



Toolkit for a *People's Scorecard* on national delivery of the 2030 Agenda

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People's Scorecard on the 2030 Agenda

Introduction: Developing an Independent Civil Society Report on SDG Progress

In 2015, world leaders adopted a series of agreements to begin a critical shift away from the current unsustainable and unjust development model to a more just, equal and sustainable world under the 2030 Agenda and Paris Agreement. Knowledge about these commitments which were made on behalf of all citizens across the world by their leaders is patchy at best and engagement is often still very limited. There is therefore a real challenge to ensure the changes heralded by the commitments happen and to deliver meaningful transformative actions.

Civil society is a crucial actor in the [2030 Agenda for Sustainable Development](#). It has a key role to play in raising awareness and keeping the spotlight on these commitments. Civil society organisations are active on the planning, implementation and monitoring of the Agenda, and above all in holding leaders to account for the commitments they have made.

In order to ensure effective delivery of the 2030 Agenda, governments committed to a follow up and review process that should be “robust, voluntary, effective, participatory, transparent, and integrated”; and that monitoring and accountability on progress would be done with data that is “high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts”. In order to ensure these objectives are achieved there is a critical need to engage civil society and to enable all voices to be heard.

This toolkit builds on the earlier template produced by Action for Sustainable Development for a ‘Civil Society Report’ undertaken in parallel to the official Voluntary National Review process. At this stage, as we reach the end of the first four year cycle of review, this toolkit aims to go further than earlier templates, setting out the ways that civil society organisations may choose to monitor delivery *themselves* as well as respond to government reviews.

The purpose of developing a Scorecard is to provide an opportunity for civil society organisations to review delivery of the 2030 Agenda in their own country.

The toolkit aims to provide key steps for national civil society coalitions:

1. How to develop an inclusive national civil society process;
2. Template for a People's Scorecard on national delivery of the 2030 Agenda;
3. How to use the Scorecard to deliver transformation

The toolkit draws from the experience of A4SD members in countries where a national process has already been conducted. It aims to provide advice on a straightforward accessible process.



SECTION I: How to develop an inclusive national civil society process

In order to make full use of the opportunity provided by a Voluntary National Review, it is useful to go further than responding to official government plans and reports. We can now look back on most of the first 4 year cycle of implementation, and this enables us to work together to develop an independent assessment of delivery of the various goals and targets within each country.

The analysis should start with an overview of delivery within the country and a summary of key aspects of the Agenda, in order to identify both major achievements and challenges from the point of view of civil society. As the 2030 Agenda covers a wide range of topics it is crucial to begin by setting up a multi-sectoral alliance of civil society organisations representing the diversity of voices and experiences of organisations working in different thematic areas. It is helpful if this alliance can then identify a core team of experts, covering all SDGs.

A) Overview of current country implementation

The core team should consider developing an initial analysis on cross-cutting aspects such as:

1. An assessment of mainstreaming and integration of the 2030 Agenda and the 17 SDGs across national policies and implementation, with a focus on the three dimensions of sustainable development: social, environmental and economic
2. How far the 'whole of government' approach is carried out for SDG implementation with clear policy coherence between different policies and ministries
3. How the key cross-cutting principles as "Leaving No One Behind" and "Respecting Planetary boundaries" are included in all policies, and any gaps identified.
4. An analysis of financial mechanisms and resource, to understand what resources are going towards policies that support the 2030 Agenda; also what kinds of partnerships have been set up, what is the role of different actors (including private sector) and which donors are involved?



B) Convene national multi-stakeholder dialogues

You should then aim to convene dialogues across civil society to include at least one national meeting and where possible at least 3 sub-national meetings bringing together a cross-section of organisations working on the key topics of the SDGs, including: poverty, food, biodiversity, water and sanitation, equality, climate, transport, urban planning, governance, etc.

Some key points to consider:

1. Ensure the national coalition crosses different sectors and includes different constituency groups, as well as contains a geographic (urban and rural), age, disability and gender balance.
2. Through the national coalition or through targeted outreach, create a database of participants and ensure that as many as the following groups are included in your dialogue: women and girls, Indigenous peoples, persons with disability, trade unions, young people, older people, small scale farmers, environmental activists, LGBTQI, Religious and ethnic minority groups, etc. Please also add to the list based on those left behind specific to your national context.
3. You could get in touch with regional and international constituency groups to ensure their national chapters can get involved nationally (eg. International Disability Alliance, Friends of the Earth, Via Campesina), to increase the participation of all groups.
4. Where possible you should host in person meetings in different geographic regions/states to ensure participation at the local level. This is the opportunity to ensure a safe space for disenfranchised groups to share their experiences. Create a short analysis or report of each local consultation.
5. Plan your National Dialogue after the local consultations, and make sure that at least one or more representatives from the local consultations are able to attend the larger national dialogue.



C) Review of the 17 Goals & Summary Report

In order to provide an independent picture of the delivery of the agenda, it is then important to provide a detailed review of the 17 Goals and 169 targets; rated against the 244 global indicators once they have been localised. (Global indicators provide a benchmark but the local/national indicators could be developed as part of the independent monitoring mechanism if not available by the national statistical agencies).

Depending on what research capability is available it may not be possible in all countries to cover all Goals and Targets, so the following steps provide a range of options and a series of key steps to assess national implementation:

1. Conduct evidence-based assessments, using disaggregated data and citizen generated evidence on the progress and challenges of the 17 SDGs
2. Consider availability of data as well as potential gaps in evidence, including identifying what official data exists plus cross-reference with local citizen generated data sources where possible
3. Look at key Goals and principles and potential clusters around key issues for your country context.
4. Develop a summary that provides a qualitative analysis of the *interlinkages* between goals, this should include potential trade-offs that are being considered like increased economic growth at the same time as increased inequality and/or environmental degradation.

D) Hold a final consultation meeting to validate your findings and present them to government

Once you have carried out your full analysis and set out a report according to the template below you will be ready to share your findings. It is important to share these with your national partners in the first instance to enable a final chance for feedback and validation by civil society partners. Finally this can be shared with government representatives, you will find out more about this in the final section of this toolkit on 'How to deliver transformation'.

