermine it. The tool helps reveal policy gaps, as well as constraints that prevent existing policies from being implemented. It can be used to identify the reasons for gaps between formal rules such as laws or regulations (or how things should work in theory) and informal ones (how things really work in practice), and to map those elements influencing the status quo. These could be political factors, cultural practices, or a specific bias in the application of legislation. It then looks at the various stakeholders at international, national and local levels that can influence events and practices with regard to a particular issue, and what kind of interests and incentives guide their actions. The analysis is a practical exercise that leads to applicable recommendations based on the specific characteristics of the context in question and the profile of relevant stakeholders. The methodology lends itself to analyzing any development issue and it has been applied in areas as diverse as health, justice, climate change, job creation, extractive industries, peacebuilding, forestry, corruption, water management, and renewable energy, looking at short, medium, and long term futures.

21. The report proposed an institutional framework that, among other elements, included: a high-level ministerial sub-committee of the Cabinet on the national Vision 2030 plan and the SDGs, a joint select committee of Parliament to provide continuity and bipartisan approaches across electoral cycles, and a series of working groups bringing together a cross-section of members from inside and outside government, charged with tasks such as defining priority actions and implementation strategies, devising a national monitoring framework and conducting advocacy.

accelerators. Four working groups looked at issues such as gaps in achieving the SDGs and knock-on impacts delivered across multiple goals or targets. The report noted that findings from the groups were combined with those of mission assessments and extensive consultations with informants, mainly from the Government.

Tapping the power of innovation: Some missions turned to innovation to pursue new forms of participation. Jamaica, for example, proposed creating a feedback loop between citizens and policymakers, such as through data playgrounds that feature interactive displays of citizen-generated data and stories. The Aruba SDG Roadmap recommended organizing TED-style talks on areas related to the SDGs, engaging inspirational speakers to share ideas and elicit a conversation around the SDGs.

The Armenia roadmap defined a notion of “collective intelligence,” where large groups gain the ability to think and act intelligently in a way that extends beyond the sum of its parts. It suggested exploring new techniques such as crowdsourcing to collaborate and seek new ideas, and the use of big data such as through mobile phone networks, while making provisions for data security and privacy, and ensuring that new information can be applied. It highlighted an earlier experience with the Innovation Lab initiative supported by UNDP to crowdsource citizens’ voices to inform development plans and key priorities on issues such as climate change, education and local government. The roadmap recommended extending this concept to emergency management.

Stakeholder capacities: While reports and roadmaps consistently referenced different groups of stakeholders, less attention was paid to specific actions to support them going forward, with a few exceptions. The Gambia roadmap proposed capacity-building for media organizations, especially community radio, along with the revision of laws and policies related to freedom of expression and access to information. It also highlighted deficits in UN engagement with civil society around the SDGs and a lack of consultation with academia. Closing these gaps would help strengthen stakeholder participation in national, regional and global follow-up and review mechanisms.

“There is agreement in the government and UNCT that SDG monitoring and financing is a priority. MAPS recommendations on monitoring and some other elements were incorporated in the VNR process and also in the National SDGR process.”

- Dr. Pratibha Mehta, UN Resident Coordinator Tajikistan

Financing for the SDGs

One of the most consistent area of demand from recent MAPS countries is for advice on financing national development priorities, including in line with the Addis Ababa Agenda for Action, which calls for countries to develop their own integrated development financing strategies.

Assessing diverse financing options towards integrated strategies: Most mission teams examined different instruments for financing, including tax and subsidy reforms, reorientation of fiscal allocations including through gender-budgeting in some cases, innovative sources of finance such as social impact bonds and Islamic finance, remittances, biodiversity offsets, climate credit mechanisms, and foreign direct investment, among others. The 2017 Sudan mission looked at a financing strategy that considered sequencing issues, including in terms of new funding flows related to the recent lifting of sanctions, as well as contingencies for risk. In a few instances, MAPS missions built on existing programmatic or policy engagement around financing the SDGs such as ongoing support for budget reform, private sector initiatives, etc. These were mostly done through Development Finance Assessments (DFAs). In four countries (Cambodia, the Gambia, Mongolia and Timor-Leste) the DFA exercise was already underway or completed at the time of MAPS missions, and its analysis and recommendations were solid foundations for the MAPS engagement.

Limited capacities for detailed analysis: Relative to demand, the financing sections are among the weaker aspects of the MAPS roadmaps and reports, for reasons that included the compressed time of the missions vis-à-vis the broad ask; limited or fragmented capacity

within UNDP; political sensitivities regarding analysis of government capacities and issues such as illicit financial flows; and insufficient ability to leverage partnerships with other entities, including the international financial institutions. Most reports and roadmaps presented mainly a menu of financing options, without sufficient attention to dimensions such as which might be the most promising for a given country and why and when, and how different elements might build on each other to maximize support for integrated policies and programmes, and to leave no one behind. The progressiveness of tax reforms, the provisions of current debt agreements and macroeconomic stability requirements were not generally explored in light of whether or not these are fully aligned with SDG ambitions. One area of particular demand relates to SDG-budgeting, but this has not been part of the offer from MAPS missions, due to lack of capacity for the most part.

More rigour needed on PPP recommendations: The roadmaps contained frequent references to public-private partnerships (PPPs), including in the context of extending service provision to marginalized groups. Given the mixed record of these arrangements,²² particularly in contexts where capacities to assess and manage them might be weak, some attention could be given to improving the rigour of analysis and recommendations, avoiding the impression of PPPs as a panacea. The El Salvador roadmap, for instance, while noting the potential of PPPs to mobilize private resources for sustainable development, also points out that under national law, these are not allowed in sectors such as health, social security, public security, justice and education

Leveraging finance: UNDP's new Strategic Plan commits the organization to help leverage public finance and support policies to increase resource flows, including through integrated partnerships and use of a full range of financing tools towards achieving the SDGs. Expanded partnership with international financial institutions will also be essential to offer consistently deeper and more detailed analysis of financing issues and options. One new approach emerged from the Mongolia mission in late 2017, where the main objective was to provide concrete suggestions on how government priorities under a \$5.5 billion external funding package would impact the three pillars of sustainable development, and what could be done to help protect and preserve social and environmental gains and essential expenditures under fiscal austerity constraints.

22. Many commentators have explored these issues. As one example, the World Bank notes: "PPPs are not a panacea. The literature points to the negative effects on public budgets because of contingent liabilities not being adequately assessed, insufficiently reported, or accounted for off-balance sheet. Furthermore, PPPs are generally considered to be more expensive than purely public financing due to higher private sector borrowing costs and high transaction costs in general. Moreover, PPPs are likely to produce inadequate risk allocation due to lack of competition during bidding and be subject to renegotiations which may put the public sector in a weak position and subsequently lead it to accept undue risks." See World Bank, 2014, "Overcoming Constraints to the Financing of Infrastructure: Success Stories and Lessons Learned," Washington, DC.

SDG indicators, data and statistics

The MAPS missions have routinely opened opportunities to make recommendations on improving the production and use of data across the different dimensions of sustainable development. The missions have been consistent in drawing attention to data availability and use for different “tiers” of SDG indicators.²³ This includes an emphasis on how data, while useful for basic reporting, can also become active elements in choices and trade-offs guiding achievement of the SDGs.

23. <https://unstats.un.org/sdgs/iaeg-sdgs/tier-classification/>

Preparatory assessments of data capacities have been emphasized: At least 20 MAPS missions were supported by UNDP with preparatory assessments of data availability and the readiness of national statistical systems, some in coordination with UN DESA and the regional economic and social commissions.²⁴ These assessments typically included reviewing the legislative context and national strategic policies for data and statistics, levels of statistical capacity, data sources and providers in national statistical systems, SDG data availability, and alignment between the monitoring and evaluation framework for national development plans and the global SDG Indicators framework. The mission to Cambodia called attention to the fact that 31 per cent of data required to measure SDG targets is available, and that elaboration of the National Strategy for Development of Statistics could serve to help address the challenges.

24. DESA and RECs supported and participated in eight MAPS missions between 2016 and 2017: Cambodia, Trinidad & Tobago, Aruba, Sri Lanka, Comoros, The Gambia, Sudan and Belarus.

Missions addressed entry points for engagement around data: During the missions, preparatory data assessments anchored conversations with policy makers and national statistical offices. MAPS missions have in fact brought national policy and data officials together—some of whom do not typically engage with each other—to better understand

data gaps and align data supply and demand, and consider the coordination role of national statistical offices.

Early missions tended to focus on data gaps and the ability to report on global SDG indicators, and this has remained a significant focus in roadmaps and reports. For example, the mission to Djibouti called attention to its large statistical capacity gaps, and gave recommendations on strengthening integrated monitoring and evaluation of its national strategy and the SDGs. Although the global and national frameworks are closely aligned (the RIA found 81 percent alignment), about 72 percent of SDG indicators cannot be monitored, requiring significant development of national data gathering and evaluation systems. Most reports and roadmaps include a focus on addressing the need for disaggregated data along a variety of parameters, including towards actively backing the principle of leaving no one behind.

More recently there has been increasing demand for data specifically to inform acceleration, notably by applying data-intensive forecasting and modelling tools, such as International Futures. This process has stressed that data has a purpose beyond just reporting. Countries need not only more data, but also the capacities and expertise to effectively apply analytical tools to SDG implementation.

Coordination capacities: The MAPS missions have addressed the importance of coordination, and bringing together, at national and subnational levels, diverse data-related initiatives to meet monitoring and reporting requirements across different global processes (ranging from sectoral and national planning to country, regional and global SDG processes). Similarly, MAPS missions have underscored the importance of coordination on data across the UN system, where capacities are variously located and to some extent fragmented across different issues and activities such as censuses and household surveys, national statistical strategies, statistical capacity development, open data and data innovations. Starting with Cambodia, MAPS missions have increasingly involved other agencies that play critical roles in supporting data availability and capacities, such as the regional economic and social commissions (ECA, ECLAC, UNECE and ESCAP), the UN Statistics Division and UNFPA.

Data ecosystems: The concept of “data ecosystems,” which builds on a UNDP pilot project²⁵ was applied in several MAPS missions, for example, in the Armenia, Moldova and Trinidad and Tobago roadmaps. It involves viewing the national statistical system as not only official data producers but also many non-official data producers and innovative data sources, such as big data, social media and mobile technology, and stresses consultation with producers and users of data. This is a challenging area but one which will likely grow in importance over the coming years given the rate of technological change.

25. <http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/data-ecosystems-for-sustainable-development.html>.

Informing future data work: The demand for data in MAPS missions was very strong and is expected to grow even further. Responding to that demand will require more investment and greater reliance on partnerships and inter-agency collaboration. The experience of supporting data and statistics in the context of MAPS missions through 2016 and 2017 led to the preparation of a Guidance Note on Data for Implementation and Monitoring of the 2030 Agenda for Sustainable Development. The note offers recommendations for priority areas of support, avenues for strengthening capacities, and the leveraging of innovations and partnerships. It suggests a standard template for streamlining preparatory data assessments for MAPS missions.

Acceleration

For countries to achieve the 2030 Agenda, a better understanding is needed of the implications of “integrated SDG implementation” development tailored to different contexts. The MAPS missions have attempted to focus systematically on the economic, social and environmental pillars of sustainable development, looking at the interlinkages across the pillars, and addressing linkages with governance, humanitarian and peace work as appropriate. MAPS mission teams initially encountered a learning curve in orienting around this new way of thinking. But there is general consensus and evidence in the roadmaps and reports that teams have made significant progress towards being able to integrate different issues, sectors, institutions and population groups. This capacity is particularly important given the fact that many governments still have a sectoral orientation, there are gaps in policy coherence, and many UNCTs and other international organizations do not consistently or strategically coordinate their support.

Mission team members observed that in terms of the MAPS process, integrated policy advice comes together most clearly to identify, validate and propose actions to accelerate progress. ‘Accelerators’ are identified as those domains that have extensive interlinkages across economic, social and environmental domains in the development setting, which means that interventions in these areas can unleash rapid progress across different goals and targets at the same time. They can also include a combination of interventions across different domains, identifying the relationships and trade-offs involved.

Most MAPS missions have proposed a set of accelerators based on pre-mission analysis, mainstreaming analysis and detailed consultations with national stakeholders. The process of defining accelerators recognizes that not all goals can or should be pursued equally at a given point in time, for reasons that include relevance to the national context and constraints on human, financial and other resources. Priority is given to critical development challenges, to integrated policy approaches in line with advancing sustainable development, and to areas and populations lagging furthest behind, given the 2030 Agenda's emphasis on inclusion. Some missions have also factored in considerations of risk and fragility.

The approach to accelerators has varied: In all cases, accelerators are rooted in national contexts. But objectives and approaches to determining them have varied across different missions. Some missions have linked accelerators specifically to national development goals that have already been defined. In most cases, accelerators emerged through quantitative and qualitative analysis, consultations and linkages to national development objectives. Roadmaps and reports have typically presented accelerators grouped around the three pillars, discussing acceleration as it relates to the economy, society and environment as well as governance, peace and institutions.

Within the pillars, some reports and roadmaps examined, for example, the economy as a whole, such as Comoros, Jamaica and Mali. Others, such as El Salvador and Moldova, considered elements such as labour and rural development. Another approach has been to focus on accelerators that encapsulate the pillars, such as population groups, particularly youth and women (The Gambia). Some accelerators involved broad objectives, such as tackling inequalities, as was the case for Kazakhstan and Sri Lanka, while others chose more specific aims such as improving social protection systems, such as Sudan, and Trinidad and Tobago. These differing 'levels' of accelerators reflected different narratives around sequencing, causality and feedback loops between priority areas in particular contexts.

In some countries, MAPS missions have also applied quantitative modelling tools, such as International Futures developed by the University of Denver, used in preparing for missions to Moldova, Mongolia and Sudan to support the identification of accelerator investment areas based on large datasets and causal relationship mapping across social, economic, financial and environmental sectors. For more on MAPS-related tools, please see Annex 3.

There is growing emphasis on acceleration, but it needs more clarity:

Foresight

Strategic foresight provides practical tools for governments who are responsible for strategic decision-making, resource management and policy coherence. Foresight brings into sharp focus the functioning of the centre of government, the ability of a government to move beyond delivery of sectoral output and to realize integrated development results the 2030 Agenda calls for. Foresight help identify strategic opportunities, gain insights on synergies and trade-offs across goals and stress-test existing priorities and policies. It enables not only to assess the future validity and resilience of existing priorities, but also spot new development options and develop solid policy pathways. The tool is useful for looking at short, medium, and long term futures.

COMBOS

The UNDP COMBOS tool, developed by the Regional Bureau for Latin America and the Caribbean, has been applied extensively to identify priorities and multisectoral solutions to those priorities, during MAPS missions to Aruba, El Salvador, Jamaica, and Trinidad and Tobago. There has been strong interest in applying COMBOS further in other regions as well. Its combination of quantitative and consultative inputs has been welcomed as an alternative to econometric modelling tools, viewed as still too complex especially in the LDCs where data deficits can be great. (Since accelerators try to go further by focusing on areas that have maximum impact on SDG targets, additional work is required, which is the methodology that is presented in the Acceleration and Bottleneck Assessment tool developed recently by UNDP).

