SDG ACCELERATOR AND BOTTLENECK ASSESSMENT

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SDG ACCELERATOR AND BOTTLENECK ASSESSMENT

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Contents

# SDG ACCELERATOR AND BOTTLENECK ASSESSMENT: INTRODUCTION

INTRODUCTION

The adoption of the 2030 Agenda for Sustainable Development in September 2015 was a pivotal moment in articulating a new collective vision for development. The Agenda – a plan of action for people, planet, prosperity, peace and partnership – sets a vision for reducing poverty, achieving sustainable development and leaving no one behind. At its core is the integrated and indivisible set of 17 Sustainable Development Goals (SDGs) and 169 targets, which balance the three dimensions of sustainable development – the economic, social and environmental – and which apply to all countries while also seeking to build on the Millennium Development Goals (MDGs) and complete what they did not achieve.

The breadth of the 2030 Agenda implies, more than ever, a need to go beyond silos and take an integrated approach to development interventions. As stated in the closing paragraph of the Preamble of the 2030 Agenda Declaration, "The interlinkages and integrated nature of the SDGs are of crucial importance in ensuring that the purpose of the new Agenda is realized."

Interlinkages and Integrated Nature of the SDGs

Source: DESA Working Paper No. 141[1]

When implementation of the MDGs was well underway, the questions were: What are the goals that are lagging the most, what are the gaps and how can we fill them? With the SDGs, the question is: What are the actions that will take us forward more quickly across a broader range of interlinked goals? Gap analysis may bring some value and sector-specific expertise on each of the goals is still required. But addressing the question requires thinking through the connections and synergies across the goals and highlighting how action in one area draws dividends in others and what the trade-offs are.

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1   "The SDGs as a network of targets," from David Le Blanc, "Towards integration at last?", DESA Working Paper No. 141 ST/ESA/2015/DWP/141
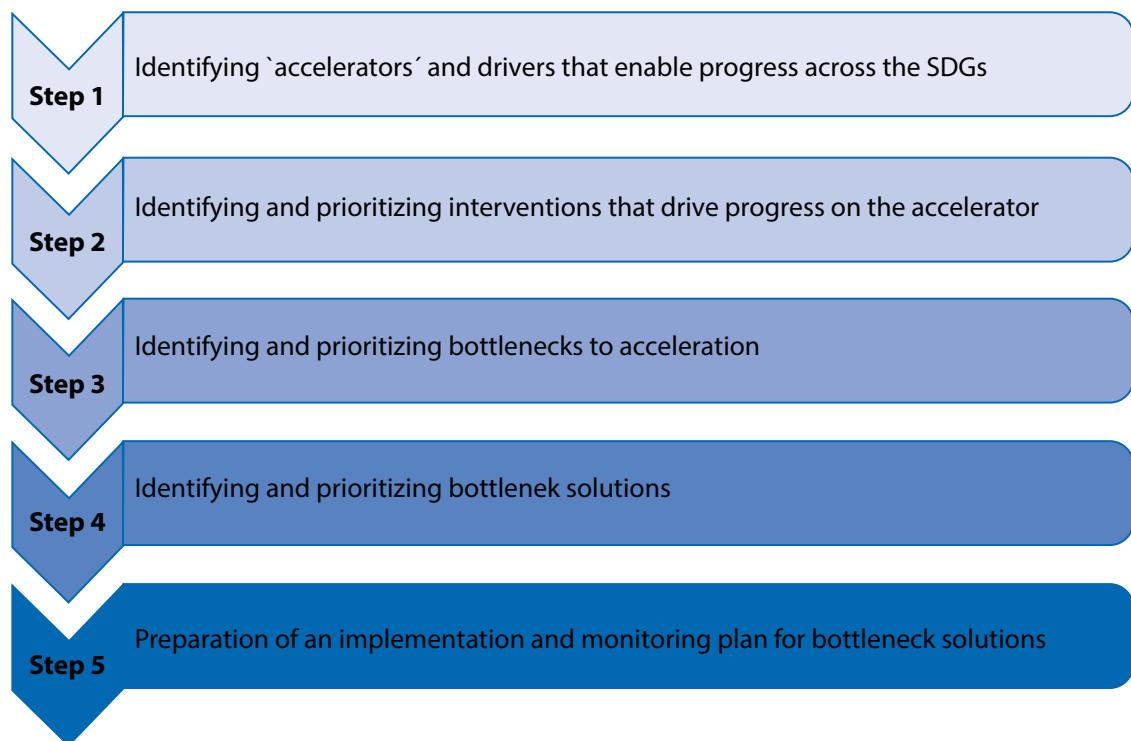
However, dividends are not always drawn despite action taken. Some factors or 'bottlenecks' may impede progress intended by the action. Countries would need to identify solutions to address these bottlenecks, which would then help accelerate progress towards national development priorities and the SDGs.

The SDG Accelerator and Bottleneck Assessment Tool

UNDP has developed the SDG Accelerator and Bottleneck Assessment tool (ABA) as a way to support countries to identify catalytic policy and/or programme areas or 'accelerators' that can trigger positive multiplier effects across the SDGs and targets, and solutions to bottlenecks that impede the optimal performance of the interventions that enable the identified accelerators.[2] The ABA builds on the methodology of the MDG Acceleration Framework (MAF) and its application in 60 countries. It is also informed by the COMBOS methodology developed by UNDP's Regional Bureau for Latin America and the Caribbean, which has been applied extensively to countries in the region.[3]

Methodology

The ABA provides a systematic process that consists of five steps:

Step 1 Identifying `accelerators´ and drivers that enable progress across the SDGs

Step 2 Identifying and prioritizing interventions that drive progress on the accelerator

Step 3 Identifying and prioritizing bottlenecks to acceleration

Step 4 Identifying and prioritizing bottlenek solutions

Step 5 Preparation of an implementation and monitoring plan for bottleneck solutions

Step 1: Identifying 'accelerators' and drivers that enable progress across the SDGs. This step helps to identify accelerators – development policy and/or programme areas – that will accelerate progress across the SDGs and the national development goals, and the corresponding drivers that enable their progress.

2   There are a range of tools and guidance offered by the UN System to support countries with their SDG acceleration efforts. The Sustainable Development Goals Acceleration Toolkit, developed by the United Nations Development Group, provides a compendium of system-level diagnostics, methodologies and guidance for understanding synergies and trade-offs and identifying and unlocking bottlenecks for strategizing, prioritizing and accelerating progress.
3   See Chapter 7.3 "Defining clusters of targets as a strategy for addressing the 2030 Agenda." Regional Human Development Report for Latin America and the Caribbean. Multidimensional progress: well-being beyond income. 2016. UNDP.

Step 2: Identifying and prioritizing interventions that drive progress on the accelerator. This step enables users to identify a comprehensive list of interventions critical to addressing each driver of the accelerator identified in Step 1, evaluate the interventions based on their potential impact on the drivers and the enabling environment, and prioritize the interventions based on the criteria applied.

Step 3: Identifying and prioritizing bottlenecks to acceleration. In this step, users identify and prioritize factors that might impede or obstruct an intervention, and thus an accelerator, from speeding up progress towards sustainable development.

Step 4: Identifying and prioritizing bottleneck solutions. In this step, users identify and prioritize solutions to address the bottlenecks prioritized in Step 3. A bottleneck solution is an action that has a significant impact in resolving a bottleneck.

Step 5: Preparation of an implementation and monitoring plan for bottleneck solutions, i.e., an SDG Acceleration Compact. This step enables a country to create an implementation plan for the bottleneck solutions identified in Step 4. This includes identified partner roles, as well as an accountability matrix, a resource plan and an implementation scorecard.

Target audience

The ABA is intended for two core categories of users: (1) expert working groups within a country comprised of ministry officials, CSO and private sector representatives, UN representatives and development partners; and (2) UN Country Team (UNCT) technical experts, and other partners, who may, upon government demand, directly support in its preparatory work and analysis.
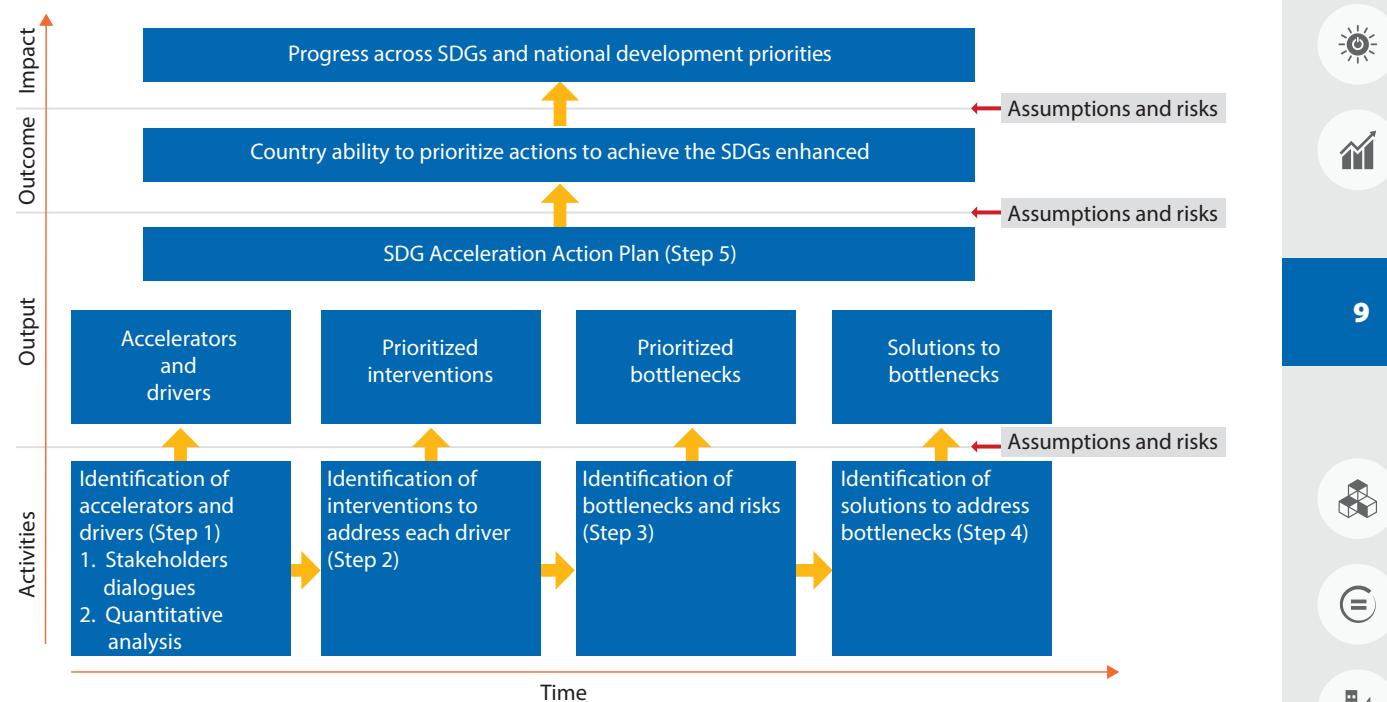
# SDG ABA METHODOLOGY AND THE THEORY OF CHANGE

SDG ABA Methodology and the Theory of Change

A theory of change[4] is an outcomes-based methodology that applies critical thinking and analysis to the design, implementation and monitoring of activities that intend to support change.[5]
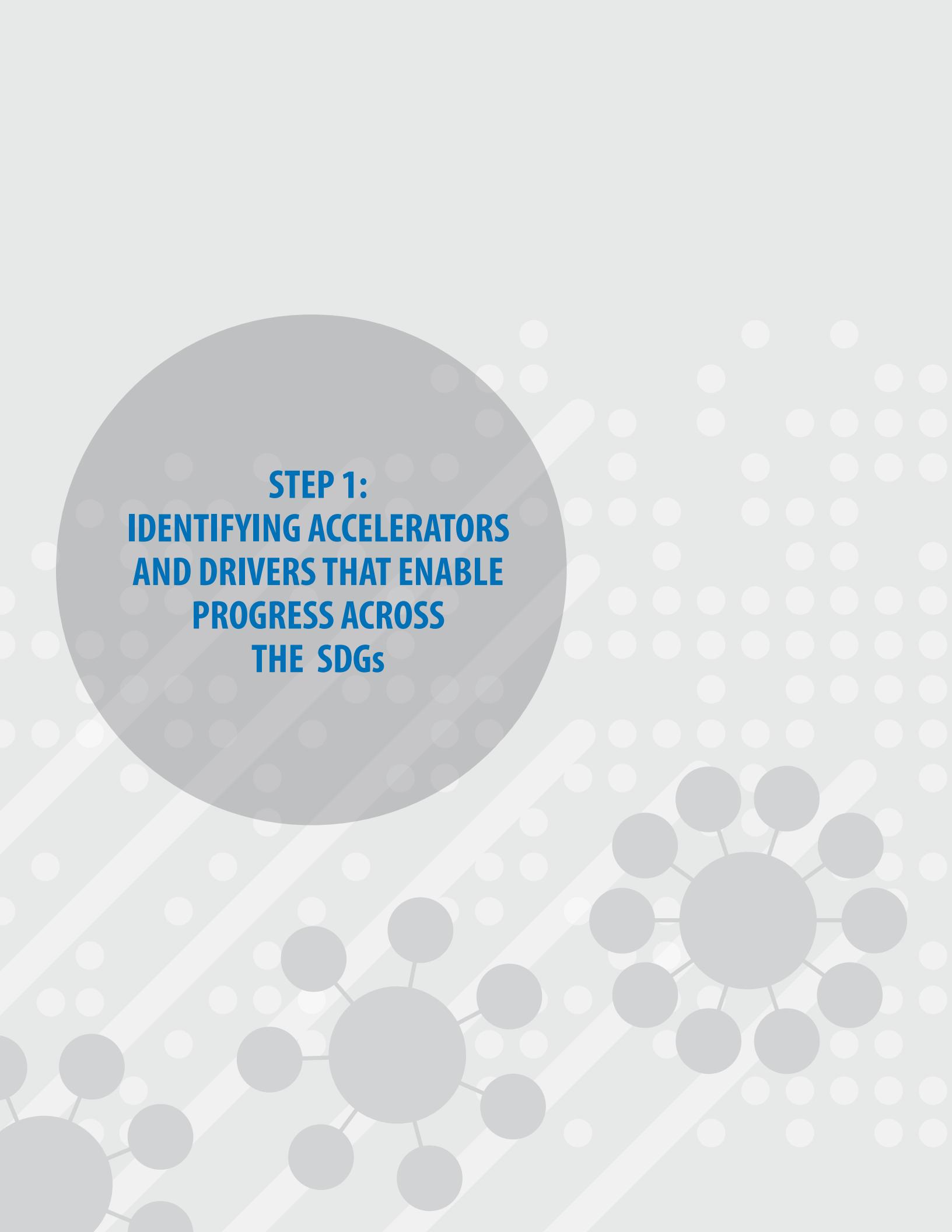
The proposed theory of change in this tool (see Figure A) focuses on how the identification of accelerators, the interventions that enable those accelerators, the bottlenecks that impede progress of the interventions, and the solutions to address those bottlenecks, enhances a country's ability to prioritize actions to achieve the SDGs and how this in turn enables progress across the SDGs and the national development goals. Each activity highlighted in the theory of change is detailed in the subsequent chapters.