You are now ready to prepare your Scorecard, please follow the template in the next section!



Case Study 1 – SRI LANKA: Voluntary People’s Review

1. Summary of the Sri Lanka approach to independent assessment

A first of its kind, the Sri Lanka Voluntary Peoples Review (VPR) on the implementation of the 2030 Agenda for Sustainable Development (2018) is an initiative to monitor and report on the status of implementing the Sustainable Development Goals (SDGs) in line with the objectives of an inclusive transformation towards sustainable development. It also kicks off the ‘Independent Monitoring, Evaluation and Reporting Mechanism’ on the SDGs in Sri Lanka. The stakeholder-led VPR from Sri Lanka is an initiative to provide the government an alternative approach towards pursuing its aspiration of sustainable development and to provide the HLPF and UN system with an opportunity to pursue the principle of ‘leaving no one behind’ in the transformation.

The VPR was formulated by the Sri Lanka Stakeholder SDG Platform (SLS SDG Platform) which was established in March 2018 by a collective of CSOs, private sector, academia, professional associations, trade unions, etc. to facilitate an inclusive transformation towards sustainable development in Sri Lanka. Objectives of the ‘SLS SDG Platform’ are to facilitate an inclusive transformation and independent monitoring and reporting on the implementation of SDGs in Sri Lanka. Towards ensuring accountability of the implementation of the SDGs, representatives from civil society, business, academia, media, as well as local and national government aim to come together periodically to assess the status of Sri Lanka on sustainability; and devise collective strategies for prosperity. A platform was established to support the stated vision of the Government of Sri Lanka (GOSL) for a ‘Sustainable Era’ and extend collective alternatives towards convergent national policies and programmes. It intends to engage with the UN system and create UN wide awareness of our consultations and actions of the SLS SDG Stakeholder Platform. A Platform Facility has been established to coordinate the outreach, communications, research, training activities and advocacy.

The main objectives of the ‘SLS-SDG Platform’ are as follows:

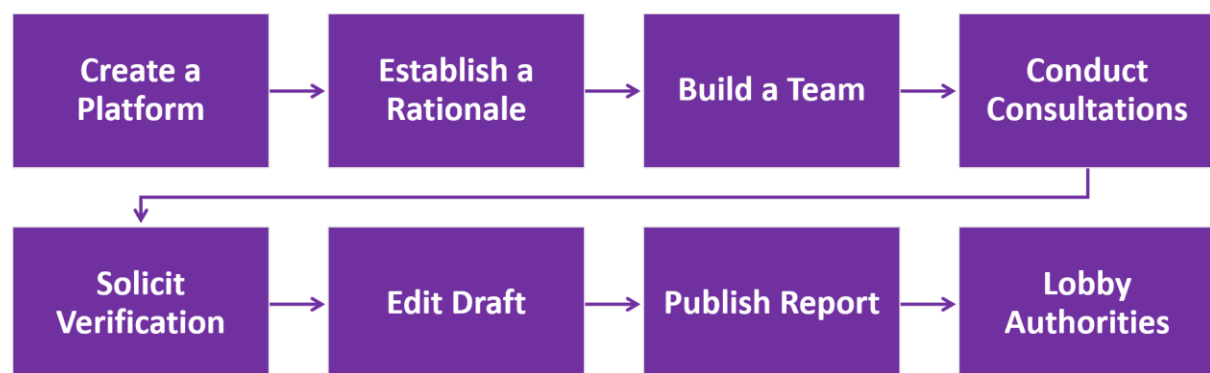
- i. Facilitate an inclusive transformation in Sri Lanka
 - a. Facilitate the convergence of SDG related proposals/ideas & knowledge/information from all stakeholders
 - b. Coordinate stakeholder input into national planning, mainstreaming, and integration of the SDGs
 - c. Capacity building to enable all stakeholders to engage in implementing the SDGs
- ii. Facilitate independent monitoring and reporting on the implementation of the SDGs in Sri Lanka
 - d. Coordinate independent monitoring and reporting of the SDGs at national and sub-national levels to ensure accountability of GOSL as a signatory to 2030 agenda
 - e. Coordinate with relevant line ministries, public institutions and local authorities for follow-up of implementation



The process of formulating the VPR formed an intense investigation in an environment that lacked comprehension of the SDGs, low public awareness, incoherent policy framework, fragmented institutional system, and low support for stakeholder engagement. The VPR was a process that was managed through resource pooling and voluntary contributions. However, with limited space for engagement and contribution in the official VNR process, experts from both governmental and non-governmental entities were attracted to meetings, consultations and reviews conducted for the VPR.

The process was able to draw over five hundred direct contributors from government, academia, CSO, CBO, business and other stakeholders during the period of formulating the VPR. Even the regional consultations drew politicians and government officials representing provincial, district and local government levels. Senior experts in their respective fields were engaged along with farmers, fishermen, women and youth to seek clarity in understanding the ramification of policy determinations and development interventions.

The process of formulating the VPR was as important as much as the outcome as it helped build the foundations for an independent monitoring and reporting mechanism for SDGs and also towards establishing a collective process of transformation that reinforces the principle of leaving no one behind. The main steps in the defined process and activities in formulating the VPR were as follows;



- i. Create a Platform: Establish a stakeholder engagement mechanism and engage them in the VNR and VPR processes
- ii. Establish a Rationale: Define a rationale for an independent assessment and structure the VPR
- iii. Build a Team: Form a team of reviewers and conduct the research and analysis and produce drafts
- iv. Conduct Consultations: Organize stakeholder consultations at national and local levels and conduct fact finding on issues, recommendations, gaps and strategies for sustainable development
- v. Solicit Verification: Conduct thematic verification reviews for each SDG and engage relevant experts from government, academia, CSO, business and other stakeholder groups
- vi. Edit Draft: Facilitate an editorial process to the final edit of the report
- vii. Publish Report: Design, publish, and disseminate the report amongst all stakeholders at local, national and international levels to gain high visibility (next steps)
- viii. Lobby Authorities: Conduct awareness on the findings and lobby relevant political and bureaucratic decision makers and influential stakeholders (next steps)