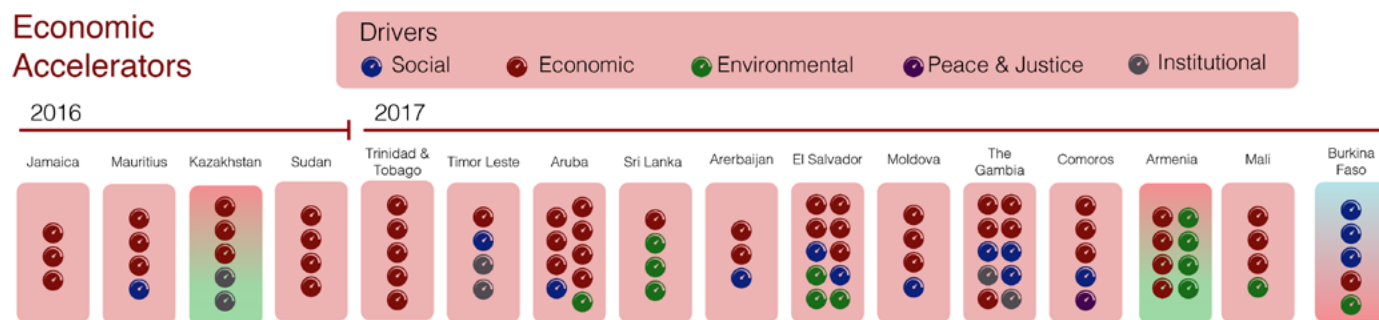
While early MAPS missions focused heavily on mainstreaming, in 2017 an evolution began towards a more prominent emphasis on accelerators. Reports and roadmaps increasingly elaborated the drivers of accelerators in greater number and detail (see Figures 4 and 5). This reflects greater awareness about the 2030 Agenda from the initial year, greater demand for policy advice, and an increase in knowledge and understanding within and across MAPS mission teams.

There was some sense that work on the accelerators needs to be further developed. Some issues have arisen around how to define priorities and “sequence” their implementation to maximize synergies and minimize trade-offs, given the reality of constraints in fiscal, human and other resources. One team member stressed that accelerators have to be understood as connecting, not as selecting, and that sequencing needs to be clarified and better understood. While some missions, such as to Moldova, provided a scenario analysis to inform policy clusters that addressed integration, generally there was not yet sufficient capacity or data to analyse trade-offs and provide evidence-based policy advice.

A move towards greater policy integration under the economic and social pillars: In 2016, accelerators and drivers corresponding to the economic pillar were almost exclusively related to economic issues, while the picture diversified considerably in 2017, linking in social, environmental, peace and justice and institutional elements. Social links were most common; among 17 roadmaps and reports analysed for this paper, only one roadmap, Comoros, included issues related to peace and justice under its economy accelerator. Only two, for The Gambia and Timor-Leste, both defined as countries affected by fragility under the OECD definition, made links to institutions (see Figure 4).

In both Trinidad and Tobago, and Azerbaijan, mission teams looked at an impending end to a multi-year windfall from oil and gas reserves. Fiscal pressures now exacerbate a combination of public service and environmental concerns, including around high subsidy levels, and the poor management of water and land. The Trinidad and Tobago roadmap proposed accelerators aimed at inclusive growth, as well as greening infrastructure for sustainable development, and establishing an integrated land and coastal management system.

Figure 4: Driver mapping of economic accelerators

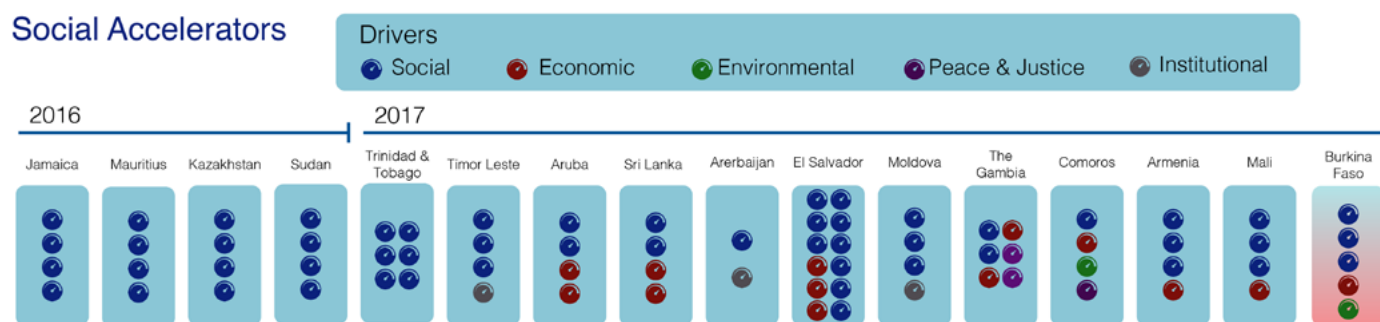


Among social accelerators, the most common links were to economic issues. Of the 12 roadmaps and reports from 2017, only one, Comoros, made a link to the environment, and only two, Comoros and The Gambia, both states affected by fragility under the OECD definition, offered connections to peace and security. El Salvador presents a novel ‘care for all’ accelerator aimed at outcomes from better services to higher rates of employment among women.

The Gambia roadmap focused accelerators on several population groups key to sustainable transformation and leaving no one behind, including youth, women and the rural poor. It also proposed elements such as land degradation neutrality, and ICT and innovation, both with

potential to propel progress in a number of areas. Using the COMBOS approach, each of the accelerators included specific interventions that are grouped into sometimes overlapping sets of drivers. For example, interventions within the 'increased economic, social and political engagement of youth' accelerator were grouped into three drivers: economic empowerment, civic engagement, and youth services and sport. Out of the seven accelerators, six have drivers that bridge at least two sustainable development pillars; three make additional links to peace and justice; and two tie into institutional issues.

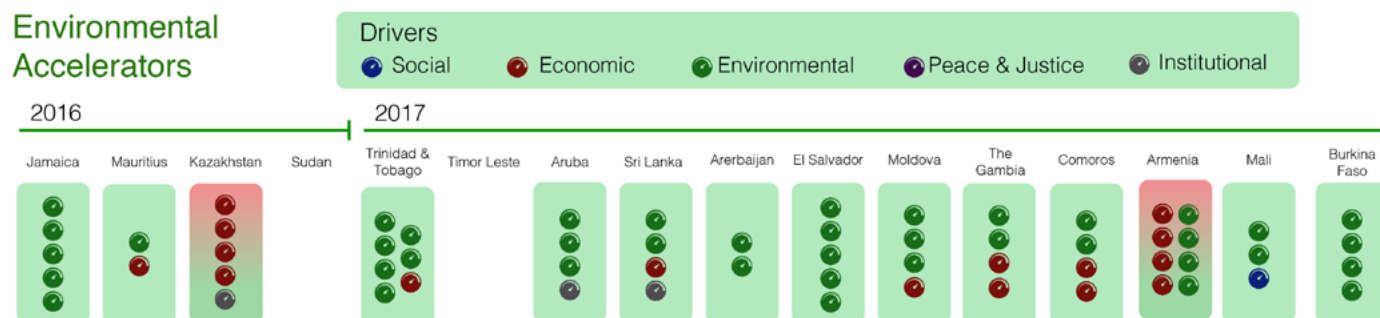
Figure 5: Driver mapping of social accelerators



Gaps in integration for the environment pillar: Accelerators that emphasize the environment are still less likely to integrate social and economic considerations. Of the 11 roadmaps reports examined from 2017, only five linked environment-related accelerators to non-environmental drivers (all relating to economic issues, aside from a peace and justice link in Mali). In its accelerator on investing in the blue and green economy, the Sri Lanka roadmap proposed inclusive and sustainable growth as a driver. The Trinidad and Tobago roadmap made explicit reference to greening infrastructure to manage natural resources and meet human needs.

Interviews and the review of the roadmaps and reports supported the sense that gaps on the environment were particularly acute in Europe and Central Asia. This was explained in part by the recent history of the region, where a strong emphasis on economic and social investments has been seen as key to unleashing rapid progress over the last couple of decades. Social and economic accelerators for these countries tend to have more detail and ambition, compared to the lighter, "first steps" of the environmental accelerators. Administrative reforms also seem more directed towards economic delivery than environmental protection.

Figure 6: Driver mapping of environmental accelerators



That said, two roadmaps from ECIS took a green economy approach. The Kazakhstan roadmap identified a green growth path as an accelerator, with the potential to strengthen

progress towards environmental SDGs, open fiscal space through the elimination of fossil fuel subsidies, and incentivize new forms of production and consumption. Armenia's roadmap clustered four sets of activities under a green economy accelerator, including an expanded protected areas system, integrated land-use and water management, strengthen management of pollution and waste, and adopting an ecosystem-based approach to climate change and disaster risk.

For SIDS, accelerators emphasized marine protection, and land and natural resource management. These were part of a series of coordinated interventions also including investments in youth empowerment, women's empowerment, and human capital and social protection, designed to have multiplying effects across priority policy objectives linked to food security, renewable energy and climate action. A shift towards greater integration of environmental drivers within social and economic accelerators is evident, and vice-versa, but with clear opportunities for strengthening.

Increased attention to governance and institutions, but not enough on human rights. In 2017, there has been a marked increase in the number of accelerators and drivers related to governance and institutions, including peace and justice. Some missions, including Mauritius and Timor-Leste, looked at this through the relatively broad lens of efficiency and effectiveness, emphasizing issues such as administrative reforms and capacity-building. Recent roadmaps and reports have made references to inclusion, responsiveness and trust, such as Armenia, Burkina Faso and Jamaica.

Despite greater attention to accelerators and drivers on governance and institutions, these issues were not well integrated across the three pillars. Only Comoros and The Gambia made reference to them in the economic and social pillars, with an emphasis on links to peace based on a fragility assessment. Under accelerators on governance and institutions, economic and social drivers featured in accelerators only for Mali, Sri Lanka and Timor-Leste. The roadmap for Comoros included an institutional driver within its environmental accelerator. Accelerators related to governance and/or peace and justice were included in Mali (transition state), The Gambia (Sustaining Peace angle) and Comoros (a New Deal²⁶ state). The same was true of El Salvador, a lower middle-income country struggling with insecurity, and Sri Lanka, an upper middle-income country recovering from conflict. Another New Deal state, Timor-Leste, had an approach to accelerators, or 'enablers', focused on institutional change although peace and justice were implicitly included as underlying themes rather than as accelerators.

In line with the commitment to human rights in the 2030 Agenda, rights references were integrated in some roadmaps and reports, such as Comoros, The Gambia, Kazakhstan, Liberia, Mali and Timor-Leste. Trinidad and Tobago recommended a social protection system that is rights-based, as well as comprehensive, cost-effective and efficient. Moldova proposed a human rights-based approach to SDG reporting.

As a typically sensitive area for some countries, human rights recommendations require particular adaptiveness to ensure that all entry points and opportunities for integration are pursued throughout the MAPS engagement, while retaining meaningful government

"The MAPS mission [for Timor-Leste] was used to develop an SDG Roadmap presented at an International Conference on SDG Implementation organized by the Government and the g7+ Secretariat in 2017. The SDG Roadmap was approved by the Council of Ministers and published in the National Journal becoming an official policy document."

- Claudio Providas, UNDP Resident Representative a.i., Timor Leste

26. The New Deal is a key agreement between fragile and conflict-affected states, development partners, and civil society to improve the current development policy and practice in fragile and conflict-affected states..

leadership and country-ownership. Across 17 roadmaps and reports from 2016 and 2017, no accelerators mentioned human rights, and only two drivers referred to human rights (under the social pillar for El Salvador, and the governance and institutions pillar for The Gambia). There were no references to rights in the economic or environmental accelerators or drivers.

Policy integration was greater in Africa and the LDCs: Reports and roadmaps from missions to African countries and LDCs showed significantly greater cross-pillar integration than in other regions, along with a consistent inclusion of peace and justice accelerators. The Burkina Faso roadmap, drafted in late 2017, took the novel approach of a joint economic and social accelerator linking structural economic transformation to drivers related to value chains, women's autonomy, guaranteed basic social services, youth entrepreneurship and sustainable energy.

The Comoros roadmap, under its economic area for acceleration, connected the structural transformation of the economy and infrastructure development with improvements in education and improved governance. A social domain for acceleration covered social protection and basic social services as well as improved governance, job-creating growth through women's empowerment, and harnessing environmental potential through the green and blue economy—a notion then further elaborated under an environmental domain.

MICs fell short on integration and ambition: Accelerators identified in MICs, a grouping largely overlapping with the SIDS and ECIS missions, are less integrated. El Salvador stands out, with greater integration across its social and economic accelerators, and a stronger emphasis on peace and justice accelerators. The lack of integration could be a concern, given that middle-income countries, in the UN reform process, have expressed repeated concerns about the relevance of UN country team support as it is currently configured.²⁷ Among accelerators on governance and institutions, there were several references to effective or quality service delivery at the local level, perhaps reflecting the fact that inequalities in many MICs remain wide.

Economic accelerators for the MICs seemed to operate mainly within existing models for advancing development, aiming for higher growth, greater competitiveness, entrepreneurship and innovation, and economic diversification, among other elements. These are all valid, but may not be fully in line with the constraints that many MICs face in intersecting with a global economy, or with consumption and production issues that are increasingly acute in some of these countries and central to the 2030 Agenda. El Salvador, however, within an accelerator on resilient rural communities, linked economic opportunities, sustainable production capacities, food and nutrition security and natural resource use. The Moldova roadmap identified a focus on rural resilience and the intersection of development and environment with support to policies that address natural resources management, where investments could bring communities into regional value chains.

Across the MICs, social accelerators for the most part drew on globally prevalent issues of health, education, social protection, and gender and youth. Only a few roadmaps and reports tackled globally-emerging concerns, such as El Salvador with its 'care for all' accelerator, and Jamaica on tackling non-communicable diseases and linking health and violence. Out of a review of 11 roadmaps and reports from MICs,²⁸ the Azerbaijan roadmap referred to ageing in its accelerators and drivers, finding that the elderly (especially elderly men) are at serious risk of being left behind due to growing gaps in old-age pension coverage. Timor-Leste included senior citizens under its inclusion 'enabler'. Only a few (e.g., Armenia, Jamaica) made explicit reference to climate change; Armenia's roadmap proposed an ecosystem approach to climate and disaster risks. Sustainable management of natural resources was more widely referred to, possibly indicating political sensitivity around climate change.