Figure A

Impact	Progress across SDGs and national development priorities
	← Assumptions and risks
Outcome	Country ability to prioritize actions to achieve the SDGs enhanced
	← Assumptions and risks
	SDG Acceleration Action Plan (Step 5)

Output: Accelerators and drivers | Prioritized interventions | Prioritized bottlenecks | Solutions to bottlenecks

← Assumptions and risks

Activities: Identification of accelerators and drivers (Step 1) 1. Stakeholders dialogues 2. Quantitative analysis | Identification of interventions to address each driver (Step 2) | Identification of bottlenecks and risks (Step 3) | Identification of solutions to address bottlenecks (Step 4)

Time

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4   Theory of change: While there is no prescribed methodology for implementing a theory of change, it will normally comprise the following elements: analysis of the context of the planned actions, including the economic, social, political and environmental conditions; definition of the long-term change that the actions aims to achieve; identification of the causal pathway/sequence of change to reach the intended long-term change; and a matrix/diagram and narrative summary capturing the theory of change.

5   Vogel, I. 2012. "Review of the Use of 'Theory of Change' in International Development." DFID.

STEP 1:
IDENTIFYING ACCELERATORS AND DRIVERS THAT ENABLE PROGRESS ACROSS THE SDGs

STEP 1: IDENTIFYING ACCELERATORS AND DRIVERS THAT ENABLE PROGRESS ACROSS THE SDGs

Summary

Step 1 helps to identify accelerators — development policy and/or programme areas that will accelerate progress towards a pre-defined national priority and across the SDGs in specific country contexts. The methodology to identify accelerators is largely drawn from the COMBOS tool. There are multiple ways users can identify accelerators: by scanning, analysing and discussing existing national development goals/priorities as set out in a country's National Development Plan or Vision document, and/or from areas that are lagging by reviewing the most recent MDG country report or the SDG country report if available. These country documents are likely to capture the most critical issues thus helping to build on what exists. Consideration of the needs of those left behind is paramount when identifying accelerators. This step also helps to identify drivers that enable progress of the accelerator. It is important that the accelerators and the associated drivers emerge through consultations with the government and other relevant actors at national and local levels.

Outputs:

1. A set of accelerators
2. A set of key drivers for each accelerator that enable progress on the identified accelerator
3. Profile of contribution of accelerators across SDG targets and balance across three dimensions of sustainable development

Methodology

Identifying accelerators and drivers

Users may review a country's national development plan or vision document to determine its national priorities and the way they link to the SDGs. Once this has been done, users would need to define accelerators that would enable progress on these priorities as well as across the SDGs. For example, if a country has listed one of its national development priorities as conservation and sustainable management of the environment, an accelerator that would enable progress on this development priority and others, as well as across the SDGs, could be 'promoting a transition to renewable energy'.

Another possible starting point in defining accelerators could be through the identification of areas that are lagging. This information may be gathered by reviewing a country's national development plan, relevant sector plans or the SDG report (if available). The most recent MDG report could also be reviewed. For example, Namibia's 2013 MDG report shows that the survival to Grade 8 is not achievable if current trends continue, with the survival rate for Grade 7 being 86 percent in 2012.[6] So, in this case, improving primary education may be considered an accelerator. The reason for this is not only that primary education is an area that is lagging, but also that achievements in this area can trigger progress across a number of SDGs. A key area that is lagging in many countries is gender equality.[7] Evidence from countries shows that investments that promote gender equality and women's empowerment result in faster, more sustainable and more inclusive growth. By empowering women economically, through education and employment, obstacles collapse not only for women themselves, but also

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6   Namibia Millennium Development Goals Interim Progress Report. Government of the Republic of Namibia. 2013.
7   Millennium Development Goals Report 2015. United Nations.

for entire communities. This multiplier effect that results from women's empowerment can generate an economic surge for countries if properly leveraged. Hence, gender equality and women's empowerment could be a clear area for investment in order to accelerate progress across the SDGs.
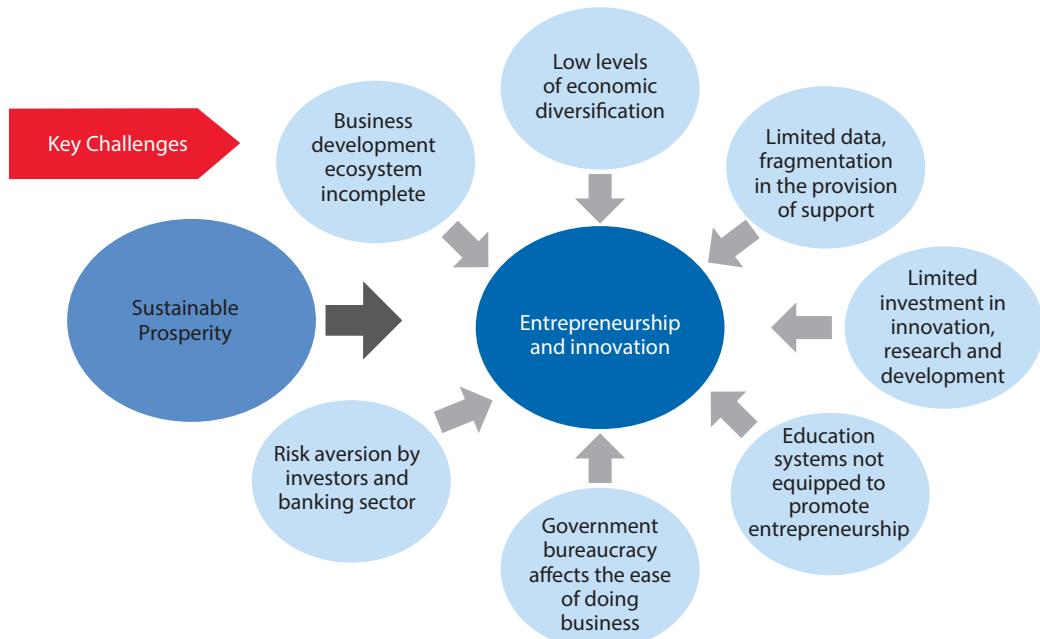
Users could also identify accelerators based on consideration of the needs of those who have been traditionally marginalized, including youth, indigenous peoples and people living with disabilities. For example, in countries where youth employment lags overall employment rates, the accelerator may be to increase youth employment.

When identifying accelerators, users must ensure that these are specific enough so that the identification of key drivers that enable progress on the selected accelerator is feasible. If the accelerator is too broad, an endless list of drivers would make it hard to prioritize. For example, drivers that impede progress on a broad overarching accelerator such as improving health outcomes are numerous. A more adequate accelerator might be ‹improve the provision of health services in rural areas'.

Once the accelerators have been selected, the next stage is to identify the key challenges that impede progress on each accelerator. These challenges can be regional/territorial, economic, socio-cultural, political and/or environmental and could be the result of legal, policy, institutional and/or capacity issues. Identification of key challenges requires that addressing them will have an impact on the accelerator and will, in particular, benefit those most marginalized.

Figure B highlights an example of key challenges faced by a country in impeding progress towards the identified accelerator – enabling entrepreneurship and innovation.
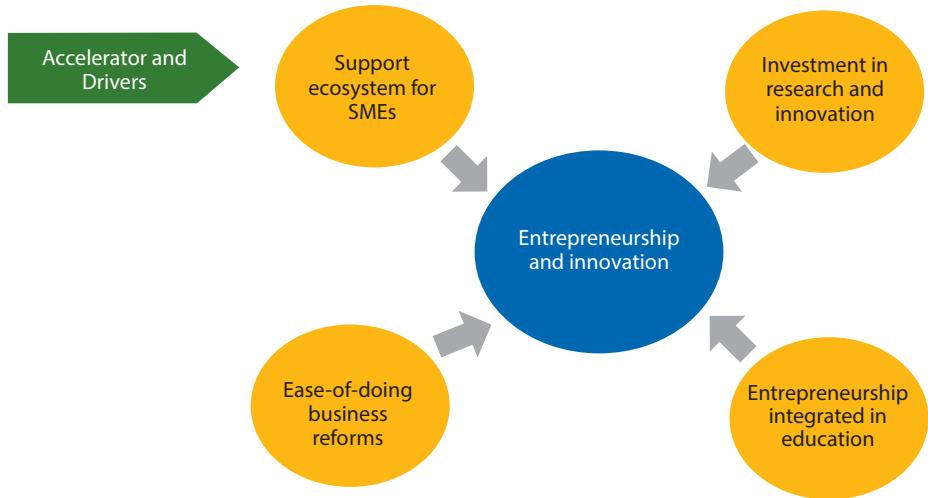
Figure B: Example of an accelerator and corresponding challenges to achieve the national development priority of Sustainable Prosperity

Once users have identified the key challenges that impede progress on an accelerator, the next stage is to identify drivers that would enable progress on the accelerator. The drivers are linked to the key challenges identified by a country. For example, if education systems not equipped to promote entrepreneurship is identified as a key challenge that impedes progress on entrepreneurship and innovation (the accelerator),

then the driver that enables progress on the accelerator would be entrepreneurship integrated in education. Figure C shows an example where a country has identified drivers that would enable progress on the identified accelerator, enhancing entrepreneurship and innovation.

Figure C: Example of an accelerator and drivers

Ensuring that accelerators and drivers have multiplier effects across the SDGs

Accelerators, by nature, must not only enable progress on the SDG targets directly associated with them, but also trigger positive multiplier effects across the SDGs. Users would need to screen the accelerator against the SDG targets to assess whether it contributes across targets. This would need to consider the associated drivers. The template in Figure D enables the screening of the accelerators. A full list of SDG targets classified according to the economic, social and environmental dimensions of sustainable development is available in Annex 1.

Figure D: Template to assess contribution of the accelerator across SDG targets and balance across three dimensions of sustainable development

■ Economic SDG target ■ Social SDG target ■ Environmental SDG target ■ Direct contribution

Accelerator (A) + Drivers (D)		SDG Targets														
		1.1	1.2	1.3	4.2	4.3	4.4	8.1	8.2	8.3	8.6	9.2	9.3	9.4	9.5	15.1
A	Entrepreneurship & innovation		■				■		■	■	■		■		■	
D	Support ecosystem for SMEs			X										X		
D	Investment in research and innovation							X		X						X
D	Entrepreneurship integrated into education							X			X	X				
D	Ease-of-doing-business reforms										X					

In addition to helping assess the contribution of an accelerator across SDG targets, the template can also aid in assessing the overall balance across the three dimensions of sustainable development.

The accelerator, enabling entrepreneurship and innovation, for instance, has been identified by users as making a positive direct contribution to SDG targets 4.4 and 8.2 (see Figure D). The accelerator thus covers the social and economic dimensions of sustainable development – SDG target 4.4 is a social target and SDG target 8.2 an economic target.

Users would then fill out an accelerator profile template, mapping the contribution of an accelerator across the SDGs and assessing the overall balance across the three sustainable development dimensions (see Figure E) to see which accelerators make a direct contribution across SDG targets and balance all three dimensions of sustainable development.

Figure E: Template of accelerator profile to assess contribution across SDG targets and balance across three dimensions of sustainable development

Accelerator	Direct contribution (# of SDG targets)	Balance across three dimensions			Overall (balance across three dimensions)
		Economic	Social	Environmental	
Entrepreneurship & innovation	7	✓	✓	X	2
Sustainable natural resources management	15	✓	✓	✓	3
Conditional cash transfers	5	✓	✓	✓	3
Youth empowerment	6	✓	✓	X	2

Accelerators and numbers are illustrative and will vary based on country context

Processes to aid in the identification of accelerators, associated challenges and drivers of progress

Two key processes must be followed to aid in the identification of accelerators, the associated challenges and the drivers that enable progress on the accelerators: 1) quantitative analysis and 2) social dialogue.[8]

Quantitative analysis: Quantitative analysis can aid in the diagnosis of a development challenge and help identify those policy/programmatic areas and populations that need prioritization. Data availability is key to determining the level of detail and complexity of the analysis. The availability of disaggregated data by geographical area and other socio-economic indicators is critical to conducting the analysis. Available surveys, databases and diagnostic reports can help identify development problems and therefore flag possible priorities. Surveys may include Multiple Indicator Cluster Surveys that have been a major source of data on the MDG indicators; Demographic and Health Surveys that provide data in the areas of population, health and nutrition; Living Standard Measurement Surveys that provide data on income poverty, education and health; and Labour Force Surveys that provide information on employment and unemployment as well as on education and training. Information on the environment could be accessed through remote sensing and geographic information systems

8   The methodology to identify accelerators and the key drivers through quantitative analysis and through social dialogue is largely drawn from UNDP's COMBOS tool.

(GIS). A mapping of primary data sources per SDG (see Annex 5) can provide some guidance on the data sources that can be used to inform the diagnosis.

Official data derived from surveys and other official administrative data can be complemented by unofficial data and other performance metrics including business metrics and geo-referenced information on government facilities, among others.[9] Geo-referenced data can provide location-specific information on government facilities and environmental challenges.

Application of analytical tools such as UNDP's Poverty Risk Analysis (PovRisk),[10] Targeted Scenario Analysis,[11] and the University of Denver's International Futures model[12] can also help inform the analysis.

Social dialogue: The participation of a multitude of actors, including citizens, political, legal, economic and social institutions, the private sector and experts in the field, can aid in the identification and validation of accelerators, their associated challenges and the drivers that enable progress on the accelerators. The participation of political institutions entails involving different levels of government as well as trade unions, among others. In fostering a social dialogue, the following may be considered:

Stakeholder analysis: To avoid elite capture and the influence of certain actors in defining accelerators and the associated challenges, it is important to clearly identify the interests and the positions of all actors involved. This will involve understanding their stake in relation to the development challenges, the nature of their interest, the degree of importance given to the challenges and the degree of influence they have on addressing the challenges. Based on this mapping, the strategy would then be to work with the actors, given their stake, influence and importance accorded to the challenges.

Engagement of actors: It is important to engage with a wide range of stakeholders in identifying the accelerators, the associated challenges and the drivers that enable progress on the accelerators, as this would impact progress on achieving a country's development priorities and the SDGs. The following need to be considered when seeking the engagement of stakeholders:

- It is important to consider not only the traditional actors, but also to involve the entire range of stakeholders. Indeed, it is critical to effectively involve those who are commonly underrepresented or marginalized in decision-making processes.

- The different levels of government (national, regional, municipal) and ministries related to the development problem should be part of the process of social dialogue.

- The parties interested in the consultation should comprise not only those with an implementation role, but also those with influence and/or interest in a given action.

- Participation of parliament is key.

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9   Indicators and a Monitoring Framework for the Sustainable Development Goals. Sustainable Development Solutions Network. 2015.
10 POVRISK uses household-level data over time to estimate the risk of people falling back into poverty – and the key factors associated with that risk. The analysis allows users to zoom in on the dynamics of how to eradicate poverty – an objective at the very heart of the 2030 Agenda.
11 Targeted Scenario Analysis (TSA) is an analytical approach that captures and presents the value of ecosystem services within decision-making to help make the business case for sustainable policy and investment choices. The product of a TSA is a balanced presentation of evidence, for a decision maker, that weighs up the pros and cons of continuing with business as usual or following a sustainable development path in which ecosystems are more effectively managed. http://www.undp.org/content/undp/en/home/librarypage/environment-energy/environmental_finance/targeted-scenario-analysis.html
12 International Futures (IFs) is a forecasting tool developed by the Fredrick S. Pardee Centre at the University of Denver to analyse policies and planning for the future. The tool integrates forecasts across different sub-models, including: population, economy, agriculture, education, energy, sociopolitical, international political, environment, technology, infrastructure and health. As the sub-models are dynamically connected, the model simulates how changes in one system lead to changes across all other systems. IFs uses historical data, trends and dynamic relationships to forecast indicators for 186 countries for every year from 2010 to 2100. http://pardee.du.edu/

- The media should be engaged in the social dialogue, as they are one of the actors with power and influence over the public agenda.
- Engagement of the private sector is important, as they play a critical role in contributing to economic development in a country.