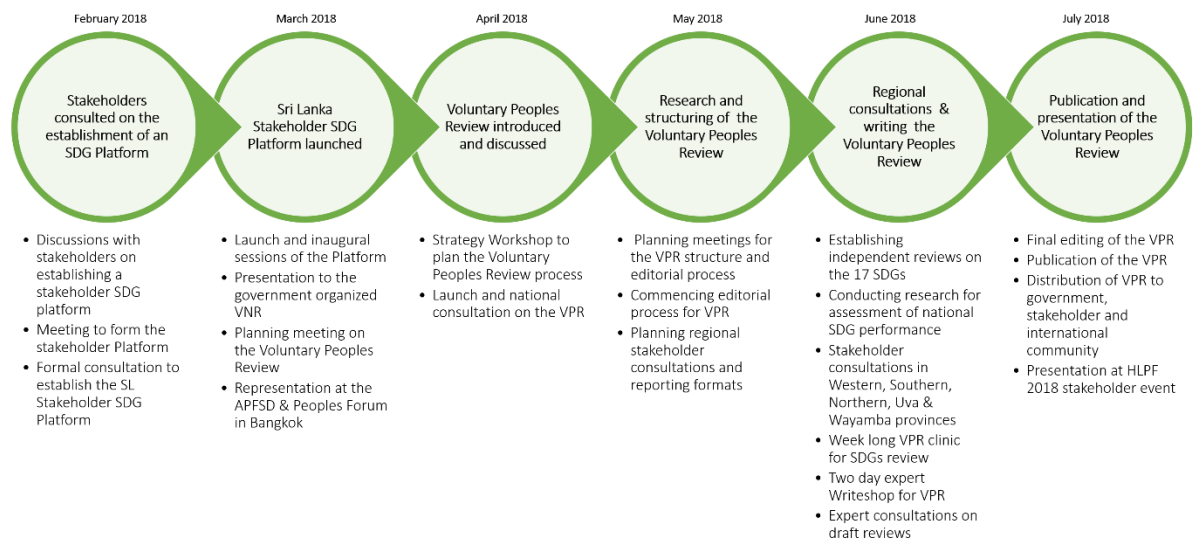


2. Outline of the research team

The process and activities of formulating the VPR required much more effort due to the increased scope, inadequate human and material resources, lack of information, and time to create the requisite understanding and knowledge of the SDGs. The national and regional consultations brought in key stakeholder representation but the low level of comprehension on the SDGs were an expected reality. Therefore, the consultations were used as an opportunity to extend the platform to create awareness and knowledge.

Even the more aware and engaged stakeholders required extra coaching and guidance on conducting the SDG reviews. The initial methodology used for reviewing the 17 SDGs was deemed too complex for a preliminary assignment in the independent monitoring and reporting mechanism. A simplified assessment structure was then presented, but that too presented enormous challenges due to a lack of baseline indicators and data availability. As a systematic analysis of SDGs had not been adopted so far by the government or by the official-led VNR process, voluntary reviewers of the VPR had an extremely difficult task in conducting the performance rating and providing rationales and justifications. The Platform Facility conducted a week long VPR clinic to help streamline the draft reviews and provide expert assistance to enable the reviewers to be able to conduct proper research and prepare rationales for the rating and baseline recommendations. A two-day 'writeshop' was organized to bring experts to further review the drafts and input information and draw fair and credible ratings and recommendations. The reviews are presented as work-in-progress and will continue to be improved in the process of establishing the independent monitoring and reporting mechanism on SDGs.

The 'A Sustainable Nation – An Inclusive Transformation' activities of formulating the VPR is demonstrated below;



The VPR offers a macro analysis on the key aspects of mainstreaming the SDGs, integrating the three dimensions of sustainable development – environmental, social and economic; policy and institutional



coherence; financing the sustainable development agenda; and data readiness for monitoring and evaluation. It also aims to provide a stocktaking on the current status and rating the performance on the 17 SDGs through a process of establishing an 'Independent Monitoring, Evaluation and Reporting Mechanism' on the SDGs in Sri Lanka. The 17 reviews are 'work-in-progress' and are expected to evolve. The reviews do not provide a final assessment but attempt to take stock of the country's sustainable development progress and impress upon the responsible authorities to continue to take necessary action. In the absence of a formal monitoring, evaluation, and reporting mechanism established by the government, these reviews provide a first attempt to systematically analyse the performance on the SDGs by Sri Lanka.

The VPR is presented in five chapters;

- i. Chapter 01 is a report card on the overall performance in implementing the SDGs
- ii. Chapter 02 is an assessment on the policy and enabling environment for the implementation of the SDGs
- iii. Chapter 03 is a commentary on transformation towards sustainable and resilient societies
- iv. Chapter 04 is a stocktaking on the state of affairs under each of the 17 SDGs
- v. Chapter 05 is a summary from the public consultations on leaving no one behind



3. Process for submitting report/sharing with government

While the Sri Lanka VPR was presented at a host of side events during the HLPF 2018 and copies of the VPR were circulated widely across government officials and stakeholders, no formal follow-up has been possible due to lack of resources and financing.

Also, following submission of the VNR, the SDG process in Sri Lanka appears to have taken a major dip with official focus now moving on to other matters. A similar approach is visible from CSOs and other stakeholders with key partners of the SLS-SDG Platform not demonstrating adequate enthusiasm to follow-up and resource the planned activities. However, a process to formulate a Sri Lanka Spotlight Report on SDG4 is currently underway as a part of preparation for HLPF 2019.

The lack of international support to continue national coalitions and independent monitoring is a major obstacle to progressing on the SDGs.



SECTION II: Template of a *People's Scorecard* on National Delivery of the 2030 Agenda

| | |
|------------------------------------|--|
| Country | |
| National Coalition or Organisation | |
| Name of respondent | |

- Introduction- about your coalition:
 - Is there any CSO national platform or network focusing on the SDGs?
 - If YES, is the coalition inclusive of organisations that are working on all topics of the SDGs?
 - Are there national platforms that work on specific goals or targets? If YES Please list them

The Scorecard considers a number of key categories and offers an overview of the level of delivery in each area. **At the end of each section, you should agree a score of 1-5.**

The first part aims to assess the overall delivery of the agenda, including a consideration of policies and strategies for implementation, assessment of delivery and mechanisms for engagement; including with civil society, local governments, donors and wider stakeholders in realizing the SDGs.

