How to work for Sustainable Development: the Importance of Implementation at all Levels

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The world is increasingly inter-connected and inter-dependent as a result of the flow of goods, migration, capital movements, direct investment and the transfer of technology. To match this, politics also need to be global. The purpose of this study is to propose a policy model that will demonstrate how a country or a region can work for sustainable development and harmonize a concept of governance that will embrace UN, national and local obligations and prerequisites. The idea is that the sustainable development goals (SDGs) agreed upon in the UN are accepted and implemented at the national and local levels. One post-2015 sustainable development goal is to "strengthen the means of implementation and revitalize the global partnership for sustainable development" with targets like "enhance policy coherence for sustainable development" and "enhance the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries".

Government policies play a crucial role in determining how a country or a region will develop. To understand the mechanisms of investments in different sectors as well as how to establish a policy, select and involve those actors that will define and help achieve the goals, will make a change.

Key words: sustainable development, multi-level governance, policy process

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Abbreviations

GDP   Gross Domestic Product

MDG   Millennium Development Goals

NGO   non-governmental organization

SDGs   Sustainable Development Goals

UN   United Nations

WCED   World Commission on Environment and Developpment

1. Introduction

The member states of UN are about to decide on sustainable development goals that will be valid from 2016 and the idea is that there will be a global partnership at all levels that will engage governments, the private sector, the civil society as well as UN agencies. The goals and targets integrate the economic, social and environmental dimensions to achieve sustainable development.

The author has experience of similar work with Region Skåne; this includes working with development programs for Skåne 1999, 2003 and 2008, regional planning for the EU social fund in Skåne 2006, an Interreg-program for Öresund-Kattegat-Skagerack 2013 and experience from working with UNDP, United Nations Development Program. It is exciting and interesting to see that the post-2015 proposal includes involving and marrying all levels of society.

This study proposes a policy model that is designed to facilitate the work in a country or a region with links to global goals to get sustainable development with the combination of economic development, environmental sustainablility and social inclusion. There is a need to harmonize policy processes at all levels in order to ensure that the concept of governance is developed in line with the UN post-2015 process and its sustainable development goals. The initial research question is how to work for sustainable development in a country or a region, then was incorporated the importance of implementation at all levels and all levels working in the same direction. The question could be simplified as: how to work for global goals at national and local levels. Subsidiary research questions are about obstacles, success factors, how to decide what investments should be made in a country to achieve sustainable development and the importance the participation and cooperation of different actors have. Actors can be identified as private businesses, academia, civil society and public organizations. Overall the study is about sustainable development, multi-level governance and the policy process. Hopefully this paper will offer a better understanding of the problems faced and make recommendations for future sustainability work at the national and local level with links to international goals as well as describing the potential benefits, spin-off effects and synergy if all parties work in the same direction for the implementation of the goals that the UN member states agreed upon.

There are several issues that would be interesting to study and further develop, for example the leadership in the policy process, the top-down in combination with the bottom-up, dialogue, various forms for inter-action and the importance of indicators and data.

2. How the study is done

This study is a theoretical normative case study that describes a method of working for sustainable development in a country or at a local level as an integral part of a global process by describing a policy planning model. In a complex world it is not easy to establish a perfect model but with policy processes that connect the different levels it will be easier for the parties involved to work in the same direction. The study is done in four parts; first a look at the global goals in a context with the importance of seeing how all levels are linked to each other. Then there is a brief background to globalization, governance and policies and what other researchers discuss when considering these concepts as well as experiences from the Millennium Development Goals (MDGs) and other policy processes. The third part (ch. 5) is devoted to the author's own ideas and conclusions inspired from findings of other researchers as well as own experiences. This chapter propose the design of a policy process, starting with the governance followed by an identification of ten steps to be taken in a policy process, all related to the post-2015 sustainable development goals. Success factors as well as challenges to be aware of are also identified and discussed in this part. Finally a return to the initial question on how to work for sustainable development in a country or a region and a summing-up that discusses the complexity of policy processes.