A consistent focus on leaving no one behind: In keeping with the stated objectives of

27. See Phase 2 of the ECOSOC Dialogue on the longer-term positioning of the UN development system in the context of the post-2015 development agenda, in particular statements from Member States as part of the Event on Middle-income Countries: <https://www.un.org/ecosoc/en/content/phase-2#event>

28. Armenia, Aruba, Azerbaijan, El Salvador, Jamaica, Kazakhstan, Moldova, Sri Lanka, Tajikistan, and Trinidad and Tobago.

MAPS missions, mission reports and roadmaps made consistent references to redressing issues of exclusion and inequality in order to leave no one behind. Much of the emphasis in the accelerators was in those related to the social pillar, less so for the economic pillar. Four roadmaps made links to issues of social and economic integration and inclusion in environmental accelerators; The Gambia, El Salvador, Moldova and Sri Lanka, which covered issues such as sustainable agriculture and mechanisms for targeting excluded groups.

A number of groups were addressed, although women, youth and rural groups were most predominant in analysis and policy recommendations. The Sudan 2017 report highlighted major groups, such as a large population of the internally displaced and refugees, women left out of education and employment, and youth with limited access to employment. It also urged a focus on numerical minorities such as persons with disabilities and minor ethnic and religious groups. The Timor-Leste roadmap incorporated a vision of development where all members of society can contribute by achieving their full potential, noting that this includes people living with disability, senior citizens, religious minorities and sexual minorities (LGBTI).

A diverse set of issues were linked to exclusion, including ICT (The Gambia and Moldova), migration (El Salvador), civil engagement and legal resources (The Gambia), unpaid care work (El Salvador) and reproductive health (Aruba). Azerbaijan and Mali included decent jobs and employment as drivers of inclusive economic growth and reduced inequalities, respectively. Neither applied the more comprehensive ILO definition of decent work,²⁹ however. Armenia made creating paths to decent work a driver under its strengthened social protection system accelerator. A number of roadmaps and reports proposed public services that target groups that have been left behind. El Salvador defined quality public services at the local level as a driver of its state transformation accelerator.

Kazakhstan situated its accelerator on inequalities within human rights principles, and urged attention to the diverse consequences of inequalities, such as intergenerational tensions, low social mobility, lower work incentives and even violent extremism. Inequalities also featured in accelerators for Mali and Sri Lanka.

The determinants for people being left behind are complex; the MAPS missions have provided some scope for looking at these, including across different drivers. The high political visibility of mission teams has lent scope in some cases for broaching and reframing traditionally sensitive topics. Preparing the roadmap in Jamaica involved careful conversations about the roots of violence, which include the history of slavery and the fragmentation of families. In urging the incorporation of violence prevention within the education system, the roadmap noted that boys in particular are socialized towards crime and violence at an early age. Many who end up in a life of crime often miss or drop out of school, show cognitive or social irregularities, and have received little in the way of support from teachers, families or other sources. The roadmap suggested a series of steps including positive male role models in schools, sensitization on gender dynamics, and the promotion of the role of families in reducing vulnerabilities to crime and violence.

An absence of discussion on intersecting inequalities: On the whole, while a number of roadmaps and reports offered a cross-cutting mix of policy proposals related to specific groups of people at risk of being left behind, there could have been more emphasis on how different forms of exclusion intersect and compound each other where such data are available. There were few references to intergenerational inequalities, which that accrue when the current generation consumes resources unsustainably.

The Sri Lanka roadmap emphasized putting the root causes of inequalities at the centre of future SDG efforts, targeting multiple and intersecting forms of poverty and inequality, and addressing discriminatory laws and practices as well as perceptions of inequality and the exclusion. It pointed out that when groups as a whole feel excluded by a combination of

29. ILO: Decent work sums up the aspirations of people in their working lives. It involves opportunities for work that is productive and delivers a fair income, security in the workplace and social protection for families, better prospects for personal development and social integration, freedom for people to express their concerns, organize and participate in the decisions that affect their lives and equality of opportunity and treatment for all women and men.

discriminations, they may be more willing to resort to violence.

Social protection features in accelerators for countries at diverse stages of development.

Social protection was seen in a number of roadmaps as an important support for inclusion, with an emphasis on a mix of social and economic benefits. There was some variation in emphasis but a consistent focus on universality. Proposals included measures to extend systems where they are less developed, sustain them in the face of demographic and fiscal shifts, and reach 'last-mile' groups left out even in more developed systems. The Azerbaijan report proposed use of the UN Social Protection Floor Initiative³⁰ (as an inter-agency mechanism) to explore emerging strains on Azerbaijan's social protection system.

30. <http://www.social-protection.org/gimi/gess/ShowProject.action?id=2767>

In Trinidad and Tobago, a high-income country, economic recession has made social protection critical, with attendant challenges of structuring it to be efficient and sustainable. The current system faces problems of fragmentation and poor coordination, however, and the roadmap shows how it even inadvertently bars some vulnerable groups, such as survivors of domestic violence, from getting assistance. Proposed initial priorities to move towards an integrated social protection system centred on a rights-based approach. It would include programme consolidation to set the stage for a universal social protection floor, a unified social registry to improve transparency and monitoring, applying an active search model for beneficiary outreach based on experiences in Brazil and China, and making cross-sectoral links through interventions catalysing healthier behaviours. Expected benefits would include the reduction of poverty and inequality, as well as improved productive capacity and resilience among the most vulnerable.

The Gambia roadmap looked at productive social protection and targeted employment as a driver of the accelerator of economic inclusion and immediate private sector development. It recommended a menu of public employment programmes particularly in areas where jobs are scarce and/or marginal, towards easing the twin constraints of high unemployment among youth and infrastructure deficits.

Armenia is a lower middle-income country where the share of working poor has increased in recent years. In an accelerator focal area on strengthened social protection, Armenia's roadmap stresses the need for closer alignment with labour policies, and notes several factors, including current tax policy, in exploring paths to decent work. It also contains a series of measures to improve the quality and reach of social services and benefits in vulnerable communities. It emphasizes that contributions to children's development can break the intergenerational transmission of poverty. Other proposals include reassessing targeting mechanisms to respond more flexibly to the needs of vulnerable households. Social protection also features under accelerators on the green economy, in terms of building community resilience, and on unleashing human capital, in terms of identifying children at risk of leaving school.

A varying record on gender equality: Gender equality considerations featured across the MAPS mission roadmaps and reports, but to varying degrees, echoing the gap on this issue found in many mainstreaming and alignment exercises. Some roadmaps and reports gave gender equality a central role, such as Sudan's report, which stated: "If sustainable development is to be achieved investment in women's rights is crucial." It stressed how the root causes behind disadvantages for girls underscore the importance of working across sectors. The report used integrated models to show how a combination of peace, increased agricultural productivity and greater gender equality would affect SDG progress, with a particular focus on poverty reduction.

El Salvador's roadmap integrated gender across accelerators, such as by situating sexual and gender-based violence within a discussion on violence limiting the life choices of youth in a peaceful and fair society accelerator. It recommended prioritizing policies that create decent work particularly for women and youth in an accelerator on a competitive, inclusive

and environmentally sustainable economy. It was the only roadmap to define ‘care for all’ as an accelerator, pointing out that this would help meet five national plan priorities and eight SDGs. The accelerator looks at care across the lifecycle and in terms of the pending end of a period of demographic dividend. It proposes making care an issue of rights and development, with recommendations on improving access and quality, increasing the employment of women given low labour force participation, promoting the roles of men, and preventing and addressing teen pregnancy.

In Mauritius, an upper middle-income country, there is rising concern about a shrinking labour force and low fertility. Female labour force participation is low. Under an accelerator on productivity improvement, the roadmap suggested new incentives and labour policies and laws to spur women’s self-employment and small and medium enterprises. Similarly, the Azerbaijan roadmap addressed women’s labour participation to boost potential economic growth.

Some reports and roadmaps seemed to give gender equality a partial focus, featuring gender issues more frequently in social issues than in economic and environmental ones. Jamaica’s roadmap specifies that its prosperous economy pillar can contribute to SDG 5, on gender equality, but makes reference to women only in terms of procurement policy and women-owned firms, and not in proposals around inclusive finance and business ecosystems, or supply chains in agriculture, manufacturing and tourism. Its healthy natural environment pillar acknowledges a general link to reduced inequalities, but makes no mention of gender or women.

The roadmap for Timor-Leste refers to women’s empowerment as a catalytic development intervention and devotes significant attention to gender equality in its critical enabler on inclusion. Next steps, however, refer to issues such as disaggregated data and quality education, without reference to the discriminatory structural barriers that stand in the way of women’s empowerment. On a second critical enabler, on effective institutions and decentralization, the next steps refer explicitly to women only in the context of support for civil society, and not on issues such as planning, budgeting and human resources.

New avenues to bridge the humanitarian/peace/development divide: In countries in complex settings, MAPS missions have provided opportunities to assess and recommend potential measures connecting sustainable development, peace and humanitarian issues. Among states defined as affected by fragility under the OECD definition, there was a clear peace and justice emphasis within governance accelerators, and significant emphasis on institutional reforms across accelerators. Social pillar accelerators and drivers emphasized inclusion, primarily through employment and services.

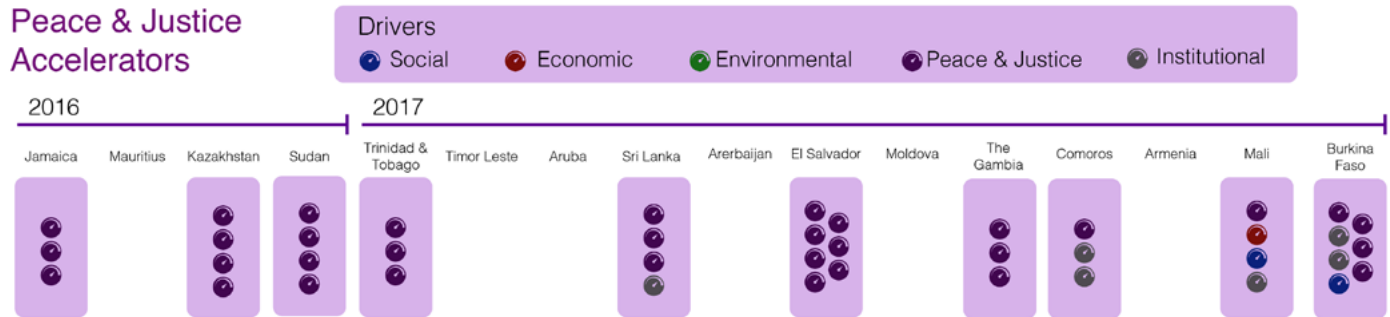
One team member pointed out that the MAPS missions can provide an opportunity to engage with Member States on a different footing, especially in settings affected by fragility where the relationship between the United Nations and the government may have a long history of dwelling on sensitive humanitarian, security, peace and human rights issues. Combining that discussion with a focus on sustainable development can resonate well with states and open new room for constructive dialogue. Some of the issues remain the same, but the framing shifts, so instead of talking mainly about resolving conflict, the stress is meeting the needs of people suffering the most and addressing the root causes of conflict as being good for development.

The mission to Mali made fragility and insecurity a unifying theme linking its proposed accelerators, which touched on economic, social, environmental and governance issues. The governance, peace and security accelerator called for strengthening the humanitarian, peace and development nexus. It covered proposals related to conflict management and prevention, institutional capacities related to inclusive elections, and improvements in infrastructure and social services, among other issues. Security issues were also tied to an accelerator on

economic transformation, where they were seen as part of an enabling environment.

The Burkina Faso roadmap selected the humanitarian-development nexus as an accelerator, stressing that accelerating development depends on acting both on short-term emergencies and long-term growth plans. It called for strengthening resilience and security, as well as joint planning exercises so that a full spectrum of development and humanitarian expertise and resources, from the government, UN organizations and donors, can be coordinated and

Figure 7: Driver mapping of peace and justice accelerators



full applied to humanitarian and development concerns. It recommended a medium-term framework to balance the prerogatives of humanitarian and development responses, as well as specialized short-term actors and those with longer term perspectives.

The 2016 MAPS mission to Sudan modelled knock-on impacts across the SDGs and their targets to identify three potential accelerators: increasing agricultural productivity, advancing gender equality and reducing conflicts. The 2017 mission, drawing on a two-day consultation with stakeholders and the Humanitarian-Development-Peace Nexus framework, built a framework of overarching and integrated principles—leaving no one behind, sustaining peace, resilience to shocks, gender equality and youth empowerment. It also defined a set of what it called emerging priorities, tied to the three accelerators. These included increased agricultural productivity; increased access to clean energy and electricity; building a comprehensive pro-poor social protection system; increased access to quality basic services; and improved capacity for climate, land and water resilience for sustainable livelihoods. For a pro-poor social protection system, the report drew links, for example, between malnutrition and stunting among children, and future productivity as well as current GDP losses.

Under its accelerator on bridging the development and peace divide, the Sri Lanka roadmap identified a variety of measures, such as those related to cultural pluralism, good governance, human rights protections, legal reforms, and the promotion of a culture of justice through the education system. It pointed out that peacebuilding and sustainable development processes have been proceeding on different tracks, but “achieving real peace requires equitable and sustainable progress on all goals, and not just political reconciliation on its own.” It stressed that horizontal inequalities, limited access to services and environmental hazards are among the potential triggers of future conflict.

In El Salvador, security issues are a major national concern. The MAPS mission began with this as an entry point to discuss a broader agenda, a process that team members felt drew together different stakeholders in a context of political polarization. The roadmap contains an accelerator on a peaceful and just society, where recommendations include one on prevention that stresses social, educational and economic inclusion policies, with a focus on vulnerable groups. Taking a cross-cutting approach, the roadmap also integrates analysis on losses to local economies from gang violence in a second accelerator on resilient rural communities.

Conclusions and recommendations

For countries and the UN system, the 2030 Agenda poses a daunting but critically important challenge: how to develop integrated public policies, in line with the principles of inclusion and sustainability, and then implement them backed by appropriate institutional arrangements, partnerships, financing and data. The MAPS missions have offered one of the earliest attempts within the UN system to act on this challenge. They have involved a learning curve, but one where the trajectory is moving in the right direction, as evidenced by increasing interest and support from governments, members of UN country teams and other international organizations.

UNDP has played a pioneering role in getting the missions off the ground, while recognizing that their strength and effectiveness rest on involving diverse stakeholders within countries and across the international system. In varying development settings, the missions have offered new insights into how to bridge the three pillars of sustainable development, strengthen the humanitarian-development-peace nexus, and make development processes risk-informed. They have shone a much-needed spotlight on issues of inclusion for groups at risk of being left behind, including women, youth, children, rural residents and persons with disabilities.

The results of the missions have encompassed greater awareness among UN country teams and missions, and a higher level of national commitment to SDG implementation, including among senior politicians and policy makers. Comprehensive assessments of data availability and the readiness of national statistical systems have helped clarify gaps and supported advocacy for national statistical offices to play a stronger role in institutional coordination

mechanisms. Detailed roadmaps and reports on the current level of SDG mainstreaming as well as potentially high-impact accelerators, tailored to national concerns, offer an important resource to push forward.