Processes and mechanisms for participation: Existing mechanisms such as national and local commissions and councils, sectoral mechanisms and neighbourhood councils, among others, can be used to conduct social dialogues to identify the accelerators, the associated challenges and the drivers. Greater effort must be taken to ensure that the mechanisms include all relevant stakeholders. These mechanisms can be complemented by other consultation mechanisms such as face-to-face forums and online platforms for engagement.

Once the key accelerators, the associated challenges and the drivers have been identified, users can prepare a brief note for each accelerator that outlines the following:

- What are the key accelerators?
- What are the associated challenges for each accelerator?
    - Are they regional/territorial, political, economic, socio-cultural and/or environmental?
    - Are these challenges the result of legal, policy, institutional and/or capacity issues?
- Whom do these challenges impact most?
- Why is it important to address these challenges?
- What are the drivers that enable progress on each accelerator?
- Which SDG targets and national development priorities does each accelerator contribute to?
- Who were the stakeholders involved in defining and/or validating the accelerators, the associated challenges and the drivers?

Prerequisites for success
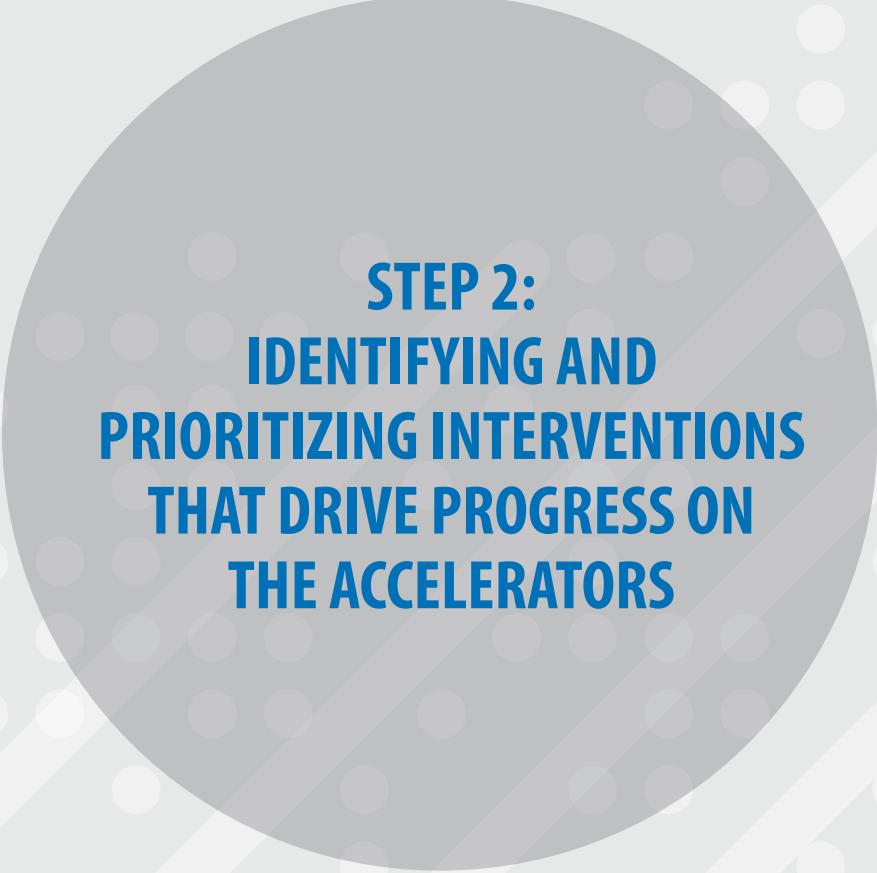
Completion of Step 1 requires:

- Quantitative analysis to aid in defining the accelerators
- Engagement of the government and relevant stakeholders in identifying and validating the accelerators and the drivers that enable progress on the accelerators. Stakeholders include civil society and the private sector. Engagement of government may be in the form of expert working groups, with participation of relevant government ministry officials. Other national stakeholders, including representatives from civil society organizations and the private sector, must be part of the working groups.
- The identified accelerators must be as specific as possible.
- Consensus on the accelerators and the drivers selected.

Potential sources of information

There are several sources of information available to help identify a country's accelerators and the associated drivers:

- National Development Plan
- Vision Document
- Sector plans
- SDG Report
- Most recent MDG report
- COMBOS
- Surveys, databases and diagnostic reports
- Remote sensing and geographic information systems (GIS) to gather data on the environment
- Unofficial data and other performance metrics, including business metrics and geo-referenced information on government facilities
- Dialogues with the government and relevant stakeholders

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STEP 2:
IDENTIFYING AND
PRIORITIZING INTERVENTIONS
THAT DRIVE PROGRESS ON
THE ACCELERATORS

Step 2: Identifying and Prioritizing Interventions that Drive Progress on the Accelerators

Summary

Step 2 enables users to identify and prioritize interventions that address the key drivers of the accelerators identified in Step 1. Specifically, this step helps to: 1) identify a comprehensive list of interventions critical to addressing each driver of the accelerator; 2) evaluate the interventions based on their impact on the drivers and the enabling environment; and 3) prioritize the interventions based on the criteria applied.

Outputs:

1. List of interventions to address the key drivers of the accelerators
2. Profile of impact and enabling environment for each intervention
3. List of prioritized interventions

Methodology
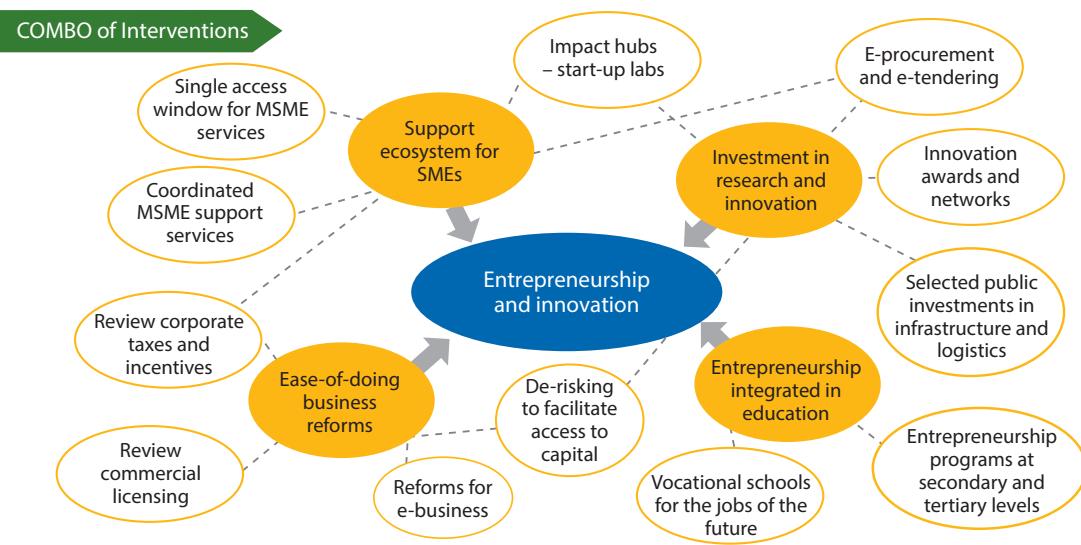
In the context of the SDG ABA tool, an intervention is defined as action that can support progress on a key driver of an accelerator. An intervention can consist of the delivery of enabling policies (including through planning, legislation, enforcement and capacity-building) and/or a package of goods, services and infrastructure.

Identified interventions should preferably be evidence-based, with proven impact in the country or in other countries with similar contexts. In some cases, the interventions required to address a key driver will already be in place or be included in the national and sectoral planning documents, but might need to be scaled up or strengthened. In other cases, new interventions may need to be considered to drive progress on an accelerator.

Figure F highlights an example of a package of interventions identified by a country to enable progress on its selected accelerator – Promote entrepreneurship and innovation – in order to address high unemployment. The interventions, establishing vocational schools for the jobs of the future and introducing entrepreneurship programs at secondary and tertiary levels, are expected to enable progress on the accelerator by addressing one of its key drivers – entrepreneurship integrated in education.

Figure F

The methodology has three process steps: 1) identification of interventions to address the drivers that enable progress on the identified accelerators from Step 1; 2) evaluation of the interventions based on a set of impact and feasibility criteria; and 3) prioritization of the interventions based on the criteria applied.

1: Identification of interventions that drive progress on the accelerators

Users create a list of interventions to address each accelerator and the associated driver based on national development plans, sectoral plans, SDG reports (if available), past MDG reports and consultations with sector ministries, UN specialized agencies, academia, civil society organizations and the private sector. The list should contain interventions that experts believe are appropriate for the country's particular context. Annex 2 features interventions that are of particular relevance to the SDGs and reflect on the integrated nature of the agenda. Some of these interventions have been applied by various countries during the MDG era to address key development challenges. These interventions are drawn from good practices of national governments and from the work of specialized UN agencies and other development partners. Users can refer to this list to identify basic, proven/successful interventions.

Appropriate interventions should:

- Be tailored to the country's specific context. Interventions should be further customized to regions within a country and subnational governments should be heavily involved in implementing the interventions as well as in planning and financing.
- Focus on the fundamental development needs of those most marginalized.
- Rely on a strong fact base. Countries should identify proven good-practice interventions from countries/regions with similar contexts and demonstrate their feasibility and impact.

2. Evaluation of the interventions based on impact and enabling environment criteria

The choice of an intervention should be informed by key criteria that go beyond its strategic importance, namely, potential impact in the specific country context and the enabling environment for implementation of the intervention.

Intervention evaluation templates (see Figure G) provide the criteria for evaluating each intervention, along with a description of the criteria.

Figure G: Intervention evaluation criteria for Impact (Illustrative)*

Criteria	Description			
Positive impact on the driver/s	Aids progress on the driver/s of the accelerator	Substantial positive impact	Fair positive impact	Limited or no positive impact across
Inclusiveness of impact	Target population includes vulnerable/ marginalized groups	Substantial impact on vulnerable/ marginalized groups	Fair impact on vulnerable/ marginalized groups	Little or no impact on vulnerable/ marginalized groups
Evidence of impact	Implementation history in the country and/or in other contexts	Intervention implemented successfully in many countries and/or piloted with success in the country	Intervention implemented with mixed success or has not been implemented previously	Intervention implemented with no success in other countries

*Criteria to be discussed by expert working group and adjusted at the country level

Intervention evaluation criteria for enabling environment (Illustrative)*

Criteria	Description			
Political economy	Political will and concerned interests	High potential for political support and concerned interests in status quo can be overcome	Political support in doubt or doubtful whether concerned interests in status quo can be overcome	Political will absent and concerned interests in status quo are strong
Governance	Government and stakeholder coordination	Government coordination mechanism in place and high potential for stakeholder coordination	Government coordination and/ or stakeholder coordination in doubt	Coordination potential not available
Capacity	Government and partners' ability to plan, implement and monitor the intervention	Government and partners have the capacity to plan, implement and monitor the intervention	Some capacity concerns over planning, implementation or monitoring, but delivery likely	Government and partners probably do not have the capacity for successful delivery
Funding availability	Availability of funds to cover the intervention cost (including mobilization of domestic and external resources, contributions by partners, reallocation within the budget)	Funding (either through the government or donors) readily available	Funding likely, but specific source yet to be determined	Funding not likely
Additional factors	Additional factors/risks that may impede the intervention	No factors identified	Some concerns identified, but they can be resolved	Substantial unsolvable issues identified

Criteria to be discussed by expert working group and adjusted at the country level

Intervention profiles must be completed for each intervention, taking into consideration the impact and enabling environment criteria outlined in Figure G. Users would need to gather information and data from existing sources (e.g., statistical bureaus, ministry reports, IGO/NGO reviews and international think tanks) as well as from interviews and focus groups with relevant experts. For this step, the expert mapping conducted in Step 1 could be useful. It is critical that experts from all relevant areas be consulted, including members of civil society and academia, and that the profiles be completed through a consultative process. The profiles will then be colour-coded for ease of ranking. The template in Figure H can be used to prepare profiles for each intervention.

Figure H: Profile of intervention about impact and enabling environment

Intervention description: Review corporate taxes and incentives
Accelerator that the intervention addresses: Entrepreneurship and Innovation
Driver/s that the intervention addresses: Ease-of-doing-business reforms; Support ecosystems for small and medium enterprises (SMEs)
Timeframe of Intervention (short, medium and long term): Short

Impact	Overall	Enabling environment [X] YES [ ] NO	Overall
Impact on the drivers of the accelerator	🟢	Political economy	🟢
Inclusiveness of impact	🟡	Governance	🟢
Evidence of impact	🟢	Capacity	🟡
		Funding availability	🟡
		Additional factors	🟡

3. Prioritization of the interventions based on impact and feasibility criteria

After a profile has been completed for each intervention through a consultative process, a scorecard with the set of interventions can be prepared (see Figure I for an intervention scorecard template). Interventions are ranked on the basis of potential impact, feasibility and any additional information about the interventions. The scores will provide the basis for prioritizing the interventions. The interventions with the largest impact potential that are also deemed feasible will be prioritized, considering the country context, development priorities and systemic issues. One important consideration is that the interventions prioritized address multiple drivers that enable progress on the accelerator.

It is recommended that the ranking and prioritization process be conducted during a workshop with all expert working group members to ensure consensus on the prioritized interventions. Expert working group members would need to assess trade-offs looking at the merits and demerits of the intervention and, in this context, consider mitigation measures. Techniques such as Poverty and Social Impact Analysis, Cost-Benefit Analysis and Cost-Effective Analysis could help identify the most optimal mitigation measures. The outcome of the workshop will be a scorecard that determines the prioritized list of interventions.

Once the prioritized interventions have been identified, they need to be run through Step 3 to determine the bottlenecks and solutions.

A note on prioritization:

The intervention scorecard provides a systematic way of ranking interventions and can be used as a starting point for prioritization. It is important to note that the specific interventions prioritized, and the number of them, will depend on the country context and priorities. There is no pre-determined cut-off point for prioritization. Ideally, a prioritized intervention would have a substantial impact on the accelerator and a strong enabling environment (i.e., score green in both categories). However, an intervention having fair impact (i.e., orange), but a strong enabling environment (i.e., green), which has the potential to have a positive impact across four drivers, might also be prioritized. Similarly, an intervention with high impact, but low enabling environment rankings could be prioritized, for achievement in the medium or long term. The timeframe of the impact of the interventions also needs to be considered, ideally striking a balance between interventions that have impact in the short, medium and long terms. Ultimately, the set of prioritized interventions should significantly push progress towards the accelerator.