3. Global goals in a context

The Millennium Development Goals that were formally adopted at the General Assembly of the United Nations in September 2000 have focused on poverty reduction. The MDGs to be achieved by 2015 are:
- eradicate extreme hunger and poverty

- achieve universal primary education
- promote gender equality and empower women
- reduce child mortality
- improve maternal health
- combat HIV / AIDS, malaria and other diseases
- ensure environmental sustainability
- develop a global partnership for development

The MDGs are a commitment to result based management with the focus on outputs and outcomes rather than inputs and activities. These eight goals are reflected in 21 specific targets and the targets are linked to 60 detailed indicators (http://mdgs.un.org).

According to Jeffrey D Sachs (2012 p. 2206), who is the special advisor to the Secretary General of the United Nations on the MDGs as well as Director of the UN Sustainable Development Solutions Network, "there is widespread feeling among policy makers and civil society that progress against poverty, hunger, and disease is notable; that the MDGs have played an important part in securing that progress; and that globally agreed goals to fight poverty should continue beyond 2015. In a world already undergoing dangerous climate change and other serious environmental ills, there is also widespread understanding that worldwide environmental objectives need a higher profile alongside the poverty-reduction objectives."

The UN development agenda for post-2015 have sustainable development in focus with the combination of economic development, environmental sustainability, and social inclusion. The Brundtland report "Our Common Future" from 1987 sets the classic definition of the concept: "Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs. It contains within it, two key concepts:
- the concept of needs, in particular the essential needs of the world's poor, to which overriding priority should be given; and
- the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs."
(World Commission on Environment and Development (WCED), 1987 p. 43.)
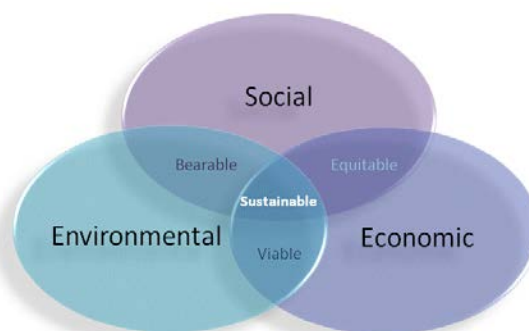

Figure 1. Sustainable Development
(source: http://www.thesustainableleader.org/sustainable-development)

In the discussions about the post-2015 sustainable development goals it is noted that the institutional framework for sustainable development is important for progress as well as concrete, quantifiable, time-bound goals which can be communicated in a clear and straightforward manner. The idea with sustainable development is that focus shifts from growth to development with aspects of economy as well as environment and social perspectives with an overall concept of human well-being. The measurement is based on GDP but incorporates environmental and social dimensions.
The proposed sustainable development goals (see details in appendix 1) to be attained by 2030, discussed in July 2014, are:
1. End poverty in all its forms everywhere
2. End hunger, achieve food security and improved nutrition, and promote sustainable agriculture
3. Ensure healthy lives and promote well-being for all at all ages

4. Ensure inclusive and equitable quality education and promote life-long learning opportunities for all
5. Achieve gender equality and empower all women and girls
6. Ensure availability and sustainable management of water and sanitation for all
7. Ensure access to affordable, sustainable, and modern energy for all
8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
10. Reduce inequality within and among countries
11. Make cities and human settlements inclusive, safe, resilient and sustainable
12. Ensure sustainable consumption and production patterns
13. Take urgent action to combat climate change and its impacts
14. Conserve and sustainably use the oceans, seas and marine resources for sustainable development
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
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
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development

The sustainable development goals are specified in concrete targets and indicators will be developed that are concomitant to these.