Many lessons have been learned through the MAPS missions; some have already been systematically incorporated, such as the need for rigorous preparation, and the importance of building mission teams with participants from across the UN system and other international organizations. As understanding advanced of how to frame integrated policies, there was a steady increase in the level of integration, as demonstrated in this paper. More remains to be done, however. Based on the findings above, some priorities could include the following.

Ensure more systematic engagement with UN organizations. The MAPS missions have improved UNDP's level of internal collaboration and joint work across thematic units and Regional Bureaus. With regard to other UN agencies, engagement in the missions has steadily increased over the last year, but needs to be more systematic and meaningful, so that reports and roadmaps become actively co-owned, rather than suggested inputs.

Feedback from UN RCs has been consistent in addressing gaps and opportunities in the missions, suggesting that UN reforms that empower RCs to play stronger, more political roles could be vital to the long-term impact and sustainability of MAPS engagements. Several RCs have pointed to the need for funds for post-mission actions, so as to continue to build momentum. One way forward might be the Joint Fund Board's review of funding possibilities related to the implementation of mission recommendations.

Engagement should extend beyond in-country missions. Preparatory work tends to be largely done by UNDP rather than with other agencies, which requires explicit commitment and engagement by all partners from the start. Headquarters messaging could encourage the full involvement of organizations at the country level. Future MAPS engagements might link into the "SDG country platforms" envisioned in UNDP's new Strategic Plan (2018-2021).

More consideration could be given to links with diverse parts of the UN system, including possibly the regional commissions and human rights bodies. This could entail, for example, mission teams conducting a systematic review of national commitments to international conventions under the Universal Periodic Review and other human rights instruments. This work can also build on UN/UNDP work with human rights institutions (for instance, in the ECIS region)³¹ on the links between SDG and human rights targets.

Cultivate strategic partnerships aimed at providing the highest levels of expertise. The MAPS missions are an ambitious concept, one that requires not only a comprehensive survey of national and sectoral development plans, but also a review of institutions, data, financing and partnerships, and the kind of sophisticated analysis essential for defining the right accelerators. Making the most of the potential of the missions requires a variety of strategic and technical inputs that typically go beyond what may be available in a single or even several organizations.

Some missions have encountered issues in having the right members and mix of expertise, for reasons that include the fact that there is not yet a systematic approach to identifying them or ensuring they are available. Putting such an approach in place would include defining the value and potential of partnerships within and outside the UN system. Particular emphasis might be placed on the areas of financing, data and institutional coordination.

"The MAPS mission revealed the critical importance of Multi-UN Agency approach for MAPS exercises at HQ and regional levels, right from the designing of the Missions"

- Pratibha Mehta, UN Resident Coordinator, Tajikistan

31. http://www.eurasia.undp.org/content/rbec/en/home/library/democratic_governance/support-of-national-rights-institutions-of-central-asia.html

Financing analysis and recommendations, acknowledged as weak in many roadmaps and reports, need to draw on the kind of higher level expertise that can help countries see not just the array of options available, but which might be most appropriate to them and why. Sophisticated

modelling tools, developed within the UN as well as by academic institutions and think tanks, can support detailed assessments of investment options across sectors, but require skill to apply and a longer time frame than the original mission, as much as two to three years. While data resources are extensive within the UN system, there needs to be some sense of how these might be brought together to support the missions, such as through a mapping that could be used in preparations. New sources of data outside the UN might be explored, including in tandem with public and private sector partners. These include big data, crowdsourcing, data collaboratives, telecom data and so on.

Striking a better balance between standardization and flexibility in the approach to the missions could help reduce their sometimes ad hoc character, and improve quality in ways that might boost buy-in by UN organizations, governments and other partners. Among other issues, this could help curb the tendency noted on some missions for priorities to be emphasized based on the preferences of individual members, rather than through collaborative engagement and/or evidence generated by assessments and analysis as well as core 2030 Agenda principles. Mission team leaders need to have the skills to manage and inspire active participation across partner organizations that may vary not just by mandate but also by distinctly different organizational cultures.

Strengthen institutional mechanisms. MAPS missions have provided useful information about existing interministerial coordination mechanisms, and have contributed ideas on how structures may be improved. In many cases, it may be useful to identify entry points for greater functionality, such as through capacity development assessments and plans, and peer learning for critical institutions in SDG implementation, and/or key groups and actors around accelerators. Institutional coordination is an area where the OECD has already expressed interest in closer partnership for future missions, building on experiences such as the 2017 Sudan mission.

Address localization. While national governments themselves are now adopting policies and legal frameworks, and defining national SDG indicators, it will be especially important for MAPS engagements to begin systematically bringing the 2030 Agenda to the subnational and local levels. This may be critical to maintaining connections to national perspectives, to ensuring no one is left behind, and to responding to rapid urbanization, which is becoming central to socioeconomic development in many regions and countries.

A number of mission team members emphasized the importance of exploring the potential of MAPS at the local level, particularly in MICs. Many of these countries are already well equipped to perform their own national assessments, but still face weaker local capacities. Particularly in large middle-income countries (such as for the upcoming mission to Brazil), diversity across different regions and localities can be great, requiring more tailored approaches.

One possible area of work might centre on supporting subnational data to assist the orientation of local service delivery around the SDGs. Another could involve UNDP's SDG localization toolkit, which has already contributed to thinking and preparation for many MAPS missions.³² Existing work that might offer learning on this issue could refer to the SDG localization effort in China, which offers a MAPS-like process of consultation, prioritization and adaptation of local planning.

Develop a more integrated and ambitious policy offer for MICs and other country contexts. While it was not possible to draw out systematic policy differences across the

32. Localizing the SDGs Toolbox: <http://localizingthesdgs.org>

different country settings, the MICs roadmaps and reports showed less integration across the three pillars than was the case for the LDCs. Policy advice to some extent fell short of the very complex development situations that the MICs confront in terms of inclusion, significant demographic shifts that pose huge challenges from ageing, environmental deterioration due to rapid development, and constraints in terms of financing and economic diversification imposed by the global economy and international institutions, among other issues. Some of these concerns are newer for UN country teams and in terms of traditional UN assistance within a country programme, but they need to be addressed as part of policy support that is coherent, fully relevant to these countries and aligned with the principles of the 2030 Agenda. Some of the regional commissions offer analytical resources that could be better applied.

More integrated and ambitious policy offers could also be considered for SIDS as well as countries in fragile and conflict-affected settings.

Elaborate a more systematic and rigorous approach to the definition of accelerators.

The approach to accelerators has been variable. This is not surprising, given the complexity of the 2030 Agenda, the different issues in play when thinking about national development priorities, and the variety of tools and approaches that exist. Yet this is an area that requires much greater investment and joint thinking by UN agencies and partners, towards defining the most strategic ways to identify accelerators and address acceleration in different country (and data) contexts. Further, although the definition of acceleration includes a focus on addressing synergies and trade-offs, the MAPS mission reports and roadmaps have not fully addressed the latter, given the limited availability of data and quantitative analysis. A clear methodology and guidance along with investments in capacity-building around integration and acceleration are required.

Close gaps on integration in the environment. Among the three pillars of sustainable development, policy integration was most limited on the environment, both under the environment pillar itself, and in terms of the integration of the environment in the social and economic pillars. While the reports and roadmaps have moved beyond some early experiences where the environment was nearly excluded, this remains an area that requires more attention. One suggestion was to ensure that the mission includes at least one member whose primary expertise is on environmental issues. At the same time, even with that expertise in place, there needs to be a guard against the tendency to assign all environmental concerns to the environmental pillar.

Move towards a more explicit focus on poverty and leaving no one behind. Many of the MAPS reports and roadmaps foreground what one team member called “trickle-down support”—such as through improved competitiveness, an enabling environment for entrepreneurship and structural transformation of the economy—without being explicit enough on poverty reduction. More attention needs to be given to understanding who are the poor, what are the multiple dimensions of their poverty beyond income, how these dimensions may intersect and reinforce each other, what policies are addressing these issues, and what are the most effective means for acceleration.

Some tools that have been gaining traction and might be better integrated in the MAPS missions include UNDP’s leave no one behind methodology and findings from related studies, the Multidimensional Poverty Index, and the UNDG’s upcoming operational guide to leaving no one behind. Special attention may be warranted in looking at the still persistent tendency of economic policy priorities to overlook issues of inclusion and inequality.

Deepen gender analysis. Given the far-reaching impacts of gender equality, and the reality that no country has yet fully achieved it, a point for reflection may be how to articulate gender equality as a logical accelerator for sustainable development in most countries. Systematic guidance, building on MAPS missions, would be useful in this regard. As an added

consideration, a minimum gender ratio should be considered when organizing mission teams and scheduling meetings, as this has been a challenge in most of the missions.

Advance integration with other agreements. During several missions, the need to foster closer interfaces with the implementation processes of other global agreements, such as the Sendai Framework for Disaster Risk Reduction and the Paris Agreement, was felt and flagged. Efforts related to articulating the alignment between the SDGs and Nationally Determined Contributions and data-related initiatives offer strong potential for mutual reinforcement. UN Member States are actively discussing how to enhance linkages between the SDGs and human rights, and how the human rights bodies can help.

Give a more prominent role to innovation. The high ambitions of the 2030 Agenda call for going far beyond business as usual. They coincide with an era where technology propels innovation. While the MAPS reports and roadmaps are to some extent innovative in connecting new issues, references to innovation were relatively scarce, focused on a few issues such as data and the private sector. More might be done towards assessing how innovation might act as an accelerator, or factor across accelerators—if the aim is a rate of change rapid enough to meet the demand for transformation. Another priority would be to explore roles for MAPS engagements in facilitating and leveraging existing innovations across different countries and country contexts.

One roadmap that mainstreamed innovation throughout, on the Government's request, was Armenia. "Opportunities for innovation" boxes detail measures that have been successfully pursued around the world, particularly in countries at a middle or higher level of development. The Gambia and Aruba roadmaps made innovation an accelerator, linked to ICT and business and entrepreneurship, respectively.

Deepen risk analysis. Reports and roadmaps recognized a wide variety of risks related to climate, disease, conflict drivers and peace engines,³³ corruption, poverty, conflict, etc. They noted how social protection is an essential hedge against poverty risks, and disaster risk management against natural catastrophes and climatic impacts. The Sudan report made resilience to shocks a cross-cutting principle, stressing that this needs to be integrated into any long-term development strategy. Priority areas were developed on the assumption that increasing incidence of disaster/climatic risks and short-term shocks will continue to impose structural hindrances, affect poverty reduction efforts and reverse development progress.

33. Conducting A Conflict and Development Analysis, UNDG: https://undg.org/wp-content/uploads/2016/10/UNDP_CDA-Report_v1.3-final-opt-low.pdf

There were some suggestions that the approach to risk overall should be more deliberate and comprehensive, something that every mission should systematically factor into analysis and mission recommendations to advance risk-informed development. One proposal was to develop a concept of "de-accelerators" to better understand and act on combined drivers of particularly acute risks that can rapidly set back development on multiple fronts.

Put greater emphasis on knowledge sharing. The breadth and complexity of the 2030 Agenda underscores as never before the need to understand and share successful strategies; there is not enough time to reinvent the proverbial wheel. Sufficient progress will depend in part on the ability to collect, share and communicate new knowledge as it emerges. The MAPS missions have built-in potential for South-South sharing, given the steady advances they have made on policy integration.

In whatever form knowledge sharing is pursued, it should not be conceived as a one-off presentation of report/roadmap findings. Ideally, it would be a continuous process that inspires regular engagement by different stakeholders, who learn and share experiences from the mission process itself as well as its follow-up. This could also be a chance to draw in complementary inputs on related SDG integration processes.

Make more systematic investments in capacities across UNDP and beyond: If integrated SDG support is to be the centre of what is done by UNDP and the UNDG, then additional investments are needed to get capacities to scale. Standardized core tools and methodologies together with training in their use for MAPS analysis should be further developed, targeting mission participants and people involved in preparation.

Respondents noted that MAPS missions typically lead to an increase in demand for SDG-related support, but the capacity to respond effectively from already stretched UNDP Regional Service Centres has not been sufficient. Greater clarity may be needed in the distinct roles of headquarters, regional and country offices, along with the mobilization of integrated capacities from across UNCTs and the UN development system.

Consider how MAPS might evolve through 2030. Integrated policy support is something that will be required all along the road to 2030. It is possible to imagine how a MAPS mission process, with its intense focus on integration and engagement of diverse stakeholders, could be part of regular progress checks or sources of targeted advice, as is already happening in some countries. It would be important to look ahead and begin defining what might be some general stages of MAPS mission support over time, going beyond initial assessments and roadmaps. The anchoring of mission outcomes and consolidated data and findings into country processes, such as the UNDAF or the country development plans, would allow for implementation and monitoring as part of these development instruments.

“I will deploy multi-disciplinary MAPS missions to inform conflict-sensitive and integrated support to national planning for the 2030 Agenda. I will also ensure that the ‘new UNDG’, under the DSG’s leadership, continues to promote cross-pillar coordination and coherence in support of the 2030 Agenda and its links to peace, including through its results groups.”