Figure I: Intervention scorecard

■ Substantial	■ Fair	■ Limited or None

Interventions	Impact	Enabling environment	Rank	Driver/s addressed?	Timeframe (short, medium or long term)	Intervention chosen? (yes/no)	Potential actions (proceed/pilot/no further action)
Review corporate taxes and incentives	🟩	🟧	1	1	Short	Yes	Proceed to Step 3
Review commercial licensing	🟧	🟧	2	1	Short	Yes	Proceed to Step 3
Reforms for e-business	🟧	🟥	3	4	Medium	No	No further consideration required
De-risking to facilitate access to capital	🟥	🟥	4	3	Medium	No	No further consideration required

Interventions and numbers are illustrative and will vary based on country context

Potential challenges to completing Step 2

In executing Step 2, there are five potential barriers to success:

- There is no consensus on good-practice interventions necessary to address specific drivers.
- Government staff may lack the capacity to provide technical input to the process and rely exclusively on external technical consultants, who lack national and subnational knowledge.
- Expert working groups may lack the minimum data (or data is not of sufficient quality) to determine which interventions are successful and which have failed. Data to determine how interventions work across population groups may also be lacking. If data is not available, the expert working groups may need to conduct surveys, interviews or focus groups to determine which interventions will be successful.
- Government ministers and experts strongly disagree over which interventions are key to accelerating progress, potentially delaying decisions.

Prerequisites for success

Completion of Step 2 requires:

- Engagement of expert working groups throughout the process to ensure that the best decisions are made and consensus is reached. These working groups must include relevant government ministry officials, civil society and private sector representatives and UNCT representatives.

Potential sources of information

When completing this step, there are several sources of information available to help identify and prioritize the interventions:

- National Development Plan
- National Development Strategies
- Sector Plans
- Mid-term reviews
- Suggested package of interventions (see Annex 2)
- NGO/CSO sector evaluations and reviews
- Private sector reports

STEP 3:
IDENTIFYING AND
PRIORITIZING BOTTLENECKS TO
ACCELERATION

Step 3: Identifying and Prioritizing Bottlenecks to Acceleration

Summary

The purpose of Step 3 is to provide a methodology for policymakers to identify factors that might impede or obstruct an intervention, and thus an accelerator, from speeding up progress towards sustainable development. Such impediments are referred to as bottlenecks, defined as proximate and removable constraints that obstruct the optimal performance of interventions. Step 3 also aims to prioritize bottlenecks based on the potential impact and feasibility of removing them.

Outputs

1. A list of prioritized bottlenecks against interventions, based on the impact that removing them can have on the intervention, and the availability of solutions

Methodology

Once *interventions* have been identified and prioritized, a country might want to analyse the existing or potential implementation bottlenecks that are currently, or could potentially, impede the intervention from galvanizing progress.

As discussed in Step 2, each *accelerator* is composed of a set of drivers and interventions. The bottleneck analysis is done at intervention level. A bottleneck analysis need not be done for every intervention within the basket of interventions that move the accelerator forward. For some *interventions*, such analysis might not be needed, if the paths towards implementation are clear, and the potential bottlenecks and solutions are obvious. However, for other *interventions*, a bottleneck analysis and the identification of bottleneck solutions (which will be discussed in Step 4) will be a critical factor of success.

For *interventions* that are already being implemented, bottlenecks can be identified based on the experience on the ground. If the intervention proposed is new, the idea is to design interventions that consider potential bottlenecks a priori and seek to overcome them.

The bottleneck analysis will be conducted by the expert working group. The benefit of this approach is that it elicits the experiences of the participants to identify bottlenecks and solutions in the context of the local culture of decision-making. Understanding these bottlenecks will enable the implementation plan to be based on local conditions, opportunities and constraints.

Bottleneck Identification

The methodology for identifying bottlenecks is based on the MDG Acceleration Framework (MAF).

Bottlenecks occur at different instances of the policymaking and policy implementation process. Figure J below provides an overview of the five broad categories of bottlenecks in the policymaking process, and potential bottlenecks that fall under them. This overview is by no means exhaustive, but it is illustrative of the types of bottlenecks that are usually present in policymaking processes.

Figure J: Overview of bottleneck categories

Bottleneck categories	Policy and planning	Budget and financing	Service delivery (supply)	Service utilization (demand)	Cross-cutting
Sub-categories	Political will and concerned interests	Resource mobilization	Geography and demography	Empowerment and self-efficacy	Engagement and advocacy
	Strategies, policies and plans	Resource allocation	Human resources, skills	Acceptability	Coordination and alignment
	Legislation and enforcement	Resource expenditure	Equipment and supply	Accessibility and affordability	Accountability and transparency
	Institutional capacities		Quality and equitability	Inclusiveness (are there barriers for specific groups to access services?)	Communication
	Coordination and alignment		Inclusiveness (are adequate services offered for marginalized groups?)		
	Accountability and transparency				

The first step in the identification of bottlenecks for each intervention requires the construction of an end-to-end mapping of implementation steps for each intervention, based on the activities outlined in the sector plan or good practices. The number of identification steps in an end-to-end mapping will vary greatly between interventions and countries. Such a pathway is then mapped against five broad categories of bottlenecks listed in Figure J to identify potential or existing difficulties in every step of the process. A template for bottleneck identification is provided in Figure K below.

Figure K: Illustration of Intervention Pathway to Identify Bottlenecks

Accelerator: Construction of new schools in rural areas using green infrastructure

	Step 1	Step 2	Step 3	Step 4 …	… Step X
Bottleneck categories					
Policy and planning	Absence of effective partnerships across sectors				
Budget and financing			Higher cost of green infrastructure	National education sector's budget is insufficient	
Service/good Delivery (supply)			Shortage of local capacity to build green infrastructure		Shortage of skilled staff
Service/good utilization (supply)					
Cross-cutting					

Once bottlenecks have been identified for an intervention, these need to be assessed and prioritized based on the potential impact that overcoming the bottleneck will have on the intervention. Those bottlenecks for which the impact of removing them is the greatest, or those that can unlock progress across multiple interventions, should be prioritized.

Another important criterion to consider is whether the impact of removing the bottleneck is cross-cutting. Cross-cutting bottlenecks are critical because they may impact multiple SDGs, raising the importance of solving them quickly. For instance, access to obstetric care to reduce maternal mortality rates in rural areas may be impaired by a lack of infrastructure (e.g., poor roads prevent physicians from visiting villages). This lack of infrastructure may also impede progress on other SDGs, such as SDG 2 (farmers cannot easily get access to markets or inputs for production, such as fertilizer) and SDG 4 (children cannot travel to school). Furthermore, paving roads lies beyond the mandate of the Ministry of Health. This requires users to assess the feasibility of a solution that involves integrated action by relevant agencies, including their ability to leverage information on the potential impact across SDGs to create the necessary political will to implement. The questions in Annex 3 aim at helping users analyse bottlenecks from a sectoral as well as cross-cutting perspective.

The identification and prioritization of bottlenecks can be conducted by the expert working group based on the impact that removing a bottleneck will have on the intervention. The template in Figure L below can be used to summarize the information for each bottleneck.

Figure L: Template for Bottlenecks Prioritization (illustrative)

Accelerator: Increase primary school enrolment at national and subnational levels			
Driver: Enable access to primary education			
Intervention	**Bottleneck**	**Positive impact of removing bottleneck on intervention** ● **Substantial** ● **Limited** ● **None**	**Is the bottleneck relevant to more than one intervention Y/N?**
National legislation eliminates school fees to increase primary school enrolment	Long-term funding to cover costs yet to be determined	●	N
	Subnational school districts continue to charge fees because national funding is not sufficient to cover costs	●	N
	Ministry of Education lacks sufficient staff to monitor implementation	●	Y

Potential Challenges to Completing Step 3

- Users might encounter difficulty in finding data on the potential impact that removing a bottleneck will have on an intervention. In such case, the user might have to conduct interviews and focus groups with target populations to estimate the potential impact.
- Limited access to target population groups, and those at risk of being left behind, to understand demand-side bottlenecks. The users will need to quickly identify target populations they can interview, including experts, service providers and service beneficiaries.

- Government ministers and experts strongly disagree over which bottlenecks to prioritize. To try to reach group consensus, the discussion should be centred on the template for bottleneck prioritization developed for this step.

- The list of bottlenecks might be too long and bottleneck prioritization might be cumbersome. The template for bottleneck prioritization aims at making it straightforward to compare the impact and feasibility of bottlenecks.

- For interventions that are not already in place, it might be difficult to think about bottlenecks in the abstract. Examples from other countries that have used similar interventions might be useful.

Prerequisites for Success

- Consensus by the expert working group, government experts and officials, UNCT and other country experts on the priority interventions identified under Step 2. Step 3 is intended to analyse bottlenecks for the prioritized interventions.

- Sufficient primary or secondary data on bottlenecks to assess the impact of removing them.

Potential Sources of Information

- Demographic Household Surveys (DHS)
- Multiple Indicator Cluster Surveys (MICS)
- Annual budget
- Reports from special development commissions within the government
- Reports from the Ministry of Planning and Financing/Implementation
- Expenditure reports
- Time Use Surveys (TUS)
- Evaluations of existing programmes and interventions
- Global best practices on specific focus areas
- Interviews with programme staff and policymakers
- Focus groups with the target audiences for the interventions

STEP 4:
IDENTIFYING AND
PRIORITIZING BOTTLENECK
SOLUTIONS

Step 4: Identifying and Prioritizing Bottleneck Solutions

Summary

The purpose of Step 4 is to identify and prioritize solutions to the bottlenecks prioritized in Step 3. A bottleneck solution is an action that has a significant impact in resolving a bottleneck.

Outputs:

1. A list of bottleneck solutions
2. Profile of impact and feasibility of each bottleneck solution
3. Scorecard with prioritized bottleneck solutions to be implemented

Methodology

Once bottlenecks have been prioritized, bottleneck solutions will need to be identified. A bottleneck solution is defined as an action that resolves an intervention bottleneck to produce quick and significant impact. Solutions attempt to ensure successful implementation of interventions.

During this step, a comprehensive set of solutions for each bottleneck will be determined based on expert interviews, focus groups, case studies and government documents and assessments (see Figure M).

Figure M: Template for Identification of Solution

Intervention	Bottleneck	Potential Solutions
National Development Plan and health sector strategy call for measles vaccination	No vaccine distribution system exists	• Immediate technical assistance to develop a good-practice vaccine distribution system
National legislation eliminates school fees to increase primary school enrolment	Subnational school districts continue to charge fees because national funding is not sufficient to cover costs	• Reallocate or mobilize resources to eliminate need for school fees in rural areas • Ensure that new national funding eliminates fees
Provision of agriculture extension services to all farmers (both female and male) to increase yields and transfer good practices and new technology	Ministry of Agriculture lacks sufficient staff to bring extension services to many farmers	• Government incentives and training to enlist private sector or community workers to provide agriculture extension services to farmers
Decision to mainstream anti-corruption assessment and measures across all public institutions and sectors	The Anti-Corruption Commission lacks experience in how to mainstream anti-corruption	• Look to other countries for approaches and pilot select approaches before deciding on country approach
National Development Plan and energy sector plan calls for increasing energy efficiency as part of extending access to underserved areas	Low electricity price due to heavy subsidies is an incentive to inefficient industrial use and high consumption among households with grid access to electricity, but there is strong popular support for subsidies even among households who do not benefit at present	• Design reform of electricity subsidies that reallocates revenue from phased-out electricity subsidies to extend electricity to underserved areas and to visibly strengthen social protection measures targeting the poorest • Communication campaign advocating for subsidy reform to ensure public support.

Once solutions have been identified for each bottleneck, profiles can be created to assess their impact and feasibility. Illustrative evaluation criteria for impact and feasibility are provided in Annex 4. A Bottleneck Solution Profile template (see Figure N) follows to help capture this information. When more than one solution is identified for each bottleneck, a profile would be created for each solution identified.

Figure N: Bottleneck Solution Profile Template – conditional cash transfers – debit card not accepted in rural banks (Illustrative)

Intervention: Conditional Cash Transfer

Bottleneck: Debit card not accepted in rural banks

Bottleneck category: Service delivery (supply)

Sectoral or cross-cutting bottleneck:

Identified Solution: Introducing mobile banking as an alternative pay modality will ensure greater coverage in rural areas. Mobile banking allows rural families to withdraw credited funds from participating merchants and other payment agencies (e.g., post offices) through SMS text messages, averting the need to travel to specific banks to withdraw money.

Impact from removing bottleneck with identified solution	Overall 🟢	Solution feasibility	Overall 🟡
Magnitude of impact:	🟢	Political economy:	🟢
Impact Speed:	🟢	Governance:	🟢
Sustainability:	🟢	Capacity:	🟡
Adverse Impact:	🟢	Funding availability:	🟡
		Additional factors: Extensive mobile phone use by rural families	🟡

The expert working group can review the bottleneck solution profiles and prioritize solutions based on their potential to accelerate implementation of the prioritized interventions and feasibility. This involves creating a scorecard that ranks the full list of bottleneck solutions from highest to lowest priority for each priority intervention.

To successfully complete these steps, the expert working group may need to consult with (1) the target populations for each intervention, (2) additional experts from within or outside the country and (3) good-practice documents. This will provide a holistic perspective on how to improve the intervention implementation.

Bottleneck Solution Scorecard and Prioritization

Figure O: Illustration of solution scorecard – conditional cash transfers – Debit card not accepted in rural banks (using prioritization technique as specified by criteria in Annex 4)

Priority intervention	Bottleneck	Bottleneck solution	Impact on intervention	Feasibility	Priority ranking	Bottleneck solution selected y/n
Conditional Cash Transfers	Debit card not accepted in rural banks	Expand network of banks and lending institutions	🟡	🟡	2	Y
		Mobile banking – alternative pay modality	🟢	🟡	1	Y
		Contract with pay agency to disburse funds in rural areas.	🟡	🔴	3	N

Confirming priority interventions and bottlenecks

This step provides an important check to ensure that the priority solutions will accelerate implementation of the most critical interventions in support of the accelerator. The expert working group reviews the list of bottleneck solutions and confirms that the solutions do address the right bottleneck and that the correct interventions and bottlenecks were chosen for each accelerator. The expert working group also ensures that critical cross-cutting or systemic bottlenecks are not left without identified and prioritized solutions.

Potential Challenges to Completing Step 4

- Limited access to target population groups, and those at risk of being left behind, to assess potential bottleneck solutions from the perspective of the target populations. The users will need to quickly identify target populations they can interview, including experts, service providers and service beneficiaries.

- Government ministers and experts strongly disagree over which bottleneck solutions to pursue. To try to reach group consensus, the discussion should be centred on the bottleneck solution profiles developed for this step.

- Some bottlenecks solutions will require 'out-of-the-box' thinking and innovation. Data and lessons learned from other countries would be useful to make the case for these solutions.

Prerequisites for Success

- Consensus by the expert working group, government experts and officials, UNCT and other country experts on the prioritized bottlenecks identified under Step 3. Step 4 is intended to analyse bottleneck solutions to address those bottlenecks whose removal will have the greatest impact on the intervention.

- Sufficient primary or secondary data on bottleneck solutions to assess the impact of implementing them. This impact analysis helps prioritize the bottlenecks solutions, which will allow the country to best allocate resources.

Potential Sources of Information

- Demographic Household Surveys (DHS)
- Multiple Indicator Cluster Surveys (MICS)
- Annual budget
- Reports from special development commissions within the government
- Reports from the Ministry of Planning and Financing/Implementation
- Expenditure reports
- Time Use Surveys (TUS)
- Programme and project impact evaluations

STEP 5:
PREPARATION OF AN SDG
ACCELERATION COMPACT

Step 5: Preparation of an SDG Acceleration Compact

Objective: The primary objective of Step 5 is to help users implement and monitor the solutions to bottlenecks that were identified and prioritized in Step 4 to accelerate progress toward national development objectives.