Basic questions in development work can be if the economy and the living conditions are better in some countries because of natural resources, geography, culture, political leadership and decisions within the country, assistance from other countries or organizations and if it can be possible to identify a visible pattern how to work for sustainable development. Explaining or working with social, environmental and economic development of a country or a region is a complex issue that includes several socio-economic and institutional as well as external factors. According to Smith and Larimer (2013) there is no general theoretical framework tying together the study of public policy. However one approach can be to simplify and make sense of the complexity, another approach is to assume causal relationships. The SDGs with their focus, is one way to link the most important development issues that could help to steer the world onto a sustainable path. The global priorities need active worldwide public participation, a political focus and quantitative measurement. As countries agree on the SDGs they should be in focus on all other levels including macro-regional strategies, national policies and regional and local plans and programs. As shown in the figure below, all levels are part of a larger picture, and policies at different levels should be harmonized. Lessons learned by the MDGs, both success factors and shortcomings, should be taken into account.

Figure 2. The Overall Context and the Linkages for Sustainable Development

As has already been stated, the aim of the study is to develop the concept of governance, from the UN level to the national and local level. The purpose of the study is to find a model how to work in a country or a region to get sustainable development with the combination of economic development, environmental sustainability and social inclusion. The main idea is the link to global goals. This is in connection to the proposed sustainable development goals discussed in July 2014 where it is pointed out the importance to "strengthen the means of implementation and revitalize the global partnership for sustainable development" with targets like "enhance global macroeconomic stability including through policy coordination and policy coherence", "enhance policy coherence for sustainable development" and "enhance the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries" (Open Working Group on Sustainable Development Goals, 2014).

An indisputable fact is that our world is changing. By 2030, a greater percentage of the population will be living in urban areas, the percentage of people belong to the middle class will have risen, the average age of the population will have increased, the world will be more connected, countries and people will be more interdependent and the world will be more vulnerable as available resources per head of population decrease. (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013). The challenge is to find a way that contributes to increased prosperity for all while not undermining the natural life support system of the earth – in other words, sustainable development applied by all.

4. Globalization, governance and policies in the literature

This chapter provides an overview of theories and other researchers' discussion as well as experiences from other policy processes. The subject is complex and a lot of different theories could be included in this chapter. The issues selected form a basis for the next chapter.

4.1 Globalization

As globalization is a fact, the importance of borders decreases as communication, trade and access to other countries increases and labor markets and economies are increasingly integrated; to meet these changes, politics must also be global. Globalization has changed our society and there is increasing complexity in the political processes. Information and communication technologies facilitate connections between organizations, and economic and political power can easily be redistributed. The growth of the knowledge economy and the service sector increase the pace of the globalization. Castells (2000) claims that the "network society" has emerged. Hudson and Lowe (2009) states that globalization and the broad shifts in the political economy are related to technological change. The globalization process creates both a convergent world economic order and causes the national level to become the core institution. Another paradox is, according to Hudson and Lowe, that despite the power of global economic corporations, global governance still remains relatively weak.

4.2 Governance

As a result of the globalization the concept of governance has become increasingly important. As governance can mean different things to different people, this study defines governance as being multi-level or vertical and allowing different levels of society to interact and complement each other. The involvement of different actors at the same level in a policy process is referred to as horizontal governance.

Global contexts matter and relations between the national and local level are considered as variables dependent on each other, as social constructions. Thus, Hudson and Lowe (2009, p.13) means that a multi-level perspective is required to understand the policy process as a whole, a statement which is very much a statement in line with this paper. Together with Michael Crozier, Thoenig (2006) have described the national – local relations in France as a model that views the relationships between subnational elected politicians and national officials as a mutual dependence game. Even if the interaction can be informal it is crucial for both and there is an exchange of resources as well as a flow of information and policies between the two levels. In Great Britain Rod Rhodes has found similarities

about territorial politics. The conclusion in Thoenigs model comes close to the conclusion in the Rhodes model, the policies set by the national level must be allowed to be implemented in a flexible way at the local level. Thoenig describes a tendency that the national level allocates less money to the regional level and decentralizes more and as a result there is no monopoly on the authority (Thoenig, 2006).