A) Overview of current implementation

- **Official Strategy**
 1. Which ministry (or other institution e.g. in the Prime Minister's office) is leading the planning for the domestic implementation of the SDGs in your country?
 2. Does your government have a policy framework on SDG implementation? How does this relate to existing or other policy frameworks, such as national development plans, national water/transport/education plans, etc? Have there been any revisions of the existing policy frameworks in light of the policy on SDGs implementation?
 3. How far do you see effective policy coherence and a coordinated national SDG framework? Does the policy approach include a recognition of the inter-related nature of the three dimensions of sustainable development (social, environmental & economic)? Is there any "cherry-picking" or do you see all SDGs are equally covered?

| | | |
|---|---|----------------------------------|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|---|---|----------------------------------|



**ACTION FOR SUSTAINABLE
DEVELOPMENT**

- **National Implementation**

4. How far is implementation already underway on the 2030 Agenda?
5. Is there any clear national plan in terms of funding the delivery of the 2030 Agenda? Is the national budget in line with the 2030 Agenda? What is the role of international donors/development partners?
6. Is there progress on bringing together evidence with disaggregated data to demonstrate progress in your country? What data is disaggregated?
7. What is the engagement of stakeholders in the national implementation plan? Is there a broad partnership across sectors for implementation? How would you assess the partnership among different actors, is there mutual accountability? Have any challenges or opportunities been identified in terms of broader partnerships?

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|

- **Public Awareness**

8. Is the full text of the 2030 Agenda for Sustainable Development and SDGs available in your local languages? Which language(s)? Who translated it?
9. Is there any parliamentary/congressional scrutiny of the framework? If so please list the relevant committee and its activity, and any statements made in Parliament and by MPs
10. Are local governments in your country actively engaged in the 2030 Agenda and the SDGs? If so, how
11. Are educational bodies and researchers actively seeking to analyse and share the SDGs?
12. Are civil society organisations using the 2030 Agenda for framing their work?

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|

- **“Leave No One Behind” principle**

13. In your experience, how far have the poorest, most vulnerable, and those furthest behind, been a focus for the national strategy of the 2030 Agenda?
14. How would you assess the opportunities for these marginalised groups to engage in setting the national priorities and in review processes?
15. We are interested in learning more about groups that are marginalised in your country context, by which we mean groups of people that are more likely than others to experience poverty, exclusion, discrimination, lack of participation, or violence. Which groups of people do you understand to be the most marginalised in the country where you work? (You may choose more than one)

| | |
|-------------------------|--|
| Children & young people | |
|-------------------------|--|



**ACTION FOR SUSTAINABLE
DEVELOPMENT**

| | |
|--|--|
| Particular ethnic groups (including indigenous peoples) | |
| Older persons | |
| People discriminated by caste, work and descent | |
| People that don't speak the primary language | |
| People that live in a certain geographic area: urban slums | |
| People that live in a certain geographic area: rural areas | |
| People with communicable diseases (HIV, tuberculosis, etc.) | |
| People with non-communicable diseases (eg. obesity, diabetes, dementia etc.) | |
| People with mental disabilities | |
| People with physical disabilities | |
| Religious groups | |
| Unemployed | |
| People from the LGBTIQ community | |
| Women | |
| Widows | |
| Sex workers | |
| Migrants or undocumented persons | |
| Workers in a particular trade (please specify) | |
| <i>Add another demographic</i> | |

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|

- **Principle of “respecting planetary boundaries”**

16. Are there policies to protect the environment? And on sustainable management of resources (eg. water, soil, air)? Plan for Sustainable Consumption and Production?
17. Is agricultural production done in a sustainable way (considering eg. organic farming, non-GMO, animal welfare)?
18. Are investments made towards sustainable and public transport?
19. Are there clear national commitments to cut CO2-emissions and move towards a just transition of energy?
20. Is the country reliant on extractive industries? How are those industries behaving towards their workers and the environment? Where are the profits of those industries going?

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|



- **CSO engagement with the government in the implementation of 2030 Agenda for Sustainable Development / SDGs**

21. Have you had a regular policy dialogue with relevant government ministries during the preparation and since the adaption of the 2030 Agenda?
22. Have there been any other ways in which civil society has been able to contribute to the implementation, monitoring or review, including national reporting of the Agenda?
23. Has civil society been invited to supply and/or review evidence and data 'disaggregated by income, gender, age, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts' - If YES please provide details

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|

- **VNR Engagement**

24. Was there any invitation to a public consultation on the Voluntary National Review in your country? If so, how is the invitation done and who was invited?
25. Has your government invited CSO representatives to be a member of its delegation to participate in the HLPF and/or make a presentation at the VNR?
26. If "YES", has your government provided financial support for this participation?

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|

- **Implementation by CSOs**

27. How far are CSOs developing their own plans on raising awareness about and implementation of the agenda
28. Are there particular case studies of effective delivery by CSOs already underway?
29. Are there challenges to prevent CSO delivery of this agenda in your country? If YES please describe them

| | | |
|--|--|---|
| 1. No-Action or very low initiative taken (RED) | 2. Initial planning; 3. Actions started; 4. Delivery underway (AMBER) | 5. High level of success (GREEN) |
|--|--|---|



Case Study 2 – BRAZIL: 2030 Agenda Working Group

1. How did the coalition start?

In the case of Brazil, the coalition of civil society representatives around the 2030 Agenda was formed during the post-2015 negotiation process. We identified the organisations that were following the negotiations and organised a meeting, at the time led by Abong (the Brazilian Association of NGOs) and Gestos (an NGO with experience in UN negotiations), with different stakeholders, including the Brazilian government negotiators from the capital.