After identifying and sequencing solutions to intervention bottlenecks, country stakeholders should work with development partners to establish an **SDG Acceleration Compact** as the basis for an implementation and monitoring plan. Step 5 ensures coordination of SDG acceleration actions, accountability in implementation, and successful delivery of solutions that accelerate progress toward the identified national development objective. Specifically, this step helps users with the following tasks:

1. **Identify the activities required to implement the solutions.** Document the necessary activities and resources required to implement solutions, establish a timeline for implementation and assign funding and implementation responsibilities to specific parties to coordinate delivery and ensure accountability.

2. **Assess and develop government capacity to deliver solutions.** Ascertain whether capacity exists across key delivery components, including the capacity to engage stakeholders, assess a situation and define a vision, formulate policies and strategies, budget, manage, implement and evaluate.

3. **Identify appropriate budget and planning entry points.** For the specific country, determine when it is most appropriate to use this framework and how the framework will interface with existing processes (e.g., UNDAF).

4. **Develop a plan to monitor and evaluate solution delivery.** Estimate the implementation trajectory, establish regular meetings to monitor delivery, match outputs against targets to assess progress and address any implementation challenges that arise, including from a list of 'on-hold' cross-cutting or systemic bottlenecks.

Altogether seven tools supporting Step 5 are presented and grouped under each task, users are not required to sequence the tools or employ the full set of tools.

The tools employ the Results-Based Management (RBM) approach to focus solution monitoring and evaluation efforts on measuring results against the identified development objective and the SDG targets concerned.

Output: The output of this module is the **SDG Acceleration Compact** and the tools required to implement and monitor each country's agreed-upon solutions. The implementation and monitoring plan will provide governments with the ability to coordinate action to achieve progress across the SDGs as well as offer visibility into delivery challenges and successes.

Tools for Implementation and Monitoring

The following set of tools supports the tasks outlined above to implement and monitor bottleneck solutions. The tools are grouped under each task, but users are not required to sequence use of these tools or employ the full set of tools.

Overview of Tools

Identify the activities required to implement the solutions

- Tool 1A: SDG matrix – Provides an overview of the acceleration targeted by each solution in relation to the SDGs.
- Tool 1B: Resource and implementation plan – Projects resource requirements over time to meet output and outcome metrics and achieve target outcomes.
- Tool 1C: Accountability matrix – Coordinates solution delivery between the government and its development partners by matching outputs and resource targets to specific actors.

Identify appropriate budget and planning entry points

- Tool 2A: Entry point map and timeline – Allows users to build SDG Acceleration Compact outputs directly into existing government and UN planning and budgeting processes.

Develop a plan to monitor and evaluate solution delivery

- Tool 3A: 'Routines' calendar – Represents a set of regularly scheduled 'checkpoints' to assess whether delivery is on track.
- Tool 3B: Monitoring and evaluation scorecard – Applies standardized metrics to determine whether implementation and impact are on track.
- Tool 3C: Implementation challenges mapping – Identifies the specific impediments to successful delivery of the solution

Tool 1A: SDG matrix template

The SDG target matrix (Figure P) provides an overview of the acceleration targeted by each solution in relation to the SDGs. Users will find the target matrix helpful in leveraging potential synergies across solutions and establishing the overall landscape for monitoring progress toward targets.

How to use: The target matrix links directly to Step 4 outputs and lists solutions and their targets. To complete the matrix:

- Enter full list of bottleneck solutions identified in Step 4 for all intervention bottlenecks in the left-hand column.
- List the relevant SDGs in the middle column and map the impact (direct and spill-over) for each solution against respective SDGs.

Figure P: Tool 1A - SDG Target Matrix provides landscape of solution impact across SDGs (illustrative)*

Accelerator	Interventions and their bottleneck solutions (where relevant)	SDG target addressed	Solution impact
Youth empowerment	**Vocational training:** Reallocate or mobilize resources to introduce vocational training programmes	**1.2**	Percent reduction in the number of youth living in poverty _____
		3.5	Percent reduction in the incidence of substance abuse among youth, including narcotic drug abuse _____
		4.3	Percent increase in participation of youth in training, by sex Male _____ Female _____
		4.4	Percent increase in the proportion of youth with information and communications technology (ICT) skills _____
		4.5	Percent increase in the enrolment of vulnerable youth Female _____ Persons with disabilities _____ Rural _____ Bottom quintile _____
		8.5	Percent decrease in unemployment rate among youth, by sex Male _____ Female _____
		10.2	Percent decrease in the proportion of youth living below 50 percent of median income, by sex Male _____ Female _____
		16.1	Percent reduction in the number of crimes committed by youth _____

Information is illustrative and will vary based on the solution and the country context

Tool 1B: Resource and implementation plan

The resource and implementation plan (Figure Q) projects resource requirements over time to meet output and outcome metrics and achieve target outcomes. The plan structures input targets over eight categories (policy and planning, budget and financing, people, infrastructure, equipment, supplies, delivery process/governance, and demand generation) to reveal resource needs over time and to ensure adequate planning for implementation activities. These resource and implementation targets provide the foundation for the SDG Acceleration Compact and allow users to mobilize resources in support of solution implementation and to develop necessary capacity to undertake delivery.

How to use:

- Map resources to the eight implementation input categories and project them over the timeline necessary to implement the solution. The tool alerts users when resources fall short of projected needs.
- Estimate cost of inputs and source of funding where possible (i.e., resources are already allocated, resources will be reallocated from existing asset base, resources do not exist and must be mobilized).
- Link solution output metrics and outcome targets to the resource and implementation timeline to monitor implementation results.

Figure Q: Tool 1B – Resource plan projects resource needs and target outputs over time (illustrative)

*Numbers are illustrative and will vary based on the solution and the country context

Tool 1C: Accountability matrix

The accountability matrix (Figure R) coordinates solution delivery between the government and its development partners by matching outputs and resource targets to specific actors. The accountability matrix is drawn up during the SDG Acceleration Compact meeting, at which the government and development partners negotiate and agree to their roles and responsibilities (funding and/or implementing).

How to use: The target matrix links directly to the resource and implementation plan. Before convening the SDG Acceleration Compact meeting, users will:

- Fill out the first three columns on the left-hand side of the tool for each of the solutions, using information in the resource and implementation plan. These columns require users to identify the type of implementation input or activity, the timeline for implementation, and the funding target to support that input or activity.
- Agree in the SDG Acceleration Compact meeting on funding and/or implementing responsibility for each of the inputs in the matrix. The responsible party signs in the appropriate space to formally accept responsibility.

Figure R: Tool 1C – Accountability matrix matches implementation inputs and resource targets to specific actors (Illustrative*)

*Numbers are illustrative and will vary based on the solution and the country context

Identify appropriate budgeting and planning entry points

Tool 2A: Entry point map and timeline (Figure S)

The entry point map and timeline provides visibility into a typical five-year government planning cycle as well as the UNDAF planning process. Applying Tool 2A to specific country contexts allows users to remain flexible in their approach to using the Accelerator and Bottleneck Assessment tool, customizing the process to leverage existing planning resources and the most effective budget and planning entry points (nearest-term with the greatest leverage). By building SDG Acceleration Compact outputs into existing processes, users can avoid the pitfalls of creating entirely new parallel processes while mainstreaming SDG acceleration priorities directly into government and development partner planning documents and budgets. This will aid the adoption of the tool as well as its effectiveness in delivering acceleration solutions.

Figure S: Tool 2A – Government and UNDAF entry point map and timeline allows users to build SDG Acceleration Compact outputs directly into existing government and UNDAF processes

- **National Development Plan:** During the National Development planning process, use sector working groups to apply the Accelerator and Bottleneck Assessment tool. Build high-level outcome targets and funding and implementation responsibilities into NDP documents. For countries not in the planning cycle, users can build Acceleration Compact outputs into the NDP budget expenditures review, annual progress report or policies and strategies review, depending upon country context.

- **Government Medium-Term Expenditure Framework (MTEF):** Build SDG Acceleration Compact outcome targets, associated resource requirements and funding responsibilities directly into the government's national three- to five-year expenditure framework. The cabinet review of macroeconomic scenarios and the sector budget proposal formulation offer opportunities to integrate Accelerator and Bottleneck Assessment tool solution outcome targets and resource requirements. Users can also link these targets and resource requirements to MTEF annual updates if countries are in the middle of the MTEF cycle. For those countries using a roundtable budgeting approach, this presents an ideal opportunity to apply the full tool process by leveraging existing government-development partner collaboration to create the SDG Acceleration Compact. Finally, for many countries, the MTEF resource envelope determines the financing plan for Sector Wide Approaches (SWAps), in which case the MTEF provides an excellent entry point to shift budgeting plans at the sector level. MTEF preparation varies by country and users should review existing MTEF infrastructure and protocol to best position SDG Acceleration solution outcome targets and resource requirements.

- **Ministry budget:** Build solution implementation activities, outputs and outcome targets into ministry budget line items in order to reallocate funding to reflect new government priorities and solution delivery requirements.

- **UNDAF:** Build outputs, output metrics and output targets directly into the UNDAF planning process to focus UN support on government priorities that accelerate SDG progress. Users should access UNDAF entry points as early as possible in the process; these include the UNDAF plan of engagement and country analysis review. However, users may also be able to access the UNDAF process through the Joint Strategy Meeting and the formulation of Country Action Plans. The UNDAF process links directly to the UN Common Country Assessment (CCA) and the UNDAF Mid-term review. Both of these processes present additional entry points for countries, given their particular planning cycle. For details on the UNDAF planning process, please see the UNDAF/CCA Guidelines.

- **Development partner mid-term review:** Build solution implementation activities, outputs and outcome targets into mid-term, sector reviews for development partners as course corrections for development partner country action plans and budgets.

Develop a plan to monitor and evaluate solution delivery

Tool 3A: Routines calendar (Figure T)

Routines establish regularly scheduled 'checkpoints' to assess whether delivery is on track. They provide structure and discipline for the monitoring process and allow users to quickly address and diagnose problems. Routines also communicate a sense of urgency in implementation.

How to use:

- Establish routines and launch delivery: Select routines (e.g., weekly, monthly, quarterly) that are appropriate for the solution and country context and create a master calendar of the planned routines.

- Clarify what will be assessed in each routine: Determine which SMART indicators (impact/outcome rather than activity/input focused) will be assessed in each routine and how progress will be measured.

- Communicate expectations for routines: Publish and distribute the schedule of routines to all relevant parties and ensure that they are aware of the assessment indicators.

Figure T: Tool 3A – Routines help users establish a regular schedule of meetings and publish the master calendar for all relevant parties to ensure adequate monitoring (Illustrative*)

1 A stock take is an in-person meeting with the system leader (e.g. Minister or Deputy Minister of Education) to review quarterly progress

Source: Sir Michael Barber, "Instruction to Deliver" (2007)

*This diagram is illustrative and will vary based on country context and delivery method chosen
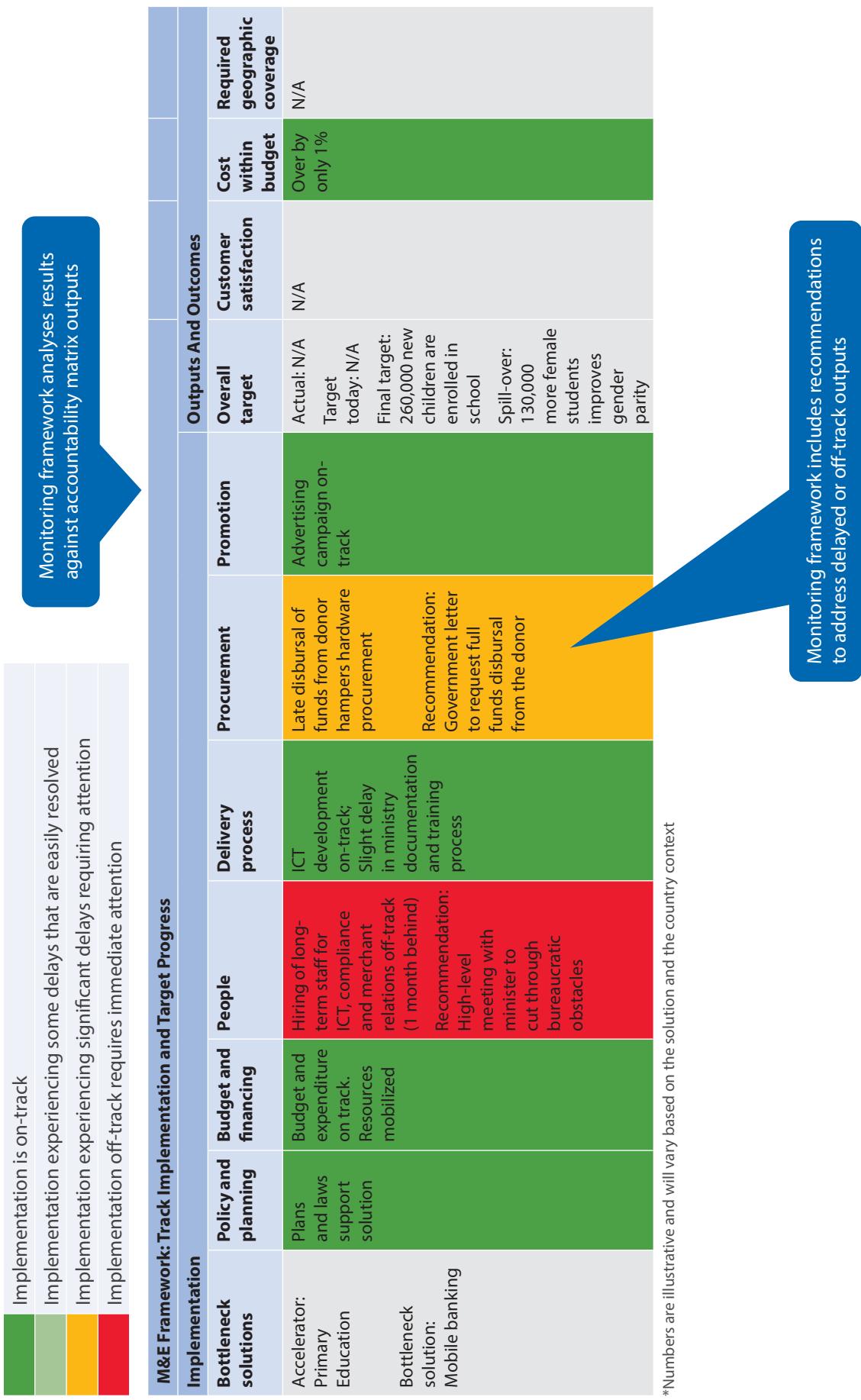
Tool 3B: Monitoring and evaluation scorecard (Figure U)

The monitoring and implementation scorecard uses standardized metrics to indicate whether implementation and impact are on-track. The scorecard takes its inputs from the resource and implementation plan. This information allows users to quickly take appropriate steps to understand and fix implementation challenges. For metrics that are off-track, users can refer to the accountability matrix to determine the responsible parties.

How to use:

- Review the resource and implementation plan to compare implementation progress to planned progress across the implementation, output and outcome categories. Record progress against expectations with comments and the appropriate colour-code to indicate the metrics current status.
- Use the scorecard as a reporting mechanism during the routine meetings.