Another tendency is that a direct relationship is made between the macro-regional, e.g. EU and the regional level. The Swedish government presented in June 2014 the national strategy for regional growth and attraction 2014-2020 (Regeringskansliet, 2014) where they show the concept of governance with clear links to EU as well as the regional and local level. The cohesion policy within the European Union, where the structural funds are the instruments, plays an important role for regional growth and the implementation of the regional growth policy. Also other collaborations and regulatory framework within the EU are important for regional growth. The goal for the cohesion policy is that by reducing regional disparities and inequalities between people the policy will contribute to economic, social and territorial cohesion within the EU. It also seeks to remove barriers to the smooth functioning of the internal market and to developing and improving the competitiveness of European regions. The cohesion policy is financed by the structural funds and implemented in national or regional programs in all parts of the the country that is applying to policy. The policy process in connection to the structural funds will be further developed in chapter 4.3.

The Swedish national strategy for regional growth shows that multi-level governance is already present and is being applied in some countries. However the UN level is not present and this is a new challenge.

Figure 3. Policy instruments seen from a Swedish perspective
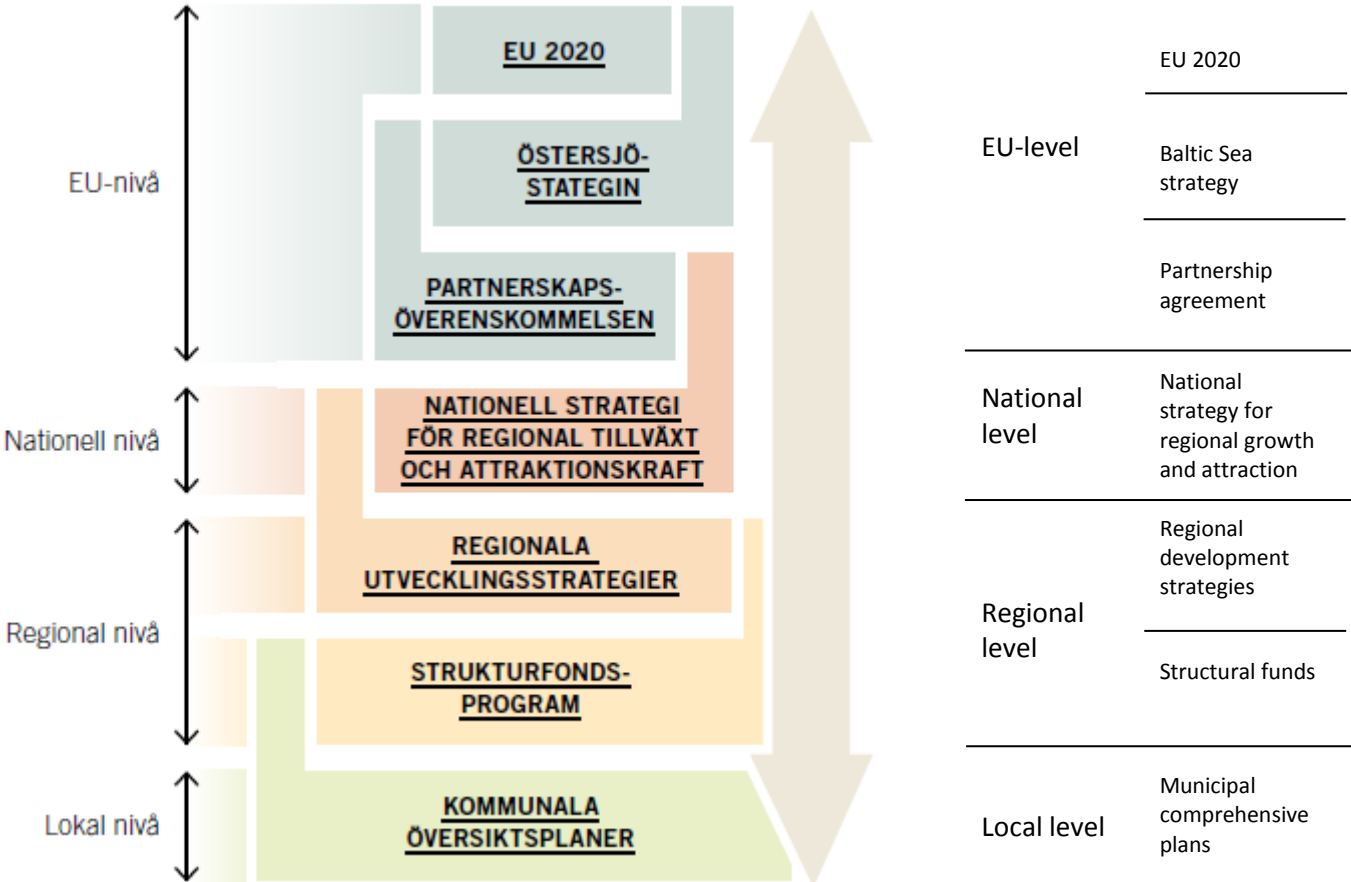*Source: En nationell strategi för regional tillväxt och attraktionskraft 2014-2020 (p. 5)*
available at http://www.regeringen.se/content/1/c6/24/44/17/be5ad3b5.pdf