In the second meeting, in July 2015, one of our colleagues proposed we formalised our coalition as a Civil Society Working Group for the implementation of the 2030 Agenda ([*Grupo de Trabalho da Sociedade Civil para a Agenda 2030*](#)), even prior to its full adoption by the UN on August 2nd.

Using communication technology through the Internet, we kept the WG connected about the issues at hand regarding the SDGs in the country and internationally. We also launched a web site to communicate more broadly with different stakeholders, and edited a report covering the history of the 2030 Agenda negotiation, including a chapter on the III Conference on Financing for Development.

In 2017, the working group gathered key inputs to produce its first Spotlight Report for the HLPF, with analysis of seven SDGs and a case study on a mega infrastructure project in the state of Pernambuco, the *Suape* Port Complex, with its ZPEs and a major refinery.

The following year, with more experience and participation after the success of the first, the Working Group produced its second Spotlight Report (available [here](#) in English), launched in Brasilia and in New York, at the 2018 HLPF.

The production of content is a major driver for people's engagement, they value the opportunity to feed into these major reports, otherwise they fear that the dialogue could become stale and speculative.

2. Who is part of the coalition?

The Brazilian Civil Society Working Group for the 2030 Agenda (GTSC A2030) is very diverse, for a country with such a continental dimension. There are dozens of NGOs, three Fora (Solidarity Economy, Environmental Network, and HIV/AIDS Forum of SP), and three networks that interface with sub-national governments (Rede Nossa São Paulo, Youth Coalition, and Estratégia ODS). The organisations are located in all five geographic macro-regions of the country, though most are concentrated in the Southeast and Northeast.



There are organisations related to all vulnerable populations in the working group so far, except a representative from indigenous populations, which we have been trying to engage this year. The organisations also have carried out work in all SDG areas, which is what made it possible to develop this year's Spotlight Report.

3. How does it support the voices of civil society?

The GTSC A2030 (the working group) has engaged with governments at the Federal and sub-national levels, including mobilisation toward forming state-level SDG Commissions, since we do believe that institutionalisation can help to accelerate the dissemination of the 2030 Agenda within the different levels of government around the country.

The working group has an NGO representative that belongs to the SDGs National Commission, and currently has two representatives in the Thematic Chambers of the Commission designing a plan concerning the Means of Implementation of the Agenda. The work involves mapping the institutional arrangements to create a set of recommendations for what needs to change to accelerate the implementation within the country, and how to encourage South-South cooperation geared toward sustainability and broad development.

However, so far, we have not been able to crossover to engage properly with the private sector. This is a demand that needs to be addressed to expand the possibilities for the coalition, even involving complex political debate related to this issue by most of the organisations in the working group.

Representatives from the working group are also engaged in national and international coalitions working to monitor the implementation of the Agenda, contributing with in-country concrete experiences and exchanging information on best practices happening in different countries, by different stakeholders.



B) Review of the 17 Goals

The second part of the Scorecard provides a detailed review of each of the Goals to enable a broad vision of the current level of implementation, follow up and review on each Goal. You should consider the following areas to provide a score of 1-5 for each Goal.

| 1 No Policy/Plan | 2. Initial planning phase | 3. Plans or actions started | 4. Delivery underway | 5. Successful implementation |
|---|--|--|---|--|
| a) No/weak Policy/legal framework available | Policy/legal framework in planning phase | Some Policy/legal framework available | Policy/legal framework agreed | Strong Policy/legal framework in use |
| b) No/weak plans and strategies exist | Plans & strategies in planning stage | Some Plans and strategies exist | Plans & strategies agreed | Strong Plans and strategies exist |
| c) No/weak Agencies with clear mandate available | Agencies planning their engagement | Some Agencies with clear mandate available | Agencies beginning to develop their implementation | Strong Agencies available with clear mandate |
| d) No/weak implementation of policies, plans and strategies on regular basis | Implementation of policies, plans and strategies in planning phase | Some implementation of policies, plans and strategies on irregular basis | Implementation of policies, plans and strategies has started across all areas | Strong implementation of policies, plans and strategies on regular basis |
| e) No/weak Awareness and capacity building available | Planning on awareness and capacity building needs | Some Awareness and capacity building available | Awareness & capacity building activities are beginning | Strong Awareness and capacity building available |
| f) No baseline indicators set | Planning and consultation on baseline indicators | Some baseline indicators set | Baseline indicators being finalised | Strong baseline indicators set |
| g) No/weak monitoring, evaluation & reporting is available | Monitoring, evaluation & reporting plans are agreed | Some monitoring, evaluation & reporting is available | Monitoring, evaluation & reporting underway on all Indicators | Regular monitoring, evaluation & reporting is available |
| h) No access to information is available | Initial agreement on access to information | Some access to information is available | Access to information is underway on all Indicators | Strong access to information is available |
| i) No/weak transparency and accountability mechanism available | Initial planning for transparency & accountability mechanism | Some transparency and accountability mechanism available | Transparency & accountability mechanism being implemented across all Indicators | Strong transparency and Accountability mechanism available |



ACTION FOR SUSTAINABLE
DEVELOPMENT

| Goal 1 End Poverty in all its forms everywhere | |
|---|--|
| Has the government created a specific plan and begun implementation to tackle this goal nationally? | |
| Are other levels of government (local, provincial) involved in implementing this goal? | |
| What is the evidence base being used to measure implementation, is it disaggregated and is it transparent and freely available? | |
| Has civil society been involved in setting out the implementation strategy; planning approach; and in defining the evidence base? | |
| Any additional comments for this goal or plan? | |
| How do you assess the effects of this Goal's implementation on other Goals and towards achieving sustainable development as a whole? What are the other key Goals you see complementing achieving this Goal? | |
| Overall rating 1-5: | |
| Goal 2 End Hunger, achieve food security and improved nutrition and promote sustainable agriculture | |
| Has the government created a specific plan and begun implementation to tackle this goal nationally? | |
| Are other levels of government (local, provincial) involved in implementing this goal? | |
| What is the evidence base being used to measure implementation, is it disaggregated and is it transparent and freely available? | |
| Has civil society been involved in setting out the implementation strategy; planning approach; and in defining the evidence base? | |
| Any additional comments for this goal or plan? | |
| How do you assess the effects of this Goal's | |