Figure U: Monitoring and evaluation scorecard uses standardized metrics to measure actual implementation progress against expected inputs, outputs and outcomes (Illustrative*)

- Implementation is on-track
- Implementation experiencing some delays that are easily resolved
- Implementation experiencing significant delays requiring attention
- Implementation off-track requires immediate attention

Monitoring framework analyses results against accountability matrix outputs

Monitoring framework includes recommendations to address delayed or off-track outputs

M&E Framework: Track Implementation and Target Progress

Implementation							Outputs And Outcomes			
Bottleneck solutions	Policy and planning	Budget and financing	People	Delivery process	Procurement	Promotion	Overall target	Customer satisfaction	Cost within budget	Required geographic coverage
Accelerator: Primary Education	Plans and laws support solution	Budget and expenditure on track. Resources mobilized	Hiring of long-term staff for ICT, compliance and merchant relations off-track (1 month behind) Recommendation: High-level meeting with minister to cut through bureaucratic obstacles	ICT development on-track; Slight delay in ministry documentation and training process	Late disbursal of funds from donor hampers hardware procurement Recommendation: Government letter to request full funds disbursal from the donor	Advertising campaign on-track	Actual: N/A Target today: N/A Final target: 260,000 new children are enrolled in school Spill-over: 130,000 more female students improves gender parity	N/A	Over by only 1%	N/A
Bottleneck solution: Mobile banking										

*Numbers are illustrative and will vary based on the solution and the country context

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Tool 3C: Implementation challenges mapping (Figure V)

The challenges mapping tool identifies specific impediments to successful solution delivery and should focus on the 'orange' and 'red' situations identified in the monitoring and evaluation scorecard (Figure U). The mapping exercise offers the opportunity to diagnose the problems and formulate responses.

How to use:

- Create solution implementation pathways across the six categories in the resource and implementation plan.
- Map these implementation steps against impediment categories (policy and planning, budget and financing, service delivery/supply, service delivery/demand) to diagnose and identify impediments.

Figure V: Tool 3C – Implementation challenges mapping allows users to identify and address impediments to successful delivery of solutions (Illustrative*)

Solution pathway challenges for bottleneck solution [mobile banking]

Intervention: Conditional Cash Transfer

Accelerator: Primary Education

Implementation challenge categories	Implementation steps					
	People	Infrastructure and services	Equipment	Suppliers	Delivery process	Promotion
Policy and planning	Ministry of Education has no protocol for hiring ICT staff					
Budgeting and finance			Funds disbursement delayed due to lack of communication			
Delivery (supply)	Hiring of long-term staff undermined by delays in Ministry HR Department					
Utilization (demand)						
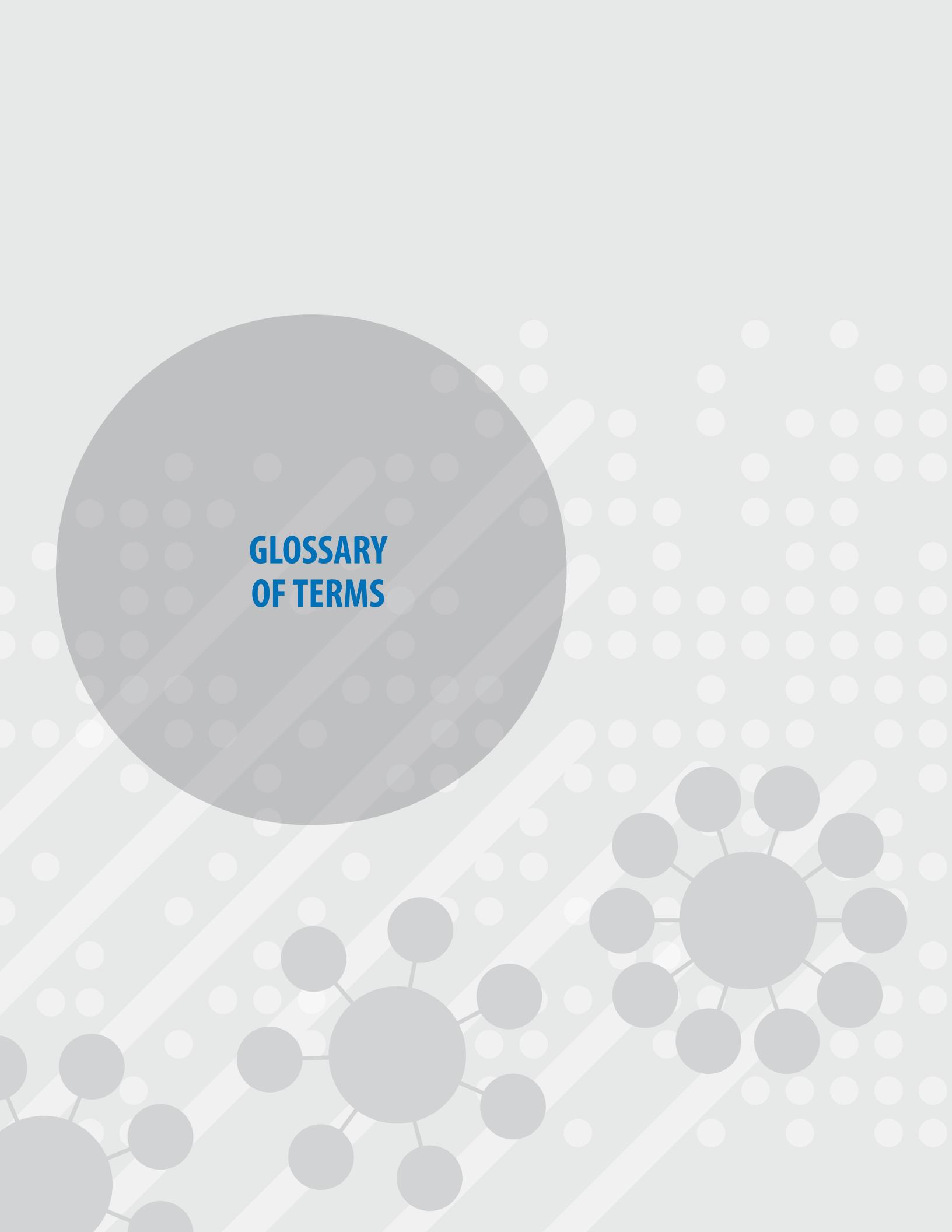
Solution implementation challenges mapped against implementation output categories

This diagram is illustrative and will vary based on the solution and the country context

Implementation advice and lessons learned from prior projects

Experiences across several projects, including the application in more than 60 countries of the MDG Acceleration Framework (MAF) between 2009 and 2015, have produced the following advice and lessons learned for the implementation of acceleration solutions:

- **Put people ahead of process** to make sure that individuals implementing the solutions are motivated and feel ownership over implementation. This is more important than creating the perfect plan because the people will ultimately implement the plan – they are the key to success. To facilitate this, governments should ensure that the right incentives are in place.

- **Clearly communicate** the value of delivering the bottleneck solutions up-front to create momentum toward the delivery objectives within the organization and implementing agency.

- **Deliver quick wins** to establish the credibility of the delivery process within the implementing agency as well as with implementing partners while at the same time pursuing longer-term cross-cutting bottleneck solutions.

- **Provide incentives for transparency** by managers, to ensure that they report slow and off-track delivery, enabling early diagnosis and resolution of delivery challenges.

GLOSSARY
OF TERMS

Glossary of Terms

Accelerator: Catalytic development policy and/or programme area that can trigger positive multiplier effects across the SDGs.

Bottleneck: Proximate and removable constraint that obstructs the optimal performance of an intervention and, in turn, an accelerator.

Bottleneck solution: An action that has a significant impact in resolving a bottleneck.

Driver: Factor that decisively affects progress towards the accelerator.

Expert Working Group: Experts within a country that include government officials from various ministries, civil society, academia, the private sector, and UN and development partners.

Intervention: Action that can support progress on a key driver of an accelerator. An intervention can consist of the delivery of enabling policies and/or a package of goods, services and infrastructure.

National priority: Development areas defined in a country's national development plan and/or vision document in response to well-identified national needs.

Sustainable development: Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.13 Sustainable development includes economic, social and environmental sustainability, which can be achieved by rationally managing physical, natural and human capital.14

Sustainable Development Goals (SDGs): The SDGs are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.
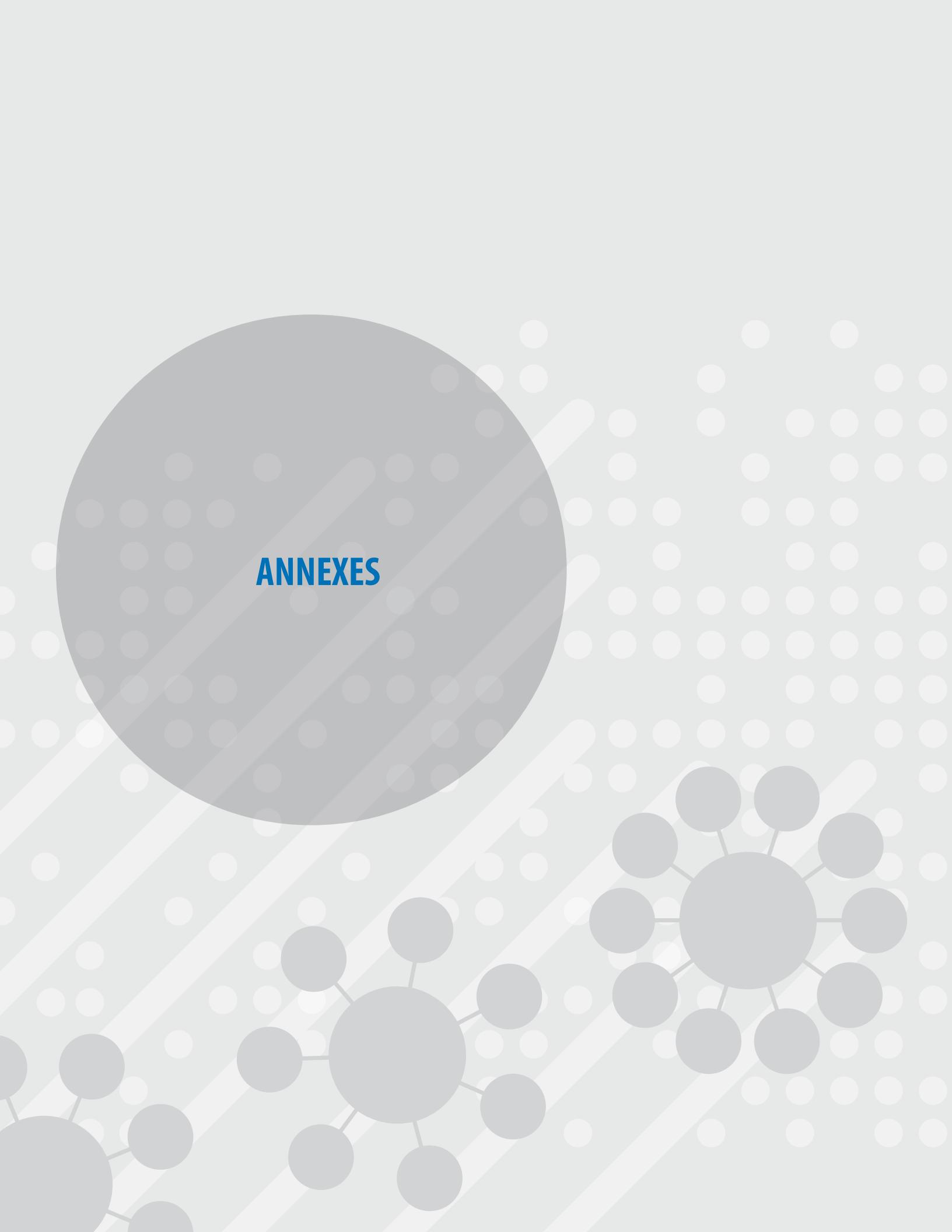
United Nations Development Assistance Framework (UNDAF): The UNDAF is a strategic, medium term results framework that describes the collective vision and response of the UN system to national development priorities and results on the basis of normative programming principles.[15] It describes how UN Country Teams will contribute to the achievement of development results based on a common country analysis and UN comparative advantage. It employs the MAPS (Mainstreaming, Acceleration and Policy Support) approach adopted by the UN Development Group in supporting countries to adopt the 2030 Agenda and pursue the achievement of the SDGs in a systematic, evidence-informed and results-focused way.

Users: Individuals who will be implementing the ABA. Usually these will include government officials, UN staff and partner agencies.

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13   Brundtland, G., ed. 1987. Our Common Future: Report of the World Commission on Environment and Development.
14   UN (United nations). 2010. From Brundtland to Rio 2012.
15   United Nations Development Assistance Framework Guidance. UNDG 2017.

ANNEXES

Annex 1: Classification of SDG Targets

The table below has been developed using World Wildlife Fund's Integration Graphic,[16] which analyses how each SDG target addresses the social, environmental and economic dimensions of sustainable development. Of note is that it is not to be expected that all three dimensions could have equal weight in every one of the individual goals and its set of targets. Some will inevitably have greater emphasis on a certain dimension due to their thematic focus.[17] The table does not provide this analysis.

SDG Target		Economic/ Social/ Environmental
Goal 1. End poverty in all its forms everywhere		
1.1	By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than $1.25 a day	Economic, Social
1.2	By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions	Economic, Social
1.3	Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable	Social
1.4	By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including microfinance	Economic, Social, Environmental
1.5	By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters	Economic, Social, Environmental
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture		
2.1	By 2030, end hunger and ensure access by all people, in particular the poor and people in vulnerable situations, including infants, to safe, nutritious and sufficient food all year round	Social
2.2	By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons	Social, Environmental
2.3	By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	Social, Environmental
2.4	By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	Economic, Social, Environmental
2.5	By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed	Economic, Social, Environmental

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16   Integration Graphic, WWF International Reaction to the Outcome Document of the OWG on SDGs: http://mobil.wwf.de/ fileadmin/user_upload/PDF/OWG_Outcome_WWF_Reaction_FINAL.PDF

17   Sustainable Development Goals and Integration: Achieving a better balance between the economic, social and environmental dimensions. German Council for Sustainable Development and Stakeholder Forum. 2015. http://www.stakeholderforum.org/ fileadmin/files/Balancing the dimensions in the SDGs FINAL.pdf

SDG Target		Economic/ Social/ Environmental
Goal 3. Ensure healthy lives and promote well-being for all at all ages		
3.1	By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births	Social
3.2	By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births	Social
3.3	By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases	Social
3.4	By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being	Social
3.5	Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol	Social
3.6	By 2020, halve the number of global deaths and injuries from road traffic accidents	Social
3.7	By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes	Social
3.8	Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all	Social
3.9	By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination	Social, Environmental
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all		
4.1	By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and Goal-4 effective learning outcomes	Social
4.2	By 2030, ensure that all girls and boys have access to quality early childhood development, care and pre-primary education so that they are ready for primary education	Social
4.3	By 2030, ensure equal access for all women and men to affordable and quality technical, vocational and tertiary education, including university	Social
4.4	By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship	Economic, Social
4.5	By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations	Social
4.6	By 2030, ensure that all youth and a substantial proportion of adults, both men and women, achieve literacy and numeracy	Social
4.7	By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development	Economic, Social, Environmental
Goal 5: Achieve gender equality and empower all women and girls		
5.1	End all forms of discrimination against all women and girls everywhere	Social
5.2	Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation	Social
5.3	Eliminate all harmful practices, such as child, early and forced marriage and female genital mutilation	Social
5.4	Recognize and value unpaid care and domestic work through the provision of public services, infrastructure and social protection policies and the promotion of shared responsibility within the household and the family as nationally appropriate	Social