Hudson and Lowe discuss governance, writing that the political process includes a whole range of non-state as well as state-centered actors and agencies (Hudson and Lowe, 2009, p.133). Actually there

needs to be a distinction between governance on different levels and governance on the same level. Governance within one level can be described as horizontal governance and is a dialogue involving all actors and stakeholders in order to identify and implement goals in a policy process; on the national level it can be the government, national agencies, companies, non-governmental organizations. Governance between several levels is multi-level governance or vertical governance and this kind of governance is important for the implementation of the global goals at national and local levels. The purpose of this paper is to highlight the fact that when making a policy on one level it has to be linked to other levels, and that all levels must be connected and work towards the same goals.

Graser and Kuhnle in the Handbook on multi-level governance argue that all public policies are social policies as they have a social dimension and that they affect social conditions and well-being in various ways, and contribute to the distribution of public and individual welfare. According to Graser and Kuhnle there is a paradigm when it comes to social policies in a theoretical perspective. There is a conflict between three aims; to pursue social policies, to allow for regional autonomy in devising such social policies and the third is about the permeability of the borders within a multi-level system. Social policy has traditionally been concerned with the national level, but there seems to be a tendency towards a globalization which is likely to continue. The flow of capital, labor and people in general, ideas, goods and services as well as social inequalities within and between different countries in the world will encourage a political globalization. As the world is increasingly inter-dependent, there are economic and social risks for people and for nations which may call for a higher interest in global political questions. The national level will probably be more concerned about the global development and also more active in encouraging international organizations to participate in policy discussions (Graser and Kuhnle, 2010, pp. 309-408).

Hague and Harrop (2013, p. 348-9) discuss the top-down or bottom-up perspective of policy implementation and states that top-down is the traditional view where focus is on control and compliance. The bottom-up approach starts with the assumption that policy-makers seek to engage those who translate policy into practice and that they are encouraged to adapt to local and changing circumstances. Besides encouragement, resources are needed to implement a policy and if there is a flexibility to adapt the objectives to reality and needs. The implementers are also those who know about interaction between different policies and decisions. To sum up, the bottom-up perspective dovetails neatly with the incremental policy model which will be further discussed in the next chapter. This approach is also connected to governance, horizontal as well as vertical.

"According to a governance perspective, policy making and even more particularly policy implementation is a matter of negotiation rather than authoritative imposition" (Weale, 2009, p. 60). Thoenig (Thoenig, 2006) argues that multilevel governance often favors top-down approaches. But he continues that in many cases the delegation processes, decentralization, reunionalization and local mergers have resulted in less direct control and more indirect control through supervision. In Germany the federal level has developed cooperation with larger communes based on negotiation and bargaining. Another phenomenon is a kind of competition between different levels where they are adding new issues and policy domains to their mandates.