ACTION FOR SUSTAINABLE
DEVELOPMENT

| | |
|---|--|
| implementation on other Goals and towards achieving sustainable development as a whole? What are the other key Goals you see complementing achieving this Goal? | |
| Overall rating 1-5: | |
| Goal 3 Ensure healthy lives and promote well-being for all at all ages | |
| Has the government created a specific plan and begun implementation to tackle this goal nationally? | |
| Are other levels of government (local, provincial) involved in implementing this goal? | |
| What is the evidence base being used to measure implementation, is it disaggregated and is it transparent and freely available? | |
| Has civil society been involved in setting out the implementation strategy; planning approach; and in defining the evidence base? | |
| Any additional comments for this goal or plan? | |
| How do you assess the effects of this Goal's implementation on other Goals and towards achieving sustainable development as a whole? What are the other key Goals you see complementing achieving this Goal? | |
| Overall rating 1-5: | |
| REPEAT FOR EACH GOAL | |

Once you have completed an analysis of each goal, it is useful to consider the interlinkages and any potential risks of one goal undermining another goal. At this stage you should refer back to your earlier assessment of the key cross-cutting themes and provide a qualitative analysis of the whole agenda in your country.



Case study 3 – UK: ‘*Measuring up: How the UK is performing on the SDGs*’, UKSSD Report

[UK Stakeholders for Sustainable Development](#) (UKSSD) is a cross-sector network of organisations who work together to drive action on the UN Sustainable Development Goals in the UK. We have over 100 Partner organisations and a wider network of over 1000 who engage in our activities and projects.

In October 2017, with the support of business sponsors, we started a 10-month research project to review how the UK is performing on the SDGs. The final report, [Measuring up](#), is the first comprehensive assessment of the UK against the 17 Goals, and their targets and indicators.

1. How we produced ‘Measuring up’

It was vital that our process engaged the breadth of stakeholder voices in our network in a way that reflected their unique expertise and differing capacities. To do this we had a four-stage approach to the research:

1. *We worked with 17 chapter lead organisations to collate available data and conduct high level analysis.*

We placed an open call for organisations to lead a chapter on a Goal aligned to their expertise. We selected those who had technical expertise, capacity and a network they could engage. We provided the chapter leads with a proforma template to complete. For each target they had to collate existing evidence of the performance against the global indicators or national equivalents, this included official and unofficial data sources. They then assessed whether the target is covered in existing public policy. On this basis they were asked to assess the UK’s current performance using a simple red, amber, green scale and identify actions for government and other stakeholders. This process was co-created with the chapter leads, any parts of the methodology that needed defining more clearly were agreed collectively.

2. *The initial research and assessment was published, and stakeholders were invited to comment and review.*

We placed an open call to our network to review the research. Stakeholders were asked to review the research to provide additional evidence, check the research for robustness and support or challenge the red, amber or green rating and recommended actions.



3. *The research and comments were incorporated in to a final synthesis chapter by the chapter leads.*

As with the first stage, this had an agreed structure that the chapter leads needed to follow. This included capturing examples of the local to international dimensions of the Goal, including examples of devolved policymaking that demonstrate best practice, and the relationships that Goal or its targets has to others.

4. *The final chapter was formatted, edited and reviewed again by stakeholders.*

The entire report was edited and circulated among the stakeholders who had commented on the initial stage of the work. They were asked to check that the synthesis captured the salient findings and articulated the position of the group appropriately.

As similar process was followed for Part 2 of the report which analysed the mechanisms needed to deliver the SDGs in the UK, the situation across the four nations and the role of stakeholders.

2. Our approach

Our chapter leads were representatives of stakeholders: As well as leading the research, the role of chapter lead was to facilitate a process and capture the voices of stakeholders. They were supported to manage conflict or disagreement, and where difference of opinion did exist they were encouraged to acknowledge this without needing to reach a resolution. We did not have any major issues with disagreement among stakeholders as a result and were able to build consensus for each of the chapters easily.

We were open to collaboration: We made it clear that anyone could participate in the project including representatives of the Government or public bodies. Our data was reviewed by the Office of National Statistics (ONS) who checked we were using data that aligned to their own reporting platform. We invited civil servants from government departments to review our research, though few did in practice.

Objectivity and leaving no one behind: When assessing how the UK is currently performing we agreed that our rating would be simple and as objective as possible. The rating is based on current performance but does consider historical trends, we chose not to assess the likelihood that the UK would achieve the target by 2030. The targets are ranked: red for poor performance and/or when there is no public policy in place that covers it; amber for inadequate performance and/or when public policy does not sufficiently cover the target, and; green for good performance and where there is sufficient policy. As a baseline for UK performance we applied the principle of leave no one behind to our assessment of each of the targets – if the data told us that places or people are left behind that was not good enough and would result in a lower rating, particularly when coupled with a concerning trend and insufficient public policy.



3. Our relationship with the UK Government

Having asked the UK Government to produce a plan for the implementation of the SDGs and to commit to a Voluntary National Review, we decided to undertake our own assessment because they had not done so. We invited the Government to partner with us on this, which they chose not to do, but we left our process open to their input.

We worked with the Office of National Statistics (ONS) on data and received some inputs from within departments. However, our main relationship with the Government was to provide them with fair and timely warning of our activities. This included sharing our first complete draft with them in full.

We launched our report in partnership with the All-Party Parliamentary Group on the SDGs at the Houses of Parliament in London. We invited the Government to attend and to present at the event, which they did, welcoming our report as a contribution to the UK Voluntary National Review.

In total it took 10 months to produce *Measuring up* and over 100 organisations participated in the research. We believe it was the first fully-comprehensive assessment of a member state's performance on the SDGs produced by stakeholders.



SECTION III: How to deliver transformation

Once this detailed analysis has been carried out, the final step is to make use of the evidence to ensure clear recommendations on what needs to be done for real transformation to take place in your country.