- UN Secretary General’s Report on Sustaining Peace (Paragraph 26)

Annexes

Annex I: Missions from which Roadmaps and reports were reviewed:

- Burkina Faso (6-10 Nov 2017)
- Mali (18-22 Sept 2017)
- Armenia (24 July-1 Aug 2017)
- Gambia (24-28 July 2017)
- Comoros (24-28 July 2017)
- Moldova (17-21 July 2017)
- El Salvador (26-30 June 2017)
- Azerbaijan (30 May - 3 June 2017)
- Sri Lanka (22-26 May 2017)
- Aruba (15-19 May 2017)
- Timor Leste (18-27 April 2017)
- Trinidad & Tobago (17-26 April 2017)
- Sudan (11-15 Dec 2016)
- Tajikistan (5-9 Dec 2016)
- Kazakhstan (21-25 Nov 2016)
- Mauritius (14-18 Nov 2016)
- Jamaica (24-28 Oct 2016)

Annex II: People who were interviewed and provided feedback for this report (alphabetical order)

- Sharif Baaser, Programme Specialist, Fragility and Peacebuilding, HATIS, Programmes Division, UNICEF
- Richard Blewitt, UN Resident Coordinator Trinidad and Tobago, Aruba, Curaçao and Sint Maarten
- Nathalie Bouche, Inclusive and Sustainable Growth and Development, Arab States Regional Team Leader, UNDP
- George Bouma, Sustainable Development cluster lead, Istanbul Regional Hub, UNDP
- Alessandra Casazza, Programme Advisor, SDGs, Addis Ababa Regional Hub, UNDP
- Pedro Conceição, Chief of Profession, Strategic Policy Unit, BPPS, UNDP
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- Claudio Providas, Resident Coordinator a.i Timor Leste
- Metsi Makhetha, Resident Coordinator Burkina Faso
- Ade Mamonyane Lekoetje, Resident Coordinator The Gambia
- Matilde Mordt, Sustainable Development Regional Team Leader, Panama Regional Hub, UNDP
- Chris Murgatroyd, Policy Advisor, Governance and Peacebuilding Cluster, BPPS, UNDP
- Matthias Naab, Resident Coordinator Comoros
- Mansour Ndiaye, Regional Team Leader for Inclusive Growth / Sustainable Development, Addis Ababa Regional Hub, UNDP
- Laurel Patterson, Policy Advisor, Strategic Policy Unit, BPPS, UNDP
- Mihail Peleah, Programme Specialist, Istanbul Regional Hub, UNDP
- Gonzalo Pizarro, Programme Specialist, Panama Regional Hub, UNDP
- Bruno Pouezat, UN Resident Coordinator Jamaica, Bahamas, Bermuda, Turks & Caicos and Cayman Islands
- Renata Rubian, Policy Specialist, Sustainable Development Cluster, BPPS, UNDP
- Christian Salazar, Resident Coordinator El Salvador
- Sanaka Samarasinha, Resident Coordinator Belarus
- Timothy Scott, Policy Advisor, Sustainable Development Cluster, BPPS, UNDP
- Nik Sekhran, Chief of Profession, Sustainable Development Cluster, BPPS, UNDP
- Claire Van der Vaeren, UN Resident Coordinator Cambodia
- Seraphine Wakana, UN Resident Coordinator Guinea

Annex III: Overview of MAPS mission 2016 and 2017

Country (Dates)	Country typology	Objectives	Mission composition (agency)	
RBA				
Liberia (Aug. 8-12, 2016)	LDC, fragility ³⁴	To provide support to the Government in the finalization of its roadmap for SDGs and Agenda 2063 domestication To identify strategic entry points for UNDP support to the Government to implement its roadmap	UNDP: Samuel Doe (Policy Advisor) UNDP, team lead; Alessandra Casazza (SDG Policy Advisor), Karoline Klose (New Deal Facility), Evelyn Edroma, Governance & Peacebuilding (GPB)	
Mauritius (Nov. 14-18, 2016)	UMIC, SIDS	To provide support for assessing the alignment of the national development strategy with the SDGs and contribute to the country's effort on SDG implementation	UNDP: Mansour N'diaye, Sustainable Development Cluster (SD), UNDP, Team lead; Minerva Novaro (GPB); Luisa Bernal (SD)	
Guinea (Nov. 21-25, 2016)	LDC, fragility	To provide support the Government in contextualizing and implementing the SDGs in fragile settings by informing the formulation of a mid-term development strategy To sensitize the UNCT on the MAPS approach	UNDP: Mansour Ndiaye (Conseiller Senior ODD, Addis Ababa), UNDP, Team lead; Riad Meddeb, SD, UNDP; Mafalda Marchioro (New Deal); Attoumane Boina Issa	
Comoros (July 24-28, 2017)	LDC, SIDS, fragile	Climate Change; Disaster Risk Reduction; Fragility/New Deal	UNDP; UNDESA Mansour N'diaye, SD, UNDP, Team lead; El Hadji Fall, Economic Adviser, Comoros and Madagascar; Henry Rene Diouf, Technical Specialist, Environment, RSCSA, Addis Ababa; Minerva Novero-Belec, Policy Specialist, Governance and Peacebuilding, BPPS NY; Negussie Gorge, Statistician, African Centre for Statistics, UN Economic Commission for Africa (UNECA), Addis Ababa; Bouazza Bouchkhar, Consultant, Data and Statistics for the SDGs, SPU, BPPS (Morocco-based)	
Gambia (July 24-28, 2017)	LDC, fragile	Support development of National Development Plan 2018-2021 Address issues of: governance youth empowerment; job creation - institutional coordination structures ³⁷	UNDP; UNECA; UN Women; ILO Rosemary Kalapurakal, UNDP, Team lead; Radhika Lal, Economic Advisor, Ghana and The Gambia, UNDP, Accra; Alessandra Casazza, Programme Advisor on SDGs, UNDP Regional Service Centre (RSC) for Africa, Addis Ababa; Gelila Terrefe, Senior Country Support Specialist, National Adaptation Plans, Global Environmental Finance, UNDP RSC Addis; Simon Ridley, Rule of Law Advisor, UNDP RSC, Addis; Bartholomew Amrah, Chief, Renewal of Planning, Macroeconomic Policy Division, UNECA; Corinne Delphine NDaw, Deputy Regional Director, UN Women, Dakar; Francois Murangira, Director, and Wouter Cools, Team member, Decent Work Team for West Africa and Country Office for Cabo Verde, The Gambia, Guinea, Guinea-Bissau and Senegal (ILO Dakar)	

[illegible]

Country (Dates)	Country typology	Objectives	Mission composition (agency)	
Mali (Sept. 18-22, 2017)	LLDC, LDC, fragile	Disaster Risk Reduction, New Way of Working	UNDP; ILO; FAO; WFP; UNEP; UNICEF; UNESCO Mansour Ndiaye, UNDP, Team lead. Aliou Dia, Team Leader, disaster Risk Reduction and Climate Change, Regional Service Centre in Africa (RSCA), Addis Ababa, BPPS; Becaye Diarra, Economic Adviser and Head Strategic and Armand-Michel Broux, Programme Specialist, Conflict Prevention and Recovery, BPPS, Dakar; Luisa E. Bernal, Policy Specialist Sustainable Development, BPPS, Geneva; Mohamed Fofana, ILO, Bamako; Modibo Toure, FAO, Bamako; Diane Yameogo, WFP, Rome; Benny Krasniqi, UNICEF, Bamako; Cherif Kane, Programme Specialist, PEI/UNEP, Nairobi; Yakhya Aicha Diagne, Policy Specialist, PEI/UNEP Mali; Pierre Saye, UNESCO, Bamako	
Burkina Faso (Nov. 6-10, 2017)	LLDC, LDC	Data and monitoring; Acceleration; New Way of Working in the context of SDG implementation	UNDP, UNEP, WFP Riad Meddeb, UNDP, Team Lead; Serge Kapto, Policy Specialist on Data for Development, UNDP; Thomas Rosignol, Policy Specialist on Conflict Prevention and Governance, UNDP; Cherif Kane, Program Specialist, UNEP, Nairobi; Luisa E. Bernal, Policy Specialis, SD UNDP	
RBAP				
Cambodia (Oct. 3-7, 2016)	LDC/ LMIC	To provide support for assessing the alignment of the national development plan and relevant sector strategies with the SDGs, enhancing statistical and development financing capacity To inform the mid-term review of the National Strategic Development Plan (NSDP) To explore the potential of the UN to contribute to the Government's SDG-related efforts	UNDP; UNDESA Jo Scheuer, Director, Climate Change & Disaster Risk Reduction, UNDP, team lead; UNDP HQ and Bangkok; UNDESA Statistics Division: Rosemary Kalapurakal, Lead SDG Advisor, Strategic Planning Unit, BPPS NY-Thomas Beloe, Governance & Development Effectiveness Advisor, UNDP Bangkok Regional Hub-Scott Standley, Economics Specialist, UNDP Bangkok Regional Hub-Raj Mitra, Inter-Regional Advisor on Statistical Capacity Building and Training, UN Statistics Division, UNDESA-Devika Iyer, Policy Specialist, Development Planning UNDP	
Timor Leste (April 18-27, 2017)	LDC, SIDS	Strengthening Institutions and Decentralization; Inclusion, Engagement and Ownership; Transformative Approach to Partnerships; Financing Framework for the Future; Integrated Planning, Budgeting and Monitoring Systems	UNDP Joseph D'Cruz, UNDP team lead; Patrick Duong, Regional Programme Advisor, Local Governance and Decentralisation, UNDP; Emily Davis, Policy Specialist, Development Finance and Effectiveness, UNDP; Karoline Klose, Policy Analyst, Fragility and Recovery, Strategic Policy Unit, UNDP	
Sri Lanka (May 22-26, 2017)		Good governance and strong institutions, environmental protection and disaster risk reduction, mitigating climate change, data and knowledge management	UNDP, UN ESCAP, UNFPA Patrick Keuleers, Governance and Peacebuilding Director, UNDP, team lead; Katinka Weinberger, Chief, Environment and Development Policy Section, ESCAP; Patrick Duong, Policy Adviser, Localising the SDGs, UNDP Asia and Pacific Regional Office; Renata Rubian, Sustainable Development Specialist, UNDP; Ingrid Fitzgerald, Technical Adviser, Gender and Human Rights, UNFPA Asia and Pacific Regional Office; Christopher Ryan, Regional Adviser on Statistics, ESCAP	

	Tools employed	Accelerators identified	Outputs
	RIA	Structural economic transformation Reduced inequality and eradication of poverty Resilient and durable environment Governance, peace and security	Draft roadmap with mission team
	RIA	Structural economic transformation Resilient and durable environment Governance Humanitarian Development Nexus	Draft roadmap with mission team
	RIA Statistical capacity assessment Development finance assessment	Not addressed	Provided assistance to the Government in assessing the alignment between the SDGs vis-à-vis key policy instruments, feeding into the mid-term review of NSDP Produced a report with key findings and recommendations for the Government and UNCT on SDG implementation
	Institutional Context Analysis	Inclusion, awareness and engagement Effective institutions and decentralization Integrated planning, budgeting and monitoring Financing for the future Transformative partnerships	Council of Ministers endorsed the SDG roadmap (& presented at g7+ meeting)
	Institutional Context Analysis RIA Foresight Development Finance Assessments	Addressing inequalities Invest in the blue and green economy Bridging the development and peace divides Increase local capacity for service delivery Boosting quality data and statistical coherence	Draft roadmap being reviewed by RC/UNCT

Country (Dates)	Country typology	Objectives	Mission composition (agency)	
Mongolia (Nov. 20-24, 2017)		To engage in a policy dialogue with the Government of Mongolia and to provide concrete suggestions on how to ensure that the government's current short-term priorities in the context of the IMF Extended Financing Facility (EFF) consider the impact on the three dimensions of sustainable development (economic, social and environmental) and the ambitions of the 2030 Agenda in terms of ensuring that 'no one is left behind'	UNDP; UNICEF; UNFPA; ADB Degol Hailu, Economist & Senior Advisor, UNDP, team lead; Tim Scott, UNDP, Michaela Prokop, SDGs, UNDP, Uyanga Gankhuyag, Social policies, Wendy Walker (ADB), Anderson Stanciole (UNFPA A-P Regional office), Jun Fan (UNICEF EAP Regional office), Enkhnasan Nasan-Ulzii (UNICEF)	
RBLAC				
Jamaica (Oct. 24-28, 2016)	UMIC, SIDS	To support the development of the government's roadmap for effective SDG implementation To provide assistance in identifying data gaps on SDG indicators	UNDP Nik Sekhran, Director/ Chief of Profession Sustainable Development, UNDP, team lead; Mandeep Dhaliwal – Director HIV, Health and Development UNDP; Kenroy Roach - Programme Manager-Caribbean, Regional Bureau for Latin America and Caribbean; Serge Kapto - Policy Specialist, Data for Development, UNDP; Almudena Fernandez – Policy Specialist, Social Protection, UNDP; Gonzalo Pizarro – Policy Specialist	
Trinidad & Tobago (April 17-26, 2017)	SIDS	Contribution towards the SDGs and national development objectives. The identified potential accelerators include: (i) improve the performance of the social protection system; (ii) increase access to justice; (iii) greening infrastructure for sustainable development; (iv) strengthening competitiveness and productivity for inclusive growth; and (v) integrated land and coastal management. Establish an institutional arrangement for Vision 2030 and SDG implementation	UNDP; ECLAC Nik Sekhran, Director/ Chief of Profession Sustainable Development, UNDP, team lead; Mandeep Dhaliwal – Director HIV, Health and Development UNDP; Kenroy Roach - Programme Manager-Caribbean UNDP; Almudena Fernandez – Policy Specialist, Social Protection, UNDP; Craig Hawk SD UNDP, Cayetano Casada, Environment, climate change and resilience UNDP	
Aruba (May 15-19, 2017)	Small island	SDGs and national development objectives. The identified potential accelerators include: (i) Youth empowerment; (ii) natural resource management; (iii) achieving the energy transition; (iv) developing business ecosystems for entrepreneurship and innovation; and (v) strengthening institutional quality and effectiveness.	UNDP, ECLAC Marcel Alers, SD, UNDP, Kenroy Roach Programme Manager-Caribbean UNDP, Devika Iyer SD UNDP, Massimiliano Riva, Ivan Gonzalez de Albam SD, UNDP	
El Salvador (June 26-30, 2017)		humanitarian/migration. financing. hum-dev nexus. broad resilience approach. stakeholder engagement through gov't cabinets.	UNDP; UNICEF; UNFPA; WFP; UNHCR Matilde Morte, UNDP, team lead; Gerardo Noto (Governance/Citizen Security); Almudena Fernandez (Social/ Finance); Guillermina Martin (Gender, economy) and Cayetano Casado (Environment, climate change and resilience), Rafael Pleitez UNDP; Mario Iraheta, UNFPA; Alexis Rampa, WFP; Andrea Astacio, UNHCR; Jimmy Vazquez, UNICEF	

	Tools employed	Accelerators identified	Outputs
	Economy-wide Analysis Institutional Context Analysis	Not yet identified	UN-ADB Joint SDGs MAPS Mission to Mongolia: Summary of High level Findings (quick post-mission note to the government counterparts) UN-ADB Joint SDGs MAPS Mission to Mongolia: Report (in progress) UNDP/ ADB collaboration with the Government of Mongolia on shaping the upcoming donors' forum for Mongolia (tentatively) 4. Review/ analysis/ recommendations on the 2019 government budget with a view to strengthen the social and environmental dimensions, while considering the fiscal constraints and agreements with the IMF and donors (tentatively).
	RIA COMBOS Data related support	Jamaica's economy is prosperous Jamaicans are empowered to achieve their fullest potential Jamaica has a healthy natural environment Jamaican society is secure, cohesive and just	Developed a roadmap for SDG implementation in alignment with the country's Vision 2030, proposing critical accelerators for fast and sustained progress
	RIA COMBOS Development Finance Assessment	Strengthen competitiveness and productivity for inclusive growth Optimize the performance of the social protection system Integrated land and coastal management Greening infrastructure for sustainable development Increased access to justice	Draft Roadmap circulated, awaiting formal endorsement by government
	RIA COMBOS Development Finance Assessment	Developing business ecosystems for entrepreneurship and innovation Achieving the energy transition Youth empowerment Natural resource management Strengthening institutional quality and effectiveness	Mission report shared with government - feedback expected soon
	RIA COMBOS Development Finance Assessment PovRisk	Resilient rural communities Competitive, inclusive and environmentally sustainable economy Care for all Children and adolescents with 12 years of education Ensuring a sustainable water ecosystem Peaceful and justice society State transformation	Draft roadmap presented to gov't and being translated