The top-down concept is connected to the concept of governance in the sense that there are interactions among different actors in the society. The difference might be that in governance there is less of control from above and more of partnership and working together or interaction. In some cases resources are linked to certain initiatives which in a way are a kind of control, however it is optional to take part of the initiative.

Richard Higgott (Higgott, 2006) states that we have an overdeveloped global economy and an underdeveloped global polity and that policy problems are increasingly defined as global problems with governments often seeking international organizational responses to problems.

After the MDGs were adopted, many countries, international organizations and NGOs worked for implementation. Overall, remarkable results were achieved: a billion fewer people in extreme poverty, approximately 17 000 children's lives saved each day, 80% of children vaccinated for various diseases,

maternal mortality decreased and mortality from malaria cut by 25% as well as 90% of children in developing countries attending primary school. When the work on the new SDGs starts it is not from zero even if there are many unfilled MDGs. For some countries a great deal has been accomplished but for others, especially low-income and conflict affected countries, have achieved far less. With the new post-2015 goals that are relevant for all countries, low-income as well as high-income, there is encouragement towards sustainable development that will reinforce the multi-level governance with a gain for all levels and, eventually and hopefully for all individuals.

In line with governance is the concept of partnership, a word that describes a relationship that has been voluntarily entered into, to achieve common goals. In general, each of the partners has certain rights and obligations towards the other partners (UN, 2013c). For the MDGs there is a special goal for the global partnership, number 8 "Develop a global partnership for development" with six targets and 16 indicators linked to these.

Goal 8: Develop a global partnership for development	
Targets	Indicators
8.A: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system (which includes a commitment to good governance, development and poverty reduction – both nationally and internationally)	**Official development assistance (ODA)** 8.1 Net ODA, total and to the least developed countries, as percentage of OECD/DAC donors' gross national income 8.2 Proportion of total bilateral, sector-allocable ODA of OECD/DAC donors to basic social services (basic education, primary health care, nutrition, safe water and sanitation) 8.3 Proportion of bilateral official development assistance of OECD/DAC donors that is untied
8.B: Address the special needs of the least developed countries (includes tariff and quota free access for the least developed countries' exports; enhanced program of debt relief for heavily indebted poor countries and cancellation off official bilateral debt; and more generous official development aid (ODA) for countries committed to poverty reduction	8.4 ODA received in landlocked developing countries as a proportion of their gross national incomes 8.5 ODA received in small island developing states as a proportion of their gross national incomes **Market access** 8.6 Proportion of total developed country imports (by value and excluding arms) from developing countries and least developed countries, admitted free of duty 8.7 Average tariffs imposed by developed countries on agricultural products and textiles and clothing from developing countries
8.C: Address the special needs of landlocked developing countries and small island developing States (through the Program of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly)	8.8 Agricultural support estimate for OECD countries as a percentage of their gross domestic product 8.9 Proportion of ODA provided to help trade capacity **Debt sustainability** 8.10 Total number of countries that have reached their HIPC decision points and number that have reached their HIPC completion points (cumulative)
8.D: Deal comprehensively with the debt problems of developing countries through national and international measures in order to make debt sustainable in the long-term	8.11 Debt relief committed under HIPC and MDRI initiatives 8.12 Debt service as a percentage of exports of goods and services
8.E: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries	8.13 Proportion of population with access to affordable essential drugs on a sustainable basis
8.F: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications	8.14 Fixed telephone lines per 100 inhabitants 8.15 Mobile cellular subscriptions per 100 inhabitants 8.16 Internet users per 100 inhabitants

Table 1. Targets and Indicators for MDG8
Source: United Nations, 2013b

The MDG 8 has played a key role in obtaining assistance funds, improving market access, providing debt relief, improving access to ICT and essential drugs and other forms of support. But MDG also has large disparities and systemic deficiencies, and there is an significant difference between the original ambition and the implementation.