A) Building a Broad Coalition

If you don't yet have a national CSO coalition for the delivery of the 2030 Agenda, the process of development of a coalition is a key step towards ensuring your message is heard.

It is very important to include partners from a wide range of backgrounds so you build a cross-section of organisations working across all the topics of the SDGs, including: poverty, food, biodiversity, water and sanitation, environment, human rights, equality, climate, transport, urban planning, governance, etc.

Once the report is ready, you could hold a round table discussion with other partners and with representatives from key groups to help you validate your findings and continue to build your partnership.

For more advice on this area, **please check out:**

- **The Leave No One Behind report and toolkit on the tools and resources pages on our website here** (<https://action4sd.org/tools-resources/>)

B) Presenting the report

The next major step is preparing an engaging report, here it is important to consider how to provide data in a visual way so that the report can link to a wider audience. The report should use the colour coded assessments set out in the template above, this will add a clear visual comparability for each of the national reports.

A launch event to feature a dialogue with key government officials ahead of the HLPF meeting is a good way to build public ownership and ensure accountability in the process.

It is a good idea to conduct a stakeholder analysis of the key decision-makers for you to influence, such as:

- Legislators at local or national
- Government departments with the (potential) mandate to implement government programmes related to the SDGs
- Other CSOs that have the capacity and expertise to support implementation
- Cross-sector allies and supporters (academic institutions, media, bloggers etc....)



Think about how much they are already associated with your Goal or specific Targets by researching their objectives and recent activities, to uncover:

- Relationships and tensions between the players
- Their agendas and constraints
- Their motivations and interests
- Their priorities – rational, emotional, and personal.

C) Follow up after the VNR at the national level

In order to bring about real transformation within your country, the process should not end with the VNR presentation, it is important to ensure that national engagement continues beyond the HLPF and that the implementation is broadened out to include all parts of government and society.

In order to keep the momentum going you could consider:

1. Quarterly meetings of the national multi-sectoral coalition, for example with a focus on different topics each time, but always with the broad aim of transformation towards sustainability
2. Regular engagement with relevant ministries, parliamentary committees and national development planning and budgetary processes
3. Your own action plan on delivery for the 2030 Agenda and developing an independent evidence base
4. Peer learning across your region – sharing experience, monitoring and implementation insights, improving the ways to gather your evidence base
5. Identify other international processes that can reinforce the key recommendations in the VNR, this could include regional processes such as EU engagement; as well as other UN processes such as the Universal Periodic Review at the Human Rights Council

More Information?

If you would you like more advice and information on how to engage with your government on the Voluntary National Reviews and the HLPF, you can find useful additional resources on engaging with the HLPF from our CSO partners such as:

- Forus: Guidelines for CSO shadow reports monitoring the implementation of Agenda 2030 at national level available [here](#)
- Together 2030: Quick Guide to engaging in a Voluntary National Review available [here](#)
- CIVICUS Monitor to support Goal 16 assessment of civic space [here](#)
- Major Groups & other Stakeholder pages on our website [here](#)



Case Study 4 – INDIA: Wada Na Todo Abhiyan

1. How did the coalition start?

[Wada Na Todo Abhiyan](#) (Do not break the promise campaign) is a national campaign in India to hold the government accountable for its promise to end poverty, social exclusion & discrimination. This is a network consisting more than 4000 Indian NGOs, grassroots organizations, people's movements, which is now primarily engaged in raising awareness on the Sustainable Development Goals (SDG).

The network emerged from the consensus among human rights activists and social action groups who were part of the World Social Forum 2004 (Mumbai). From the start it aimed to create a better environment for marginalized communities through forceful, focused and concerted effort. The joint work was developed to make a difference to people's lives in India where one-fourth of the world's poor exist, many of whom continuously experience intense deprivation from opportunities to learn, live and work in dignity.

It aimed to do this by monitoring the promises made by the government to meet the objectives set in the UN Millennium Development Goals (2000), the National Development Goals and the National Common Minimum Program (2004-09) with a special focus on the Right to Livelihood, Health & Education. Over recent years, WNTA was part of the post-2015 advocacy agenda in India and led the national mobilization around the action/2015 campaign, which led to direct influence at the key meetings and negotiations of the formation and adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs).

2. Who is part of the coalition?

The Indian coalition includes a wide variety of groups including organisations supporting the following key communities: Dalits (groups discriminated based on work and descent), indigenous communities, women, children, youth, older people, people with disabilities, transgender etc. to ensure that their concerns and aspirations are mainstreamed across programmes, policies and development goals of the central and state governments.

Campaign Co-ordination Group

Wada Na Todo Abhiyan is governed by its general body, namely Campaign Co-ordination Group (CCG) consisting of a wide range of grassroots organizations, people's movements, advocacy and resource organizations. The CCG is responsible for developing the policies, agenda and direction of the coalition.



Campaign Steering Group

The Campaign Steering Group functions as the Executive Committee of the coalition. It comprises of representatives of the general body, who are elected to the Steering Group. The steering group has a balanced representation of youth, Dalits, women, Muslims, members working with children, Indigenous communities/organisations working with them etc. It also takes into consideration the regional representation e.g. north, west, south, east, central and north-east India.

3. How does it support the voices of civil society?

WNTA and its partners have held a wide range of workshops, consultations and training programmes on the SDGs and have also developed communication materials to spread awareness at national, sub-national and local levels. It led key actions as part of the Global Day of Action mobilisation in 2017 and 2018, organized by the UN SDG Action Campaign, Action for Sustainable development (A4SD) and the Global Call to Action Against Poverty (GCAP).

The network is also highly engaged in national advocacy, in particular it took a strong role in ensuring civil society input into the Voluntary National Review (VNR) process in 2017, when India presented its case at the HLPF in New York. Involving a wide range of civil society partners, WNTA prepared a shadow report entitled “A civil Society Report on Sustainable Development Goals” reviewing 10 key goals out of 17 goals of Agenda 2030. The link of the report is [here](#).

It has also regularly engaged with the NITI Aayog, the premier think tank of the government overseeing the implementation of SDGs on developing indicators for the Agenda 2030.