Country (Dates)	Country typology	Objectives	Mission composition (agency)	
Dominican Republic (Nov. 27-Dec. 4, 2017)	SIDS	It was an important moment of advocacy for the 2030 Agenda, with an agenda of around 50 meetings with multiple actors: central government, municipalities, congress, private sector, civil society, academia, “notables” and media. Likewise, it served to position the UNS as a whole. A work plan of the 2030 Agenda Committee for Indicators was drawn up that will be able to report officially on a set of indicators by March. Likewise, a roadmap for the production of indicators in the medium term was established, and the final document of the mission will contain considerations on funding scenarios for statistical production.	UNDP; UNICEF; UN Women; UNFPA; FAO; WHO/ PAHO Matilde Morte, UNDP, team lead; Jose Cruz-Osorio, GPB UNDP; Gonzalo Pizarro – Policy Specialist, SD UNDP	
RBEC				
Kazakhstan (Nov. 21-25, 2016)	UMIC, LLDC	To support the development of the government’s roadmap for adapting the SDGs to national needs To contribute to the ongoing review of Kazakhstan 2050 Strategy and ensure institutional reforms to be aligned with the SDGs To support the UNCT better equipped to assist the government on SDG implementation	UNDP Balazs Horvath Director of the UNDP Seoul Policy Centre, team lead; George Bouma (Team/Cluster leader, Sustainable Development, Istanbul Regional Hub), Mihail Peleah (Programme Specialist Green Economy and Employment, UNDP Istanbul Regional Hub), Oksana Leshchenko (Policy Specialist, Sustainable Development Cluster, BPPS/ NY) and Shelley Inglis (Policy Advisor on Governance, Istanbul Regional Hub)	
Tajikistan (Dec. 5-9, 2016)	LIC, LLDC	To present and discuss with key stakeholder the results of RIA with particular focus on existing gaps between the national development plan and the SDGs, resource allocation, and prioritization To showcase SDG Dashboard as an innovative monitoring tool for the use of a coordinating Governmental body To support the development of a SDGs implementation roadmap for Government To develop a UNCT strategy for supporting SDG implementation To promote partnerships with local academia and think tanks to support the research and assessment of policy options for the SDGs	UNDP Sarah Poole, Deputy Director, BPPS, UNDP, team lead; George Bouma, Sustainable Development, UNDP, Babatunde Omilola, SD UNDP; Armen Grigoryan (CC/DRR, UNDP) Elena Danilova-Cross (UNDP)	

	Tools employed	Accelerators identified	Outputs
	RIA COMBOS PovRisk	multidimensional poverty competitiveness and decent work sustainable consumption and production resilience an inclusive state	Aim for the document to be an important input for the Government of the Dominican Republic, as an internal instrument for the implementation of the 2030 Agenda, as well as for the report to the HLPF of 2018, in which RD will present. The resulting Roadmap will also be a guide document for the UNCT in the medium term
	RIA SDG Dashboard Foresight	Diversifying Kazakhstan's economy and engaging the private sector Tackling inequalities, including gender inequality Inclusive governance and enhanced local governance Regional and Subregional Cooperation and Integration	Provided recommendations to contribute to the country's SDG roadmap focusing on the alignment of national and regional development strategy with the SDGs, institutional arrangements, and monitoring Provided advice to the CO in developing a strategy for supporting the implementation of the SDGs
	RIA SDG Dashboard	Equitable regional development Access to modern energy services Gender Youth	Developed the SDGs implementation roadmap for the Government Developed the UNCT strategy for supporting the country's SDG implementation

Country (Dates)	Country typology	Objectives	Mission composition (agency)	
Azerbaijan (May 30-June 3, 2017)	LLDC	Prioritization and nationalization of SDGs, monitoring and evaluation of progress towards achieving sustainable development; Policy advice on mainstreaming sustainable development into national and local policies through identification of SDGs inter-linkages and accelerators; Advocacy and capacity building to promote national ownership and mobilize national and international creative potential.	UNDP; ILO; UNICEF Ben Slay, UNDP, team lead; Elena Danilova-Cross; Milica Begovic; Yuliya Shcherbinina; Casper Sonesson; Prof. Jarko Fidrmuc, Zeppelin University; Mikhail Pouchkin (ILO, Moscow RO); Gillian Wilcox (UNICEF, Geneva RO)	
Moldova (July 17-21, 2017)	LLDC	governance, four key thematic areas HR, gender, Democratic governance: growth and economic diversification, green growth and sustainability, population dynamics and migration, social inclusion. IFs platform to be applied with government	UNDP; UNFPA; World Bank George Bouma, Sustainable Development, UNDP, team lead; Alexandru Cojocaru, Senior Economist, World Bank; Rune Brandrup, Policy Specialist, Youth, UNFPA; Isabelle Tschan, Governance, Rule of Law Specialist, UNDP; Mihail Peleah, Green Economy and Employment Specialist, UNDP.	
Armenia (July 24-Aug. 1, 2017)	LLDC	The main objective of the MAPS mission was to hold consultations with key stakeholders to inform the formulation of a Roadmap for SDG implementation within the context of the new Development Strategy for Armenia. The Roadmap will address priority measures to accelerate progress in SDG implementation across Goals and Targets, In addition, the mission aimed at: i) sensitizing and supporting the UNCT in framing and contextualizing its response to SDGS local implementation; and ii) providing input to the design of the SDG Innovation Lab, which is being set up by the Government of Armenia in cooperation with UNDP.	UNDP; FAO; UNICEF Nik Sekhran, Director/ Chief of Profession Sustainable Development, UNDP, team lead; Benjamin Kumpf (DIG), Luisa Bernal (SD), Oksana Leshchenko (SD), Rod Mamudi (BERA), Rajeev Issar (CC/DRR), FAO and UNICEF colleagues	
Turkmenistan (Nov. 20-24, 2017)	LLDC	Productive and diversified growth, greener economic development and social inclusion leaving no-one behind	UNDP; UNICEF; World Bank; WHO George Bouma, Sustainable Development, UNDP, team lead; Bettina Menne, Coordinator Health and Development (SDG), WHO; * Gillian Wilcox, Regional Chief of Programme, Planning & M&E, UNICEF * Mihail Peleah, Programme Specialist Green Economy and Employment UNDP * Stanislav Kim, Programme Specialist Recovery, Early Warning Systems and Response, UNDP * Moritz Meyer, Economist, World Bank * Gereltuya Altankhuyag, Consultant on Statistics and Monitoring	

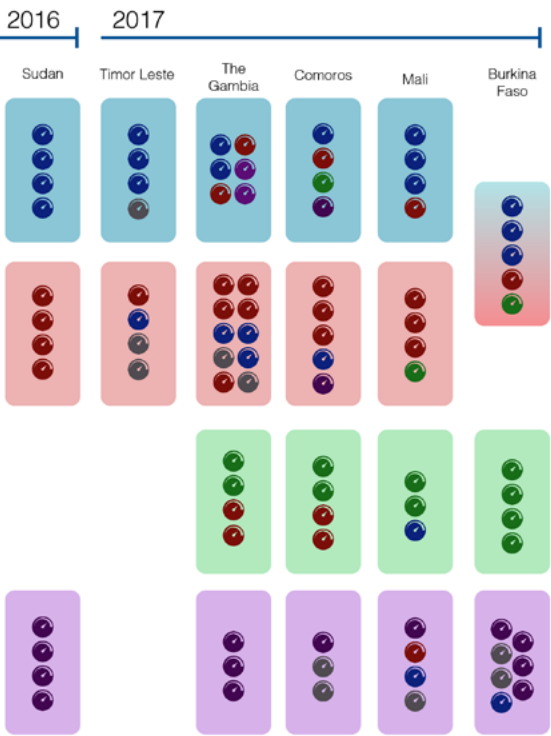
	Tools employed	Accelerators identified	Outputs
	RIA	Inclusive economic growth that creates decent jobs Leaving no one behind through better social protection, services Greening diversification	Draft roadmap reviewed by UNCT and has gone for translation and presentation to government
	International Futures RIA	Improving labor market opportunities Inclusive Service Delivery Resilience and Regional Development Administration Reform	Roadmap submitted to government for NDS inputs
	RIA	High growth high employment economy Strengthened social protection system Unleashed human capital Green economy Modern and efficient public administration	The MAPS mission to prepare a PPP for presentation of the Roadmap in Armenia, including to the Prime Minister, inclusive of an appendix with innovative approaches related to the identified indicators (mid-September) Roadmap for SDG implementation shared with Government
	International Futures	Not addressed	Mission team preparing a roadmap

Country (Dates)	Country typology	Objectives	Mission composition (agency)	
Belarus (Nov. 27-Dec. 1, 2017)		Provide the Government of Belarus with the roadmap for implementing the SDGs in compliance with the national needs and ensure that the current and future institutional reforms and accompanying legal and sectoral reforms and plans adapt an SDG-sensitive implementation process. Recommend/advise on the strategy for the UNCT on how to support the above roadmap of the Government of Belarus. It will elaborate on UNCT's options for SDGs and develop a strategy for positioning and support the process of integrating the SDGs in the national context. Explore workable financing options for implementation of the SDGs in Belarus.	UNDP; WHO; World Bank; UNFPA; UNICEF; ILO; UNDESA Shelley Inglis, Governance and Peacebuilding, UNDP, team lead; Bettina Menne, Coordinator Health and Development (SDG), WHO Maryna Sidarenka - macro-economics, World Bank; Nigina Abaszade - population and social affairs, gender, UNFPA; Antonella Scolamerio – children, social affairs and LNOB, UNICEF Mikhail Pouchkin, labor, ILO; Elena Danilova-Cross on tools – UNDP Gabriel Gamez, data and statistics, DESA	
RBAS				
Djibouti (Nov. 27-Dec. 1, 2016)	LDC, fragile	To help the country take a significant leap forward through the investment in analysis and preparation of a roadmap to guide country engagement with the 2030 Agenda To inform the strategy of CO/UNCT to support the government on SDG implementation	UNDP Jo Scheuer, Director, Climate Change & Disaster Risk Reduction, UNDP, team lead; Mme Nathalie Bouché, Responsable de l'équipe pour la croissance inclusive, Centre régional de services pour les Etats arabes; M. Jean-François Dubuisson, spécialiste moyens de subsistance en zone rurale et relance économique; M. Serge Kapto, Spécialiste en statistiques; M. Sébastien Vauzelle, Spécialiste de la localisation des ODD	
Sudan (Dec. 11-15, 2016)	LDC, fragility	To sensitize and advocate for the importance of the SDGs and to leave no one behind agenda, as well as the "accelerators" of the SDGs in Sudan with the Government and other key stakeholders To bring together UNCT members in planning and support to implementation of the SDGs To assist the CO with inputs to develop its Country Programme Document using the SDG framework	UNDP Pedro Conceicao, Director of Strategic Policy, UNDP, team lead; Babatunde Omilola (SD) Malin Herwig (Amman) Birgitta Liss Lymer (SIWI)	
Sudan (Oct. 8-12, 2017)	LDC, fragile	Identify priority SDGs and targets for Sudan	UNDP; UNICEF; WFP; ILO; UNDESA; OECD Pedro Conceicao, Director of Strategic Policy, UNDP, team lead; Ms. Sorie LEE, Policy Specialist, UNDP; Ms. Lieke VAN DE WIEL, Regional Chief of Planning and Programme, UNICEF MENA Regional Office; Mr. Sharif BAASER, Programme Specialist, Fragility and Peacebuilding; Mr. Cedric CHARPENTIER, Programme and Policy Officer, WFP; Ms. Kholoud AL-KHALDI, Senior Enterprise Development Specialist, ILO; Mr. Francois FORTIER, Interregional Adviser on Sustainable Development Policy and Planning with the Water, Energy and Capacity Development Branch, UN DESA; Ms. Riina JUSSILA, Sustainable Development Officer, UN DESA; Ms. Rachel SCOTT, Team Leader on Conflict, Fragility, Resilience, OECD	

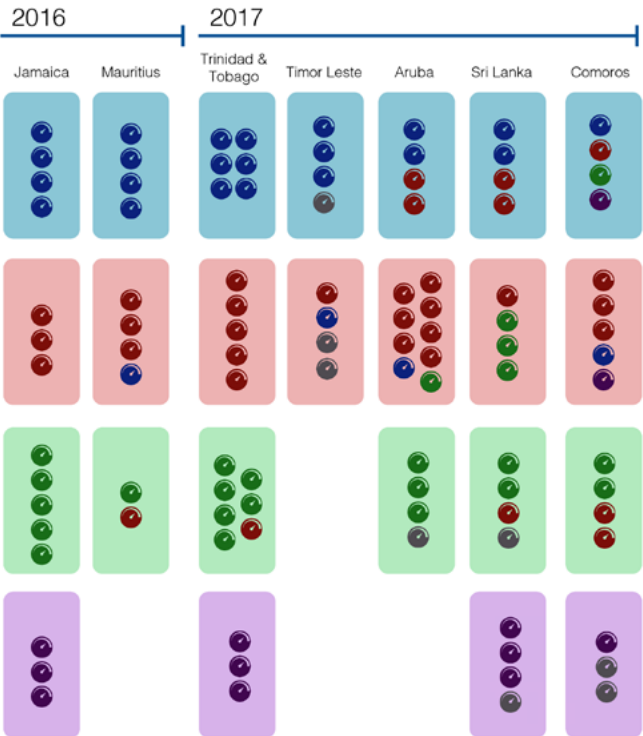
	Tools employed	Accelerators identified	Outputs
	RIA	Not available at time of writing	Finalize RIA and other analytical products Draft Mission Report to be submitted to UNCT
	RIA	Not addressed	Provided recommendations on priority actions to be taken by the Government
	Data related support	Increasing agricultural productivity Advancing gender equality Reducing conflicts	Provided advice and suggestions for how to align the indicators to the SDG indicators
	International Futures	Increase Agricultural Productivity Increase Access to Clean Energy and Electricity Build a Comprehensive Pro-Poor Social Protection System 4. Increase Access to Quality Basic Services Focusing on Education, Health, Water, Sanitation and Hygiene (WASH)	Mission Report being reviewed by UNCT and government

Annex IV: Roadmap accelerator typology comparisons

Fragility affected contexts examples



SIDS missions



Annex V: Unabridged reflections and recommendations by UN Resident Coordinators of host countries to MAPS missions through 2016 and 2017

Cambodia MAPS mission, 3-7 October 2016

At the Strategic Prioritization workshop for the next UNDAF (2019-2023), held in mid-January 2018, the Ministry of Planning presented the elements that will inform the formulation of the next National Strategic Development Plan 2019-2023. Among them is the MAPS Rapid Integrated Assessment (RIA). In his statement, the representative explained to the audience of some 150 participants from government, development partner, NGOs, CSOs, academia and the private sector that this assessment helped clarify the gaps in national policy to achieve the SDGs.

It should be noted that when it was undertaken in 2016, the MAPS mission included the UN Statistics Department which enabled it to also address the national capacity for measuring the SDG indicators. The combination was very effective in the Cambodian context.