SDG Target		Economic/ Social/ Environmental
5.5	Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life	Social
5.6	Ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the International Conference on Population and Development and the Beijing Platform for Action and the outcome documents of their review conferences	Social
Goal 6: Ensure access to water and sanitation for all		
6.1	By 2030, achieve universal and equitable access to safe and affordable drinking water for all	Social
6.2	By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations	Social
6.3	By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	Social, Environmental
6.4	By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity	Economic, Social, Environmental
6.5	By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate	Economic, Environmental
6.6	By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes	Environmental
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all		
7.1	By 2030, ensure universal access to affordable, reliable and modern energy services	Economic, Social
7.2	By 2030, increase substantially the share of renewable energy in the global energy mix	Economic, Environmental
7.3	By 2030, double the global rate of improvement in energy efficiency	Economic, Environmental
Goal 8: Promote inclusive and sustainable economic growth, employment and decent work for all		
8.1	Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7 per cent gross domestic product growth per annum in the least developed countries	Economic
8.2	Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors	Economic
8.3	Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services	Economic, Social
8.4	Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead	Economic, Environmental
8.5	By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value	Economic, Social
8.6	By 2020, substantially reduce the proportion of youth not in employment, education or training	Economic, Social

SDG Target		Economic/ Social/ Environmental
8.7	Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms	Social
8.8	Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	Social
8.9	By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products	Economic, Social, Environmental
8.10	Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all	Economic
Goal 9: Build resilient infrastructure, promote sustainable industrialization and foster innovation		
9.1	Develop quality, reliable, sustainable and resilient infrastructure, including regional and trans-border infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all	Economic, Social, Environmental
9.2	Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries	Economic, Social
9.3	Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets	Economic
9.4	By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	Economic, Environmental
9.5	Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending	Economic
Goal 10: Reduce inequality within and among countries		
10.1	By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average	Economic, Social
10.2	By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status	Social
10.3	Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard	Social
10.4	Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality	Economic, Social
10.5	Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations	Economic
10.6	Ensure enhanced representation and voice for developing countries in decision-making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions	Economic, Social
10.7	Facilitate orderly, safe, regular and responsible migration and mobility of people, including through the implementation of planned and well-managed migration policies	Economic, Social

SDG Target		Economic/ Social/ Environmental
Goal 11: Make cities inclusive, safe, resilient and sustainable		
11.1	By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums	Social
11.2	By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons	Social, Environmental
11.3	By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries	Social, Environmental
11.4	Strengthen efforts to protect and safeguard the world's cultural and natural heritage	Social, Environmental
11.5	By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations	Economic, Social, Environmental
11.6	By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	Social, Environmental
11.7	By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities	Social, Environmental
Goal 12: Ensure sustainable consumption and production patterns		
12.1	Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	Economic, Social, Environmental
12.2	By 2030, achieve the sustainable management and efficient use of natural resources	Economic, Environmental
12.3	By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses	Economic, Social, Environmental
12.4	By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment	Social, Environmental
12.5	By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	Environmental
12.6	Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle	Economic, Environmental
12.7	Promote public procurement practices that are sustainable, in accordance with national policies and priorities	Economic, Environmental
12.8	By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature	Social, Environmental
Goal 13: Take urgent action to combat climate change and its impacts		
13.1	Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	Social, Environmental
13.2	Integrate climate change measures into national policies, strategies and planning	Social, Environmental
13.3	Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning	Social, Environmental

SDG Target		Economic/ Social/ Environmental
Goal 14: Conserve and sustainably use the oceans, seas and marine resources		
14.1	By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Environmental
14.2	By 2020, sustainably manage and protect marine and coastal ecosystems to avoid significant adverse impacts, including by strengthening their resilience, and take action for their restoration in order to achieve healthy and productive oceans	Economic, Environmental
14.3	Minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels	Economic, Social, Environmental
14.4	By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics	Economic, Environmental
14.5	By 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on the best available scientific information	Environmental
14.6	By 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, eliminate subsidies that contribute to illegal, unreported and unregulated fishing and refrain from introducing new such subsidies, recognizing that appropriate and effective special and differential treatment for developing and least developed countries should be an integral part of the World Trade Organization fisheries subsidies negotiation	Economic, Environmental
14.7	By 2030, increase the economic benefits to Small Island Developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism	Economic, Environmental
Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss		
15.1	By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements	Social, Environmental
15.2	By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	Social, Environmental
15.3	By 2030, combat desertification, restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land degradation-neutral world	Environmental
15.4	By 2030, ensure the conservation of mountain ecosystems, including their biodiversity, in order to enhance their capacity to provide benefits that are essential for sustainable development	Social, Environmental
15.5	Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species	Environmental
15.6	Promote fair and equitable sharing of the benefits arising from the utilization of genetic resources and promote appropriate access to such resources, as internationally agreed	Economic, Social
15.7	Take urgent action to end poaching and trafficking of protected species of flora and fauna and address both demand and supply of illegal wildlife products	Economic, Environmental
15.8	By 2020, introduce measures to prevent the introduction and significantly reduce the impact of invasive alien species on land and water ecosystems and control or eradicate the priority species	Environmental

SDG Target		Economic/ Social/ Environmental
15.9	By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts	Economic, Social, Environmental
Goal 16: Promote just, peaceful and inclusive societies		
16.1	Significantly reduce all forms of violence and related death rates everywhere	Social
16.2	End abuse, exploitation, trafficking and all forms of violence against and torture of children	Social
16.3	Promote the rule of law at the national and international levels and ensure equal access to justice for all	Social
16.4	By 2030, significantly reduce illicit financial and arms flows, strengthen the recovery and return of stolen assets and combat all forms of organized crime	Economic, Social
16.5	Substantially reduce corruption and bribery in all their forms	Economic, Social
16.6	Develop effective, accountable and transparent institutions at all levels	Social
16.7	Ensure responsive, inclusive, participatory and representative decision-making at all levels	Social
16.8	Broaden and strengthen the participation of developing countries in the institutions of global governance	Social
16.9	By 2030, provide legal identity for all, including birth registration	Social
16.10	Ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements	Social

Annex 2: List of Interventions

The sample list of interventions below has been developed based on country experiences and technical expertise from UN specialized agencies in addressing development challenges. All interventions should be tailored to the country context.

National priority	Accelerator	Driver	Suggested Intervention	SDG targets addressed
Eradicate extreme poverty and hunger	Improve performance of social protection system	Programme consolidation and coordination	**Unified Social Registry** could allow for coordination, reduce duplication of efforts (for example, of data collection), combat fraud (by keeping track of which beneficiaries are receiving which benefits), improve efficiencies (for example, common payment systems, monitoring and evaluation) and ease the transition of beneficiaries between schemes as circumstances change, thereby ensuring continuation of services as needed.	1.1, 1.2, 2.1, 2.2, 2.3,3.1, 3.2, 4.1, 4.2, 5.1, 5.4, 8.2, 10.1, 10.2, 10.4, 16.3
		Improve inclusivity of system to leave no one behind	**Operationalize social worker force and active search.** Efforts to enrol poor households that for various reasons are not benefiting from programmes could have important impacts on poverty levels as well as human capital formation. One way to reach this group could be through an 'active search' model, such as that applied in Brazil or Chile, where social workers actively search for qualifying beneficiaries.	1.1, 1.2, 2.1, 2.2, 2.3,3.1, 3.2, 4.1, 4.2, 5.1, 5.4, 8.2, 10.1, 10.2, 10.4, 16.3
		Link social protection to labour markets	**Integrate training and skills development services as part of social protection system.** Maintaining a close connection between education and training, employers and employment policies creates an effective bridge between the world of learning and of work and securing decent employment. Social protection can help men and women transition towards productive employment and sustainable livelihoods. Building human capital and improving productivity should be an underlying theme of all social protection programmes.	1.1, 1.2, 2.1, 2.2, 2.3,3.1, 3.2, 4.1, 4.2, 5.1, 5.4, 8.2, 10.1, 10.2, 10.4, 16.3
Improve health outcomes	Link health outcomes to social protection systems	Design incentives for healthier behaviours.	**Design incentives for healthier behaviours.** Social protection programmes, in particular social assistance, when designed appropriately, can be an important catalyst for behaviour change towards healthier lifestyles. Programmes such as cash transfers could be used as a point of entry for complementary intervention to achieve related health outcomes.	1.1, 1.2, 2.1, 2.2, 2.3, 3.1, 3.2, 3.3, 3.4, 3.5, 3.7, 3.8, 4.1, 4.2, 5.1, 5.4, 8.2, 10.1, 10.2, 10.4, 16.3
Good governance	Increased access to social Justice	Reduce violent behaviour	**Communication for development.** A comprehensive cross-cutting, evidence-based and participatory process to promote measurable behaviour and social change is integral to changing mind-sets and attitudes that tolerate some forms of violence against women and children. This should include facilitating community dialogue and analysis, framing positive public narratives and stimulating social non-acceptance of negative social factors, including gender inequities.	16.1, 16.2, 16.3, 16.6, 1.4, 3.5, 4.1, 5.1, 5.2
		Improve the capacity of the justice system	**Enhance capacity for prosecution and legal defence.** Strengthening the effectiveness of the justice system, particularly the criminal justice system, including enhancing efficiency of the courts system, prosecution, law enforcement and equitable access to justice.	16.1, 16.2, 16.3, 16.6, 1.4, 3.5, 4.1, 5.1, 5.2
			Strengthen policing and police investigative capacities. This includes the capacity to monitor and respond to gang-related violence, enhancing community policing to build trust and improving technology for crime investigation.	16.1, 16.2, 16.3, 16.6, 1.4, 3.5, 4.1, 5.1, 5.2

National priority	Accelerator	Driver	Suggested Intervention	SDG targets addressed
Quality infrastructure and transportation	Greening infrastructure	Enhance service delivery	**Streamline institutional mandates to reduce overlap or gaps.** In countries where multiple institutions have mandates in the management of the water resources and solid waste, subsectors could benefit from a comprehensive assessment of institutional roles and responsibilities and from establishing clear mandates across the different levels of government for service delivery and management of the resource. This will not only streamline service delivery, but also clarify accountabilities for service provision to the general population.	6.1, 6.2, 6.3, 6.4, 5.4, 4.5, 3.9, 2.3
			Public-private partnerships for service delivery. Private sector investment could facilitate the thrust towards more environmentally sustainable process and create jobs. Getting the private sector to invest in infrastructure is a necessity and public-private partnerships will need to be explored to address service provision needs in the water, waste and transportation sectors.	6.1, 6.2, 6.3, 6.4, 5.4, 4.5, 3.9, 2.3
		Modernize infrastructure and promote investment	**Implement innovative financial instruments.** Scaling up infrastructure requires considerable investment. For this very reason, it might be necessary for governments to reshape how infrastructure is planned and financed, strengthen partnerships between the public and private sectors and considers the adoption of innovative financial instruments, such as green bonds.	6.1, 6.2, 6.3, 6.4, 5.4, 4.5, 3.9, 2.3, 8.2, 9.1, 9.4
Inclusive Growth	Strengthen competitiveness and productivity for inclusive growth	Economic diversification	**Explore green economy opportunities.** Develop a diversification strategy focusing on attracting greater investment; promoting research and development; and incentivizing innovation and technology in 'green economy' opportunities, including the more effective use of the Green Fund (with orientation toward greater results and capital investment).	1.2, 7.2, 8.1, 8.4, 9.1, 9.2, 9.3, 9.4, 10.1, 11.3, 11.6, 12.2, 12.4, 12.5, 12.7
			Improve public procurement. Well-designed public procurement policies can support economic diversification and inclusive growth and provide opportunities for micro, small and medium-sized enterprises. They must also be least distortionary and maximize the allocation of resources in the public purchase of goods and services. In this regard, many actions – such as set-asides for MSMEs; ensuring low entry/exit costs for MSMEs to participate in tenders; the application of domestic margins of preference, and domestic content requirements – can support MSMEs and economic diversification. Ensuring that regulations and processes maintain accountability but are simple and accessible to MSMEs is critical to successful policy.	1.2, 7.2, 8.1, 8.2, 8.3, 8.4, 9.1, 9.2, 9.3, 9.4, 10.1, 11.3, 11.6, 12.2, 12.4, 12.5, 12.7
		Productive capacity	**Aligning skills with productive opportunities.** Implement a human capital development action plan that embeds detailed profiling of private and public sector (especially health) skills, including implementable, data-oriented mechanisms for skills anticipation.	1.2, 7.2, 8.1, 8.2, 8.38.4, 9.1, 9.2, 9.3, 9.4, 10.1, 11.3, 11.6, 12.2, 12.4, 12.5, 12.7

National priority	Accelerator	Driver	Suggested Intervention	SDG targets addressed
Inclusive Growth	Strengthen competitiveness and productivity for inclusive growth	Ecosystem for SMEs	**Virtual Support System for SMEs** (VSME) – This type of electronic platform can support SMEs navigate the process of registration, obtaining licenses and payment of taxes. It can also be an access point to a register of government and private service providers. Administrative and legislative reforms to enable e-payments to government can be critical to improving the ease of doing business as a SME and, for that matter, the larger private sector.	1.2, 1.3, 3.3, 5.1, 5.2, 7.2, 8.1, 8.4, 9.1, 9.2, 9.3, 9.4, 10.1, 11.3, 11.6, 12.2, 12.4, 12.5, 12.7
			Setting up of a **business innovations platform** that identifies growth-oriented MSMEs and link them to the financing and support services needed.	1.2, 1.3, 3.3, 7.2, 8.1, 8.2, 8.3, 8.4, 9.1, 9.2, 9.3, 9.4, 10.1, 11.3, 11.6, 12.2, 12.4, 12.5, 12.7
			Financial inclusion programme. Improving access to financing for SMEs is important. Among the opportunities in this area are: improve linkage between the green fund and SMEs, improving capacity of MSMEs to access government procurement opportunities, improve the credit worthiness of MSMEs, which will require more tailored support for preparing bankable proposals and identifying innovative group-guarantee mechanisms to reduce risk to financing institutions.	1.2, 1.3, 3.3, 7.2, 8.1, 8.2, 8.3, 8.4, 9.1, 9.2, 9.3, 9.4, 10.1, 11.3, 11.6, 12.2, 12.4, 12.5, 12.7
		Investment in research, innovation and development	**National business incubator.**	1.2, 1.3, 3.1, 3.3, 5.1, 5.5, 8.1, 8.2, 8.3, 8.4, 9.1, 9.2, 9.3, 9.4, 10.1
Inclusive Growth	Youth Empowerment	Strengthen education policies	**Increase education options for youth, particularly for those who have dropped out of school.** Interventions could include open education programmes, and technical and vocational training.	1.1, 1.2, 1.4, 1.5, 4.3, 4.4, 4.5, 4.6, 8.3, 8.5, 8.6, 10.1, 10.2, 10.3, 16.7
		Provide adequate training	**Better align training with market needs** so that youth can be prepared for the jobs being offered in the labour market. Interventions may include better adapting curricula at high school and university level to prepare youth for the job market.	1.1, 1.2, 1.4, 1.5, 4.3, 4.4, 4.5, 4.6, 8.3, 8.5, 8.6, 10.1, 10.2, 10.3, 16.7
		Strengthen reproductive health and care policies	**Planned parenthood policies could be promoted, particularly to address adolescent pregnancy.** Care policies are important complements of reproductive health policies. Young mothers need access to affordable day-care facilities to continue their education, attend training or join the workforce.	1.1, 1.2, 1.4, 1.5, 3.1, 3.2, 3.3, 3.7, 4.3, 4.4, 4.5, 5.5, 5.6, 8.5, 8.6, 10.1, 10.2, 10.3, 16.7
		Create employment opportunities	**Promote youth entrepreneurship, including social enterprises, reduce red tape for new businesses and provide support to finance innovative ideas.** Introduce incentives for hiring young employees in already established companies. Summer internships and apprenticeships are good examples of strategies benefiting youth and companies.	1.1, 1.2, 1.4, 1.5, 8.3, 8.5, 8.6, 10.1, 10.2

National priority	Accelerator	Driver	Suggested Intervention	SDG targets addressed
Ensure environmental sustainability and an equitable transition to a low-carbon economy	Natural Resources Management	Enhance regulatory effectiveness and enforcement	**Streamline environmental regulations, strengthen and consistently apply the Environmental Impact Assessment legislation and improve the enforcement ability,** including the judicial system and prosecution.	1.5, 3.9, 6.3, 6.4, 8.4, 9.4, 11.6, 12.1, 12.2, 12.4, 14.1, 14.2, 15.5, 15.8, 16.3
		Promote environmentally conscious behaviours	**Design and implement consumer-focused campaigns to raise environmental awareness. Develop sustainable tourism programmes that target suppliers (businesses) and consumers (tourists). Introduce natural capital accounting and economic valuation of ecosystem services.**	1.5, 3.9, 6.3, 6.4, 8.4, 12.1, 12.2, 12.4, 12.8, 14.1, 14.2, 15.5, 15.8, 15.9
		Incentivize Sustainable Use of Oceans and Coastal Areas	**Expand nature-based, alternative tourism products. Re-brand the country's image towards a more nature-based, ecological type tourism, targeting high-end visitors.** This can be done through implementing innovative schemes for environmental protection: e.g., those based on concessions, offsetting and/or incentive schemes.	1.5, 8.4, 8.9, 12.1, 12.2, 12.4, 14.1, 14.2, 14.3, 15.5

Annex 3: Questions to Help Identify and Prioritize Bottlenecks

The template below can be used as an additional guide to identify bottlenecks.