Furthermore WNTA delivers yearly performance assessments of the central government on key promises made by them, such as electoral promises and the SDGs, among others. Recently it did a four-year assessment of the National Democratic Alliance (NDA) government, which is in power since 2014.

Such exercises have helped in not only delivering the message of the SDGs in urban and rural areas of the country but have also helped to ensure accountability from the government to deliver on the 2030 Agenda.



Case Study 5 – SPAIN: Futuro en Común, a civil society platform for change

Presentation of the Coalition and key constituencies

[*Futuro en Común \(FeC\)*](#) is an innovative cross-sectoral dialogue platform in Spain, working towards sustainable development, human rights and the strengthening of the civic democratic space. It comprises more than 50 organizations with different focuses, including the environment, human rights, social action, international cooperation, feminism, childhood, alternative economy, human mobility, labour issues and functional diversity. It works using a systemic, cross-cutting approach, to generate proposals for policy change, awareness-raising and mobilization.

1. Engagement and strategy

Working together, this platform is pushing for the construction of a common, rigorous and transformative vision of the 2030 Agenda, as a space for policy change and the capacity to gather a widespread and significant representation of the Spanish civil society. For FeC the 2030 Agenda is a framework that should put people's rights and the care of the planet at the center. Currently, the 2030 Agenda can be seen as a policy trying to pave its own way in different countries, regions and cities, with the challenges and contradictions of entering into conflict with other political agendas (austerity, privatization, militarization, etc.). This is why organized civil society has a crucial role in the promotion of a transformative Agenda - domestically and around the world.

In Spain, the joint coalition was able to deliver together a medium/long term policy package for an ambitious implementation in the [report](#) “*A transformative 2030 Agenda for people and for the planet. Proposals for political action*”. A number of key government institutions backed the report provoking high-level commitments within the Spanish Government. The President [launched](#) a strong message in the Parliament in July and at the HLPF, envisioning the Agenda as the core project for the country in the national, local, European and in the multilateral level. The governmental [Action Plan](#) approved on the eve of the HLPF was a reflection of that.





2. Strategy

Regarding the future, Futuro en Común will focus on:

- Reinforcing the platform as a space of social and political learning and innovation.
- Participating actively, with other stakeholders, in the construction of a Sustainable Development National Strategy.
- Contributing to the definition of, and debate on, the game-changing policies and measures focusing on leaving no one behind and on enhancing the PCSD.
- Contributing to any institutions and processes to improve the monitoring and review of the implementation framework.
- Including and connecting with other CSOs pushing for a Transformative Agenda in public policy.



Case Study 6 – KENYA: SDGs Kenya Forum

The [SDGs Kenya Forum](#) is a platform resulting from a transition process by Civil Society Organizations (CSOs) who came together in 2013 as the Kenya CSOs Reference Group on Post 2015. After the adoption of the SDGs in 2015, the SDGs Kenya Forum was launched in March 2016, the coalition brings together diverse civil society organizations (CSOs) with an affiliated membership of over 300 constituencies seeking to contribute to the implementation, monitoring and review of the 2030 Agenda for sustainable development (SDGs) in Kenya.

The vision statement: Kenya positively transformed for people and planet

The mission statement: To influence multi-stakeholder policies and actions for achievement of the SDGs in Kenya

Justification: The forum exists to mobilize and coordinate civil society advocacy for the achievement of the SDGs in Kenya through partnerships, citizen engagement, capacity building, policy dialogue, and campaigns, among others. Driven by the need to:

1. Have a coordinated and structured approach for civil society and citizens to engage the government and other development actors towards the implementation of the 2030 Agenda for sustainable development (SDGs)
2. Strengthen partnerships and provide technical support to respective government department and development partners that are key to the implementation of the 2030 Agenda for sustainable development (SDGs)
3. To enhance citizens' and other stakeholders' awareness and ownership, voice and participation in SDGs decisions, processes and actions.
4. To promote evidence-based means of implementation, follow-up and review and tracking progress on SDGs.

Approach to Building a Coalition & Key Constituencies and Geographic Diversity

The Forum, like its predecessor, is a voluntary membership entity of interested civil society organizations including-;

- Citizen-led groups, and Community Based Organizations from all the 47 Counties in Kenya
- National and International Civil Society Organizations based in Kenya

Working closely with national and county government, members of parliament, academia, media, private sector and other organizations, which subscribe to the value of Agenda 2030,



particularly championing SDGs in Kenya. The SDGs Kenya Forum's success in coalition building is attributed to:-

1. Voluntary membership that allows organised groups to actively participate and set their own agenda through the SDGs 17 Goal Groups within the Forum
2. The Forum practices the inter alia principle of common but differentiated responsibilities among different stakeholders. Our approach to the government, private sector and media for example is that we first and foremost recognize their critical role and approach them for partnership, while clearly stating what our roles are, to advance a common agenda the SDGs Implementation, monitoring and review in Kenya.
3. The Leave No One Behind principle continues to guide the Forum's strategy and engagement to ensure that the most marginalized groups are part and parcel of the Forum's interventions.

Engagement with government and Multi stakeholder Platform

The SDGs Kenya Forum is actively engaged in four key national processes that foster a multi stakeholder approach to Kenya's SDGs process namely-;

1. Member of the National Interagency Committee on SDGs Implementation, Monitoring and Review
2. Facilitator of the County SDGs Champions drawn from the 47 Counties in Kenya
3. Member of the Interagency Committee on Gender Statistics making every woman and girl count
4. Co-Convener of the National Multi Stakeholder Engagement Process under development

The need to have a well-structured engagement approach in the implementation of the SDGs for multi-stakeholders has remained central to the different stakeholders in Kenya. It was against the background of shared interest in a common implementation approach in the SDGs by different development players, that the move towards a Multi-stakeholder Engagement Forum is being developed for the Implementation, monitoring and review of the SDGs in Kenya. Two meetings have been held in March and December 2018, pioneered by the SDGs Kenya Forum and the National Treasury State Planning-SDGs Unit. The meetings attracted the participation of representatives from different government ministries and agencies; the Council of Governors; civil society, the private sector, media and UNDP among other Development Partners.