Claire Van der Vaeren, UN Resident Coordinator Cambodia

Jamaica MAPS mission, 24-28 October 2016

Jamaica received its MAPS mission in October 2016. It was an all-UNDP mission, and it proved as difficult to get the mission members to acknowledge MAPS as a UNDG-wide initiative as it was to get other UNCT members interested. The Government's continuing attribution of MAPS to UNDP still dogs inter-Agency collaboration to this day.

The Rapid Initial Assessment confirmed the full alignment of Jamaica's national development plan Vision 2030 to the SDGs, while the Road Map (eventually endorsed by Cabinet) helped make the SDGs an accessible objective. As a result, the Government is now comfortable referring to the SDGs as the foundation for their vision of a developed Jamaica.

During a parliamentary session which we had co-opted to mark UN Day 2017, the Prime Minister creatively used the SDGs to buttress his determination to end violence against children in homes and schools, saying: "I am totally against corporal punishment.[...] With our commitment to the SDGs, I don't see how we can maintain this aspect of our culture and claim that we want to advance as a modern, civilised society."

Jamaica also felt comfortable enough about the SDGs to convene, with UN support, a regional conference. The event saw extensive, high-level participation from across Caribbean, and the Government is still leading efforts to establish a region-wide platform for dialogue and exchange of experiences. With its three campuses across the region, the University of the West Indies plays a central role.



Bruno Pouezat, UN Resident Coordinator Jamaica, Bahamas, Bermuda, Turks & Caicos and Cayman Islands

the process to positively impact the development agenda in the country.

Tajikistan MAPS mission, 5-9 December 2016

Tajikistan was among the first 10 countries selected for a MAPS mission. A mission was initiated in response to Government's strong interest in aligning implementation of National Development Strategy to SDGs and consisted of UNDP advisors from BPPS and IRH and led by BPPS Deputy Director and took place in December 2016. The MAPS mission's agenda and deliverables were finalized in consultation with the government, UNDP Country Office, and experts from different clusters of BPPS and IRH. The Tajikistan MAPS mission was driven by strong interest expressed by the Government of Tajikistan to align SDGs to national needs.

1. MAPS mission helped catalyze multi-stakeholder discussion, awareness and highlighted need for coordination with different stakeholders, including the Government, UN Agencies, development partners and civil society.

2. The Rapid Integrated Assessment conducted with support from UNDP/IRH, before the MAPS mission, helped to better understand level of SDG alignment with the key national priorities and strategies. The findings were presented by UNDP to the Development Partners and government. The findings of RIA reinforced that development pathway outlined in the new National Development Strategy 2016-2030 is in line with the global commitments which strengthened commitment of the Government to pursue further mainstreaming of SDGs.

3. However, recommendations of the MAPS mission on potential accelerators to UNCT, triggered extensive debates and disagreements by UN Agencies. The UNCT perceived both the IRA as well as MAPS mission as UNDP activities, other UN Agencies lacked ownership of MAPS recommendations. Although first meeting of MAPS mission was with the UNCT to get advice, UN Agencies considered it passive participation. Consequently, the MAPS mission report could not be finalized as UNCT product and officially shared with the Government.

4. MAPS mission revealed the critical importance of Multi UN Agency approach for MAPS exercises at HQ and Regional level, right from designing of the Missions. MAPS team in IRH has taken this on board and all subsequent mission are now inter-agency.

5. While the MAPS report could not be shared, in general, there is agreement in the government and UNCT that SDG monitoring and financing is a priority, MAPS recommendations on monitoring and some other elements were incorporated in the VNR process and also in the National SDGR process.



Dr. Pratibha Mehta, UN Resident Coordinator Tajikistan

Trinidad and Tobago MAPS mission, 17-26 April 2017

The Government of Trinidad and Tobago requested the UN System to support its national development planning and alignment to the Sustainable Development Goals (SDGs). The Mainstreaming, Acceleration and Policy Support (MAPS) Mission was led by the UNCT in Trinidad and Tobago, with substantive support and technical backstopping from UNDP NY Office and the ECLAC Office in Port of Spain.

The purpose of the mission was to help develop a road map for the effective implementation of the Sustainable Development Goal (SDGs) linked to the Government's national development objectives. The Rapid Integrated Assessment was done examining the national documents, to assess the level of alignment with the SDGs, and identifying key accelerators for SDG implementation and achievement.

The development of the National Development Strategic Plan "Vision 2030" and the MAPS mission were done simultaneously. Thus, the UN system was able to provide strategic and substantive support to the development of the national plan.

Why relevant to national planning

The MAPS mission was relevant to national planning processes as it identified the gaps and what further action that needs to be taken towards the achievement of the Sustainable Development Goals.

The first step to localizing the 2030 Agenda was to review the level of alignment the national planning documents has with the SDGs, at the target and indicator level. Landing the 2030 Agenda at the country level involves both aligning plans with targets and making choices on actions to meet the SDGs.

There were 114 SDG targets considered as relevant for the country and in the aggregate of all the planning documents, Trinidad and Tobago was found to be aligned, either fully or partially, with 81% of them. When considering only the Vision 2030 Trinidad and Tobago, again both the fully and partially aligned is 37%.

The main gaps in terms of SDG targets that are not reflected in the national plans are around the areas of gender equality, reduction of inequality, and partnerships. For SDG 5 (Gender Equality) and SDG 10 (reduce Inequalities), three of the five relevant SDG targets were not reflected in the national planning documents. For SDG 17 (partnerships), five of the 14 relevant targets were not reflected in the national planning documents.

Given the ambition and breadth of Agenda 2030 and national development objectives and the implementation constraints facing government and other partners – in terms of financial, technical and human resources – prioritization is indispensable.

As such five accelerators have been identified for Trinidad and Tobago as a way to prioritize a set of catalytic measures to accelerate progress across goals and targets of the 2030 Agenda



Richard Blewitt, UN Resident
Coordinator Trinidad and Tobago,
Aruba, Curaçao and Sint Maarten

These accelerators are: (i) improving the performance of the social protection system; (ii) increasing access to justice; (iii) greening infrastructure for sustainable development; (iv) strengthening competitiveness and productivity for inclusive growth; and (v) establishing an integrated land and coastal management system.

Follow up to the Vision 2030 SDG Roadmap and linkages with CIP-TT

- There is no inter-institutional coordination mechanism proposed, or recognized in the National Development Strategic Plan which would allow the stakeholders of Trinidad and Tobago to more effectively implement a sustainable development agenda. UN to support the establishment of an inter-institutional coordination mechanism.
- UNCT to work with the Ministry of Planning and Development to expedite the review and circulation of the SDG Implementation Roadmap and determining the Implementation Structure for Vision 2030. The UN stands ready to support the review of accelerators by stakeholders, agreement on accelerators to be reach and on how to implement and incorporate into national planning and implementation. Roll out of MAPS includes support to a communications strategy for the Localization and implementation of the SDGs including a SDG platform for wider stakeholder engagement to promote participation.
- UNCT to explore with the Parliament of Trinidad and Tobago how we can advance on the work on the MAPS Accelerators.
- UNCT to agree on which agencies will take the lead on the accelerators to support Government. ILO to lead accelerator 2.
- Four results groups have been established under the Multi-country Sustainable Development Framework, Country Implementation Plan for Trinidad and Tobago. The Roadmap also needs to be shared with the MSDP CIP-TT Results Groups to inform them of the linkages between the recommended SDG Accelerators and the CIP-TT. A sub-committee under the Inclusive, Equitable and Prosperous Results Group would be established to focus on the SDG Accelerator of Globally Competitive Business/Ease of Doing Business.

There is considerable interest in doing MAPs missions in Suriname and Curaçao, two other places I cover.

Aruba MAPS mission, 15-19 May 2017

For Aruba, The United Nations Development Program (UNDP), conducted a Mainstreaming Acceleration and Policy Support (MAPS) Mission in Aruba in May 2017. The National Commission for the implementation of the SDGs worked closely with UNDP to prepare the mission and to put together a program that was participatory in Nature as the government wanted broad ownership of the process. A broad group of stakeholders participated in workshops and visits to different entities were also made. This process led to a draft Roadmap which was shared with the SDG commission in August 2017. The SDG commission decided that they wanted to adhere to the same participatory methodology for the feedback sessions.

However, since national elections were to be held in September 2017, the Commission decided to send out the draft document to the stakeholders that participated in the MAPS mission in May 2017 and to then hold sessions right after the elections. This commission decided for this approach in order to avoid politicization of the process as much as possible and to help get buy in from the community and new government.

After the feedback sessions, which also included adjustment and additional accelerators, the commission re-worked the draft Roadmap shared by UNDP and submitted it to the new government for their input. After the input from the government, the Roadmap will be shared with UNDP MAPS mission for the final revision and then formal approval at the local level.

The new government has fully embraced the SDG and the SDG Roadmap prepared through the MAPS mission gives the government a document to work with. The SDG Roadmap will be the framework for the development of a national strategic plan (NSP). The Roadmap thus far has been broadly disseminated with government ministries, departments, NGOs and the private sector and roadshows were also done. The MAPS methodology and work done by the MAPS mission has already served to create broad acceptance among the key stakeholders and to help streamline policy making.

As a matter of fact many government departments have individually started incorporating SDGs in their planning and have been focusing on the accelerators as a guideline for policy prioritization. Thus far the MAPS mission and its results has not only served to help create additional awareness on SDGs, but most importantly to propel the implementation of the SDGs at the national level. For a small island such as Aruba, where there is a limited human resource base and communities are highly politicized, the MAPS approach and the available online resources and most importantly I, the SDG roadmap have thus far proven to provide a strong policy tool. The neutrality of the SDGs has proven to be key in acceptance of the MAPS Roadmap by key stakeholders and the new government. Hence the power and importance of this work for a small island such as Aruba cannot be sub-estimated.

Timor Leste MAPS mission, 18-27 April 2017

Timor-Leste has engaged strongly in the development and implementation of the SDGs. The Government has committed to making SDGs key national priorities, and to use these goals in national prioritization and budgeting. All the SDG targets have been mapped against the national 20-year Strategic Development Plan, and selected SDGs were used directly in budgeting for 2017. The MAPS mission was used to develop an SDG Roadmap presented at an International Conference on SDG Implementation organized by the Government and the g7+ Secretariat in 2017. The SDG Roadmap was approved by the Council of Ministers and published in the National Journal becoming an official policy document.



Claudio Providas, Resident Coordinator a.i Timor Leste

Azerbaijan MAPS mission, 30 May – 3 June 2017

In Azerbaijan, the Government has demonstrated a strong commitment to translating the principles of sustainable development, as articulated in Agenda 2030 and the SDGs, into national policies and programming. It has set out a policy framework for doing so, and is now engaged in its implementation. Earlier in October 2016, the Government created the National Coordination Council for Sustainable Development (NCCSD), which engages key national and international partners in the nationalization process. Azerbaijan also was among first countries in the region, which came with its Voluntary National Review (submitted for the HLPF in June 2017). The MAPS mission was carried out in Azerbaijan on 20 May – 2 June 2017 which included representatives from UNDP, UNICEF and ILO. In addition, inputs were received from FAO and other UNCT members. Currently the report is with Government for review and comments.

Let me give you a quick snapshot of our experience and observation in this process: On the positive side, the inter-agency nature of the exercise bringing the UN system together to assess the current state of affairs with respect to nationalization of the SDGs, its targets and indicators and to provide a coherent set of policy recommendations by the UN system to national authorities sent a strong message of UN's unanimity and coordinated support to the 2030 agenda. While the government approached UNDP for support, UNDP's effort to involve other UN agencies indicated to the government that this was not a UNDP agenda alone but a system-wide one supported by the entire UN system.

However, the biggest question for us is “what comes next”. What do we do with the report once the government endorses it? How do we ensure a sustained and coordinated UNCT support to the post-MAPS exercise including mobilization of financial and technical resources for the implementation of MAPS recommendations? These are questions we are still grappling with particularly in the face of growing expectations from our national counterpart that the UN is there to help them with all aspects of SDGs nationalization. As other colleagues have indicated, with MAPS mission we have raised a great deal of expectation with our national counterparts and we need to find ways to manage these expectations.

While a system wide approach to MAPS is essential and a good practice, it requires additional capacity within RC offices to ensure effective coordination and buy in within the UNCT as well as from Non-resident agencies including the Regional Commissions. Currently, we don't have this capacity with our limited funding from the RC budget.

Additionally, the MAPS mission was particularly instrumental in:

- Building awareness and knowledge sharing on the SDG process;
- Stock-taking on the progress with SDG implementation (particularly using the Rapid Integrated Assessment and SDG Dashboard);
- Providing recommendations for Integrated SDG platform, focusing on selected accelerators.

The MAPS mission report served as a critical input for the next step of the



Ghulam M. Isaczai, Resident
Coordinator Azerbaijan

SDG process aimed at the formulation of policy scenario to be considered by the Government (we expect that report by an international consultant to be submitted by end of 2017).

El Salvador MAPS mission, 26-30 June 2017

The MAPS Mission in El Salvador was characterized by a broad interagency participation (UNDP, WFP, UNICEF, UNHCR, and UNFPA). In addition, the TORs explicitly incorporated the humanitarian dimension by including the analysis of violence and natural disasters-climate change, with particular attention to victims, returnees and youth. The MAPS mission helped very much to establish not only a strategic orientation for priorities in sustainable development in the coming years but also a concrete roadmap for a “New Way of Working”. A key success factor was the extensive and inclusive consultations with various publics of interest, including all the strategic sectors of the national government, private sector, think tanks and academia, civil society organizations, local governments, parliament among others, positioning the Agenda 2030 and the SDG as a long-term development pathway.



Christian Salazar, Resident
Coordinator El Salvador

Moldova MAPS mission, 17-21 July 2017

The MAPS mission was carried out in Moldova in July 2017 and the team was composed of top-notch experts from several UN agencies and the World Bank. The timing of the mission was critical and indeed opportune since it coincided with the launch of the preparation of the new Moldova National Development Strategy 2030. The Strategy will be anchored in the SDGs and the identified accelerators, and will define national priorities as they reflect people’s aspirations and country’s regional (vis-à-vis EU Association Agreement) and global (vis-à-vis Agenda 2030) commitments.

The MAPS mission was instrumental to position the UN in collaboration with the WB, as a partner of choice for advancing sustainable development and transforming Moldova into a modern and prosperous state.

The MAPS common approach as a UN system-wide undertaking, represented a crucial opportunity to mobilize the UNCT Moldova and leverage the UN Agencies’ comparative advantages to human-centered and rights-based sustainable development.

The specific objective of the MAPS mission to Moldova was to support the development of a SDGs implementation roadmap for Government to harness the potential “accelerators” through existing sectoral and cross-sectoral plans, legislation and M&E frameworks, propose measures to create policy coherence, and align the new Moldova 2030 Strategy with the SDGs. This objective has been satisfactorily achieved!