I. Policy and Planning

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Laws and policies: Laws and policies are conducive to the delivery and use of services	• What are the laws and policies – within and outside of the intervention sector – that have direct implications for this intervention implementation? • Is the implication positive or negative? • Are the institutional responsibilities and powers clearly defined for this intervention among national, district and municipality authorities? • Do existing laws and policies provide incentives for public-private partnerships and government ministries to deliver the intervention?	• National law		
Sector policies/ strategies: Sector policies and strategies (e.g., NDP, sector plans) support delivery and use of services. Sector-based strategies and plans are SDG-based and outline challenges and strategies to meet development goals	• Are sector-based strategies and programmes linked directly to the SDGs? • Is the SDG priority intervention integrated into the NDS? If not, what causes the lack of integration? Lack of advocacy, awareness and understanding of the intervention's relevance? Lack of technical expertise and capacity within the government ministries?	• National development strategy • Sector policies • Mid-term reviews		
Sector plan: Sector plan clearly outlines the strategies, approach and inputs required to deliver the sector priorities	• Does the sector plan use disaggregated data beyond sex and urban/rural demographics to define priority groups and geographies for service delivery? • Does the sector plan specify and reflect the needs of the most vulnerable group? • Does the sector plan restrict access (directly or indirectly) of services to some population groups (male and female, girls and boys, rural and urban, elderly, youth, ethnic groups, etc.)? • Does the sector plan contain an M&E system?	• National development strategy • Sector plan • Mid-term reviews		

II. Budget and Financing

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Budget allocation: Government budget allocation for the sector matches the priority needs outlined in the National Development Plan	• Is the government budget aligned with the priority needs outlined in the National Development Plan? Are there resources allocated to the intervention in the budget? • What is the budget allocation formula? Does the formula allow for alignment with the National Development Plan? • Which stakeholders are primarily responsible for the budget allocation? Line ministries, Ministry of Finance/Planning, legislature, donors or the private sector? • Is there a Medium-Term Expenditure Framework (MTEF) associated with the NDP? Is the MTEF's allocation aligned with the National Development Plan? • Has the government undertaken a gender-responsive budget?	• Medium-Term Expenditure Framework (MTEF) • Annual budget • Reports from the Ministry of Planning and Financing • Reports from the Ministry of Planning and Implementation • Gender-responsive budget exercises		
Expenditure: Government expenditure aligns with government budget	• Does planned expenditure match actual expenditure? If not, what is the source of the mismatch? • What are the primary reasons for lower-than-expected spending on priority areas (e.g., lack of donor funding, spending authorization delays, delayed procurement)? • Do subnational organizations (including the government) share responsibility for expenditures?	• Medium-Term Expenditure Framework (MTEF) • Annual budget • Reports from the Ministry of Planning and Financing • Reports from the Ministry of Planning and Implementation • Expenditure reports • Public Expenditure Reviews for the Sector • PEFA (Public Expenditure and Financial Accountability) • Performance Measurement Framework		

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Resource mobilization: ODA is sufficient to meet budgeted spend on priority sector programmes	• What is the percentage of public spending in this sector financed by donor (i.e., ODA levels) finances? • Do conditions on donor spending reduce the effectiveness of sector programmes? How? • Do donors coordinate their funding and activities amongst themselves, as well as the government, allowing for funds to be allocated as efficiently as possible? Is there a SWAp in place to help coordinate donor funding? Is donor funding coordinated through a specific government mechanism at the national and subnational levels? • Is there a clear donor strategy that helps specify the resources solicited from donors (e.g., level and allocation of funding)?	• Medium-Term Expenditure Framework (MTEF) • Annual budget • Aid management report		

III. Service delivery (supply)

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Human resources: The right people with the right skills are available at the right time	• On-the-ground personnel: Are there enough qualified and trained service providers to deliver the intervention? • Are there sufficient trained/skilled service providers on the ground? If not, is it due to a failure in recruitment or retention? • Are service providers gender-sensitive? Are service providers sensitized to provide services to different ethnic groups? • Is there an adequate incentive system in place? • Do the service providers meet the minimum qualification requirements? If not, is it due to lack of training or lack of people with the basic prerequisites? • Do the training curricula provide high-quality guidance? Do the service providers have access to 'refresher' training?			

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Infrastructure, equipment and supplies: Equipment/supplies/infrastructure delivered to the service delivery site on time and at the expected cost	• Procurement: Are the right infrastructure, equipment and supplies (volume and quality) purchased at the required price and do they arrive at the required location on time? • Are there enough qualified suppliers? • Are there enough resources to purchase the required supplies? • Are the right supplies (volume and quality) delivered from the supplier on time and at original cost? • Are there quality control mechanisms in place to ensure supply is procured that meets NDS standards? • Are public-private partners leveraged to purchase the required supplies at an attractive price? • Distribution: Are the equipment and supplies transported to the service delivery location on time and at cost? • Are there sufficient logistics routes to deliver the required equipment and supplies? • Are equipment, personnel and funding available to transport the supplies? To all districts? • Are there quality control systems in place to monitor the transport process? Do these systems monitor for time of transport, wastage and leakage?			
Delivery and sector governance	• Overall delivery: Does the intervention provide high-quality, equitable coverage? • To what percentage of the districts is the intervention provided? What percentage of the overall population is covered? • Is the distribution of services equitable across the districts? If not, is it due to differences in personnel on the ground or provision of goods among districts? • Are disaggregated data (e.g., sex, ethnicity, age, income, rural, urban) used to determine the locations of greatest need and demand for the intervention (geographical priorities)? Are the needs of the poorest and most vulnerable considered in the intervention's delivery? • Does the subnational government share significant responsibility for delivery?			

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Delivery and sector governance	• Accountability: Are there clear lines of accountability between the national and subnational governments?			
	• Are there accountability mechanisms in place for subnational governments to report on the effectiveness of SDG-related support and programming (e.g., resource allocation)?			
	• Is there a national government unit that can respond to the subnational government's needs?			
	• Planning: Are there clearly articulated plans with responsibilities outlined for the national and subnational governments as well as development partners?			
	• Is there an intervention plan that outlines major activities and resources required for implementation?			
	• Does the plan specify owners for each activity and required resource?			
	• Do the subnational government and/or other subnational organizations have responsibility for subnational operations?			
	• Are all relevant parties equipped to deliver their part of the intervention, including the national governments, development partners/donors, and subnational government?			
	• Are there clear linkages between the national and subnational governments' roles and responsibilities (e.g., clear handoffs)?			
	• Programme management and M&E systems: Are there mechanisms to monitor the intervention's results?			
	• Is there a programme management unit that vigilantly monitors the intervention's success?			
	• Does this unit have specified procedures to monitor the quantity, quality and timeliness of goods and services delivery?			
	• Does the M&E system accurately assess the interventions' delivery status?			
	• Do representatives from civil society support and participate in this monitoring process?			
	• Are M&Es publicly available?			
	• Quality control: Are there mechanisms to assure high-quality service for clients?			
	• What are the causes of quality control problems? No monitoring and feedback mechanism? Inadequate training of service personnel?			
	• Are there evaluation mechanisms to understand and improve quality control performance?			

Service utilization (demand)

Sub-category	Questions	Information sources	Bottlenecks identified	Ranking
Empowerment and self-efficacy of service users[18] **(education, awareness and communication):** Education and awareness campaigns have been used to encourage usage of the intervention	• Are potential users aware of the intervention? Are users empowered to use the services available? • Do the users know how to properly use the services/intervention? • Has there been a public education campaign that aims to ensure maximum exposure (e.g., radio, newspapers, music, theatre, communication through village elders)? • Are the education campaigns easily understood by subnational people groups, especially for marginalized or minority populations (e.g., pictorial)?			
Acceptability and adequateness: Population's culture (customs and traditions) and preferences align with the interventions	• Is the intervention culturally acceptable, particularly to marginalized and/or minority populations? Does the service meet the cultural/religious criteria and are the services provided in minority languages (if applicable)? • Are there aspects of the intervention that do not meet the preferences of the population (male and female, youth, elderly, rural and urban, different ethnic groups)? • Are the interventions (or services provided) adequate and meet the basic quality standards?			
Accessibility and affordability: Addressing the barriers to service users (this should be also addressed under service delivery)[19]	• What are the barriers for accessing services (e.g., physical and financial)? • Are the costs associated with the services provided prohibitive? • Can the service user afford the services? What about the most poor and vulnerable (e.g., women, youth, elderly, ethnic groups)?			

18   The concept of 'service users' should be broadened to that of 'family decision makers'. This is because many of the decisions on which the achievement of SDGs depends – including livelihoods, local resource use, health care, child feeding, sanitation, investment in learning – take place within the household and do not necessarily depend on (although are often strongly complemented by) the availability of and access to basic services. The question of whether to invest scarce household resources in accessing services (notably the 'cost of time and transport' to health facilities and, in some cases, the primary school/child labour trade-off) is also influenced by the level of 'empowerment' (knowledge) and mobilization for development goals of household decision makers

19   Barriers that exclude many intended service users from actually using services – ranging from lack of information, discrimination (gender, language/ethnicity,disability) or severe poverty to various forms of violence – need to be considered when assessing service utilization as part of a bottleneck-breaking approach. Therefore, in some cases, even if services are 'acceptable, accessible and affordable', there might well be other factors, such as these, that suppress demand and/or prevent the poorest and most marginalized from using them

Annex 4: Criteria to Help Identify and Prioritize Bottleneck Solutions

Criteria for Bottleneck Solution Impact evaluation

Criteria	Description			
Impact magnitude	Magnitude of the solutions impact on solving the bottleneck	Direct impact on solving the bottleneck	Indirect impact on solving the bottleneck	No impact on solving the bottleneck
Impact speed	Length of time to realize the solutions impact	Immediate impact	Medium-term impact	Long-term impact
Sustainability	Government and partners can maintain solution over the medium and long terms	Solution can be maintained over medium to long terms	Solution can be maintained for X number of years	Solution will not be able to be maintained in the medium to long terms
Adverse impact	Magnitude of negative impact (including on equitability and environmental)	No known adverse impact	Low levels of adverse impact likely	Substantial unsolvable issues identified along including major trade

Criteria to be discussed by expert working group and adjusted at the country level

Criteria for Bottleneck Solution Feasibility evaluation

Criteria	Description			
Political economy	Political will and concerned interests	High potential for political support and vested interests in status quo can be overcome	Political support in doubt and vested interests in status quo are present	Political will certainly not available and vested interests in status quo are very strong
Governance	Rule of law, transparency and accountability mechanisms to implement the solution	Adequate rule of law, transparency and accountability for solution to be feasible	Rule of law is weak and may affect the implementation of the solution	Lack of rule of law and accountability mechanisms will affect the successful delivery of the solution
Capacity	Government and partners' ability to plan, implement and monitor the solution	Government and partners have the capacity to plan, implement and monitor the solution	Concern over planning, implementation or monitoring that may prevent delivery	Government and partners probably do not have the capacity for successful delivery
Funding availability	Availability of funds to cover the solution's cost (including mobilization of domestic and external resources, contributions by partners, reallocation within the budget)	Funding readily available	Ability to fund the solution uncertain; probably requires a new funding source	Funding not likely
Additional factors	Additional factors that may further or impede the solution, including trade-offs	Only positive or no factors identified, no trade-offs	Substantive issues identified, but solutions likely	Substantial unsolvable issues identified

Annex 5: Primary Data Sources for the SDGs

SDGs	Primary data sources
Goal 1: End poverty in all its forms everywhere	Household surveys, Administrative data
Goal 2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture	Household surveys, Administrative data, Census
Goal 3. Ensure healthy lives and promote well-being for all at all ages	Household surveys, Administrative data from health facilities, Civil registration and vital statistics
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	Household surveys, including the Multiple Indicator Cluster Surveys (MICS) and Demographic and Health Surveys (DHS); Administrative Data
Goal 5. Achieve gender equality and empower all women and girls	Household surveys; Administrative data
Goal 6. Ensure availability and sustainable management of water and sanitation for all	Household surveys; Administrative data
Goal 7. Ensure access to affordable, relisable, sustainable and modern energy for all	Household surveys; Administrative data
Goal 8. Promote Sustained, Inclusive and Sustainable Economic Growth, Full and Productive Employment and Decent Work for All	Administrative Data; Labour Force surveys
Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	Administrative Data; Research and Development Surveys
Goal 10: Reduce inequality within and among countries	Household Surveys; Administrative data
Goal 11. Make cities and human settlements inclusive, safe, resilient and sustainable	Household surveys and citizen/community-run surveys; Vital registration for mortality, administrative data (national accounts and statistics) to assess economic loss and damage; Remote sensing; Satellite imagery; open public space maps and/or GIS data; Data from municipal bodies and/or private contractors
Goal 12. Ensure sustainable consumption and production patterns	Administrative data; Remote sensing/satellite
Goal 13. Take urgent action to combat climate change and its impacts	International monitoring; Administrative data
Goal 14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development	Administrative data from national production and international trade statistics; Country monitoring
Goal 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification and halt and reverse land degradation and halt biodiversity loss	Remote sensing/satellite; Administrative data
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	Administrative data; Civil registration and vital statistics

Source: UN Sustainable Development Solutions Network 2015[20]

20   Indicators and a Monitoring Framework for the Sustainable Development Goals. Sustainable Development Solutions Network. 2015.

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