Looking forward, I would recommend more meaningful and proactive engagement of all UN agencies, both resident and non-resident in the UN-wide efforts towards achieving the SDGs.



Dafina Gercheva, UN Resident
Coordinator Moldova

Comoros MAPS mission, 24-28 July 2017

The Government of Comoros sees the UN as the primary partner of choice in support of their development efforts, and the MAPS mission was greatly appreciated and commended.

Indeed, the mission (i) enabled an active engagement on the findings of the RIA exercise and the fragility study, -as part of the ongoing UN support to the revision of the government's Strategy for Accelerated Growth and Sustainable Development (SCA2D); (ii) assisted and enabled stakeholders' review of alignment across agenda 2030; (iii) facilitated stakeholder dialogue on gaps and challenges; and (iv) enabled stakeholders to explore gaps and potential solutions. These were, as you can imagine, new to many and, in the context of the country had to be conducted delicately.

I am happy to report that the MAPS mission has generated very positive momentum for us: the government received with excitement the roadmap presented by the team (agreeing with the analysis and proposed accelerators); the UNCT is inspired by the depth and breadth of the work, and is very committed to engage in the follow up actions; and our development partners were likewise engaged throughout the process"



Matthias Naab, Resident Coordinator Comoros

The Gambia MAPS mission, 24-28 July 2017

The UNDG MAPS mission that took place in The Gambia from 24-29 July 2017 provided the first opportunity for the UN Country Team to engage the new Government on the 2030 Agenda for the Sustainable Development Goals through a collaborative approach across UN agencies both resident and non-resident during a landmark moment in the nation's history. The mission was timely as it occurred during a period when the Government was finalizing its next National Development Plan 2018-2021, the first in a series of plans to mainstream the SDGs at the country level.

The mission's multi-stakeholder approach, engaging with the Government, the private sector, civil society, the media, and academia allowed all stakeholders to share their views and ensure that their voices are heard and priorities reflected in the national planning process, focusing on the principle of leaving no one behind. Going forward, the main output from the MAPS mission, is the joint SDG Roadmap for the Government and the UNCT that identifies key areas for accelerating achievement of the SDGs, highlights key interventions for sustaining peace in the country and provides a clear direction for SDG implementation in The Gambia in line with national development priorities."



Ade Mamonyane Lekoetje, Resident Coordinator The Gambia

Burkina Faso MAPS mission, 6-10 November 2017

The Inter-agency nature of the mission conveyed a strong message to government, development partners and other key stakeholders (CSOs, Youth organizations, Academia, private sector, etc.) that the UN is organized to facilitate an all of society engagement and to provide high level integrated policy advice for the identification of a selected number



Metsi Makhetha, Resident Coordinator Burkina Faso

of multi-sectoral interventions, ensuring a coherent roll-out of national development priorities (PNDES 2016-2020) aligned with the SDG framework. Most importantly, government is committed to pursuing policies that will lead to inclusive and sustainable growth, and achieve long-term stability. The challenges in the Sahel region of Burkina Faso have made this commitment even stronger. Against this backdrop, the Inter-agency MAPS mission confirmed the imperative of deepening work already underway on the New Way of Working, bridging the humanitarian-development-peace and security nexus, as one of the accelerators and a sure pathway for working with everyone towards collective outcomes and ensuring no-one is left behind.

Belarus MAPS mission, 27 November – 1 December 2017

The MAPS mission – the largest in the region to date with 7 UN/IFIs – was able to fuse an inter-agency UN approach with a whole-of-government interest in the SDGs and at the same deliver a strong consensus on a relatively small number of strategic priorities for the authorities. Given the number of competing interests within the government bodies and the potential divergence of interests between agency mandates, this was a significant result and made the exercise a useful tool for the Government to expedite their acceleration priorities.

The exercise also gave substance and “teeth” to the rhetoric of nationalization. Before the mission, the broad political support for SDG nationalization, still lacked sufficient detail and substance for regular citizens (and indeed some policy makers) to digest what these development priorities would look like. Following the mission, the identification of distinct gaps, needs and development priorities meant that the political support was far more tangible. The RIA was complicated but an absolutely essential basis for the recommendations. For the first time, the exercise in Belarus included not only civil society but also the private sector. The scheduling of parliamentary hearings following the mission also contributed to a “big tent” understanding of SDGs – and their forward implementation. A National Roadmap will be discussed by all of Government, parliament, civil society and private sector and will be adopted and integrated with the National Development Strategy 2035. In part because of the success of the MAPS, Belarus organised the first ever Regional SDG National Coordinators’ Forum with the participation of 37 countries and 17 UN entities and the UN Deputy Secretary General. The Outcome Document includes an unreserved endorsement of MAPS and especially recommends it to those countries preparing VNRs.

Lessons include the need to have a clear Terms of Reference, devoid of jargon that do not do much to focus the team’s attention. A balance needs to be struck between ensuring the active involvement of those agencies with the greatest involvement in delivering on the UNDAF and mandates and capacities that most closely correspond to national priorities. Strong leadership is critical, but so is a proper distribution of responsibilities among team members. Close political navigation by the RC and buy-in by the Government is key to success.



Sanaka Samarasinha, Resident Coordinator Belarus

Annex VI: Standard Operating Procedures for MAPS Missions in 2017

I.	<p>1. Discussions are held with CO senior management, RHs and RBx to discuss country selection and UNDP MAPS offer in that context.</p> <ul style="list-style-type: none"> <input type="checkbox"/> The MAPS Support Team* validates that the demand expressed by the CO is for a “full-service” MAPS mission, with a comprehensive, integrated cross-cluster approach (which meets minimum criteria). MAPS missions deliver broad-based strategy to the government and the UN in country, e.g., roadmap and strategy for SDG implementation. The MAPS Support Team ensures that all relevant RBx focal points and senior managers are aware of the MAPS mission. <input type="checkbox"/> At least one discussion is held at the level of the Resident Coordinator or Country Director. <input type="checkbox"/> At least one of the early discussions involves a member of the HQ-based MAPS Support Team. <p>2. The CO drafts the TORs drawing from the generic MAPS mission TORs. The TORs must reflect the specific needs of the country and clearly delineate realistic deliverables for the one-week mission. Pre-mission consultations with the government and UNCT are a minimum requirement to assess priorities and secure buy-in for the Mission objectives.</p> <ul style="list-style-type: none"> <input type="checkbox"/> The CO ensures that relevant government counterparts are aware of the proposed MAPS engagement and have the opportunity to inform/own the TORs. Entry points for support must be identified within the government cycle to ensure support is aligned with government needs and not a parallel process (including National Plan formulation or mid-term reviews; key national programmes, including gender policies, youth policies and strategies; exercises such as the Public Expenditure Review; Financing Assessments; Vulnerability Assessments; preparations for HLPF Voluntary National Reviews; etc.). <input type="checkbox"/> Ideally the government has a focal team engaging with the UN focal team to help prepare and manage the MAPS mission preparation and outputs. <input type="checkbox"/> All MAPS missions must involve at least one other agency. The RC informs and consults UNCT on receiving a MAPS mission, to define UNCT offer. RC identifies potential roles for other (non-UNDP) partners in preparing, participating in and/or following up the mission. <input type="checkbox"/> The CO identifies entry points in the UN or UNDP programme cycle to ensure that the proposed support is in line with UN capacities in country (including UNDAF and CPD formulation exercises). <input type="checkbox"/> The scope of TORs includes at minimum a commitment to raise issues of gender equality including specific efforts to engage with key gender stakeholders in the country. TORs should also include other aspects of the commitment to Leave No One Behind, as well as ways to ensure a participatory and inclusive approach to SDG implementation in-country.
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*The MAPS Support Team includes at least the co-chairs of the Technical Support Team. Longer-term support is currently under recruitment by the BPPS Strategic Policy Unit.

	<ul style="list-style-type: none"> <input type="checkbox"/> The preparation explicitly ensures that – regardless of mission lead – the mission scope covers the three pillars of the agenda, economic, social and environmental. A commitment to examine issues related to the humanitarian-development-peace nexus and disaster/climate risk considerations should also be systematized. <input type="checkbox"/> Dates are identified for the MAPS mission, taking into account key events (based on the government's calendar) and SDG- related dates in the country/UN calendar to ensure maximum synergies and impact of engagement. <input type="checkbox"/> The CO and the MAPS Support Team consult to ensure that the draft TORs establish realistic deliverables for the MAPS mission. <input type="checkbox"/> The draft TORs are shared by the MAPS Support Team with RHs, RBx and the Technical Support Team for input/validation and finalization.
	<p>3. A Mission lead is identified by the MAPS Support Team, drawn from among the Chiefs of Profession/Directors, RH Team Leaders and Global Policy Centre Directors, to match the profile to the key issues identified in the TORs.</p> <ul style="list-style-type: none"> <input type="checkbox"/> After consultation with the CO, the Regional Hub, and relevant Chiefs of Profession/BPPS Senior Management, the MAPS Support Team secures participation of a Mission Lead. <input type="checkbox"/> In order to build capacities, RBx are encouraged to look for national staff from another office who can join the mission – especially from other countries that might have future missions. <input type="checkbox"/> BPPS HQ, RBx, RHs and CO ensure clarity of their respective roles and responsibilities.
	<p>4. MAPS Support Team consults with the Mission Lead to identify possible mission members, a focal point and other necessary staff to support mission preparations.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Explicit consideration is given to the potential involvement of relevant expertise from across multiple BPPS Clusters, either HQ or Regional Hubs as well as from RBx. Missions that involve only one cluster should be the rare exception. <input type="checkbox"/> Explicit consideration is given to the potential involvement of other agencies, especially the World Bank; UN Statistics Division; Regional Economic Commissions, as relevant. <input type="checkbox"/> The number of mission members should not generally exceed 5, and include a mix of at least one senior manager (political and thematic profile) and technical staff (thematic expertise). <input type="checkbox"/> All mission members are expected to be actively involved in the preparation and follow-up to the mission, rather than a commitment only to the one-week participation on the mission. <input type="checkbox"/> The Mission Lead nominates one mission member as the mission focal point to act as liaison with the MAPS Support Team. <input type="checkbox"/> The Mission Lead explicitly designates one member as the pen-holder for the final mission report. <input type="checkbox"/> The Mission Lead ensures mission members have allocated time for report-writing and finalization. <input type="checkbox"/> The CO designates a senior focal point with access to the CO Senior Management to work on mission preparations.
	<p>5. The MAPS mission team consults all existing relevant documentation and SDG-related tools applied in the specific country.</p> <ul style="list-style-type: none"> <input type="checkbox"/> The CO shares documents such as: key national/sectoral development plans and strategies, census and DHS, Public Expenditure Review Reports, Poverty Assessments, Capacity Development Assessments, Gender Assessments, Youth Assessments, MDG/SDG reports, UNDAFs, CPDs, World Bank/IMF or Economist Intelligence Unit reports; Country Briefs prepared by Regional

	<p>Bureaux or the CO. This will help identify bankable areas/projects/programme to inform recommendations for SDG implementation areas.</p> <p><input type="checkbox"/> The MAPS Mission team reviews applications of various SDG-related or otherwise relevant tools completed or being proposed outside of the MAPS mission and look for opportunities to integrate the same into the scope of the mission, as relevant. This includes work done not only by various Clusters but also by other UN partners, such as the UN Statistics Division.</p> <p>6. The CO and the MAPS mission team, after consulting the list of available tools, identify additional analyses that should be undertaken as part of the preparation for the mission to respond to country demand and needs. Minimum analyses should address gender equality, conflict sensitivity, risk, and human rights.</p> <p>7. BPPS thematic clusters share relevant and precise inputs to inform the mission team. These inputs should speak to country specifics and entry points based on direct engagement.</p>
	<p>8. The CO drafts a detailed mission programme that considers opportunities for broad consultations and includes the following:</p> <p><input type="checkbox"/> An initial meeting and an end-of-mission debriefing with the UNCT.</p> <p><input type="checkbox"/> Wide-ranging discussions with all relevant government ministries – at the senior most level possible. This requires thorough planning in advance by the CO and engagement of CO senior management to ensure access.</p> <p><input type="checkbox"/> Dedicated thematic workshop as need be – to share completed analytics.</p> <p><input type="checkbox"/> Consultations with and outreach to a broad spectrum of national and local stakeholders, prioritizing parliamentarians, civil society, private sector and academia.</p> <p><input type="checkbox"/> All opportunities to address gender equality as part of the mission.</p> <p><input type="checkbox"/> Any consultations with donors; this should be based on an understanding of existing and potential partners in country.</p> <p><input type="checkbox"/> At least one multi-stakeholder session should be considered in addition to bilateral meetings.</p> <p><input type="checkbox"/> Learning sessions for UN/DP staff and managers on SDG implementation</p> <p>9. The CO and the MAPS mission team prepare:</p> <p><input type="checkbox"/> Summary of key messages that should be at the heart of the one-week mission.</p> <p><input type="checkbox"/> Any necessary briefs for high-level meetings.</p> <p><input type="checkbox"/> All presentations for the various meetings in the mission schedule.</p>

10. Within one week of mission completion, the lead mission report author submits [2-page mission report](#) to be shared with all clusters and RBx.

- ☐ The 2-page mission report will already propose clear follow-up steps to be taken after the mission, for BPPS HQ/RH/RB review and agreement.

11. Within two months of mission completion, the lead mission report author, working closely with the Mission Lead, ensures the submission of final mission deliverables.

- ☐ These include, potentially: (a) for the government, an SDG Implementation Road-map (or other analyses); (b) for UN/DP, a CO strategy (or other detailed report).
- ☐ All reports are quality-checked by the TST and the SD Cluster ([checklist](#)) before finalization and submission to the CO.
- ☐ All outputs are uploaded on the intranet MAPS mission library within two months of mission completion.
- ☐ The mission team organizes a debrief presentation with RBx and BPPS HQ.

12. Within six months of mission completion, the MAPS Support Team follows up with CO/ Mission Lead/RBx to seek feedback on the results of the MAPS mission outputs.²

13. The CO provides logistical guidance to the MAPS mission team on recommended accommodation, protocol, ground transportation, while each member is responsible for making their own flight booking, arrange for their visa and obtain security clearance.

14. For management and oversight:

- ☐ The MAPS Support Team updates mission specifics in the [missions pipeline](#).
- ☐ The MAPS Support Team will create a dedicated working-level shared platform for use by mission teams, RHs and COs. The focal point acts as owner of the shared document platform for a specific country, ensuring all background and mission preparation documents are uploaded and organized. The MAPS Support Team will ensure that all key final documents are posted in a final folder along with comparable outputs from all other missions.
- ☐ BPPS SPU to provide ASLs/COA and generate quarterly financial reports.
- ☐ The MAPS Support Team ensures communication UNDP-wide and with senior managers, e.g. in senior-level background briefs, producing regular newsletters, and ensuring regular updates through Yammer.

15. BPPS SPU reviews and conducts analysis across all MAPS missions for best practices and lessons learned.

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