A notable weakness of the current global partnership is the lack of accountable actors; this is due in part to the lack of concrete targets and indicators. For example, the MDG calls for more generous assistance to countries dealing with poverty, but there are no specific targets for this. Compared to other MDGs, MDG 8 is generally missing time-bound and measurable targets, which leads to a lack of political will in the implementation of the global partnership for development.

MDG 8 has maintained a donor – recipient relationship and not given enough attention to mobilizing funding other than assistance. Learnings from the MDGs are that the global partnership must strengthen global governance by handling the weaknesses in international agreements for joint decision. As less developed countries are not equally represented in multilateral institutions there is a need to create a more inclusive and equitable system of global governance. Within the framework of the SDGs, the global partnership must include clear commitments from all countries for the goals and targets, in accordance with the principle of common but differentiated responsibilities (UN, 2013b).

Another weakness is that the MDGs have not considered the important role of actors such as private philanthropic foundations, the civil society and other new forms of cooperative and collective actions. The goal was often focusing only on aid commitments, and did not sufficiently look for other sources of finance such as foreign direct investment, remittances or other development resources.   (UN, 2013b and High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013).

There is a circle that must be addressed; poverty has to be ended so that prosperity can flourish. Prosperity has to be built to tackle environmental challenges and to tackle environmental challenges massive investments in new technologies have to be mobilized. Without environmental sustainability, poverty cannot be ended. Natural disasters and degraded oceans, forests and soils are frequently catastrophic for the poor people in the world. Rich countries and companies must take more responsibility for climate change by creating solutions to reduce carbon emissions and other technologies for sustainable development and transfer of this technology to poorer countries.

There has been a difference in the ambition and the implementation of the MDGs. For the post-2015 agenda it has to be stressed that all countries have to work towards the same global goals in the context that is relevant for each society. There is a need to think in new ways, ending poverty is not a question of aid or a concern for international organizations only. It is an important part of sustainable development, for rich countries as well as for poor countries. The new sustainable development goals are not about assistance to poor countries, it is a global agenda. People and countries are linked together and if something happens in one part of the world it frequently affects other parts of the world. The high-level panel of eminent persons on the post-2015 development agenda states a number of principles for the post-2015 agenda in relation to the global partnership: "universality, equity, sustainability, solidarity, human rights, the right to development and responsibilities shared in accordance with capabilities" (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013, p.9).

As an example of horizontal, with elements of vertical governance, Hendrik Visser (2010) gives a concrete example of collaboration between several levels and organizations. The Royal Government of Bhutan received in 1999 a first World Bank credit for the construction of roads in rural areas. Laws and credit conditions decreed that the roads had to be constructed in accordance with certain standards. The Department of Roads in Bhutan contacted a development organization in the Netherlands for support with methods, standards, design and implementation. A project team was formed with staff from the Department of Roads and international advisers. In 2009 road construction methods were developed in Bhutan in accordance with laws and given conditions. The project had also resulted in

long-term financial gains for the government as the physical durability of the roads was improved (Visser, 2010).

Visser means that in the beginning the project team had a broad view of road construction as well as the players engaged in the process. During the work, the team continued to expand the concept and worked consciously with individuals, different teams, the Department of Roads organization, with networks of other players as well as the road sector as a whole. The most important gains can be summarized as:
- improved individual skills through experience
- project solutions were used in the Department of Roads future processes
- other players involved
- formal and informal institutions involved
- links between several levels.

According to Visser the project result and the gains from the project show that the links were efficient in the implementation between national actors, regional or district-level arrangements and the community level where the roads were built. Experiences drawn in the case are that rooms must be created to work outside the original agenda or the project plan. A broad view is useful in the beginning, but the project has to be prepared to build up its own organizational capacity. To make sustainable social changes possible, the leadership should build on relation making which will maximize the comparative advantages of each actor. System thinking will facilitate the complex connections between the different levels. Another interesting experience from the Bhutan project is the importance of working with both formal and informal institutions like cultural values that affect behavior and mindsets.

4.3 Policies and policy process

Policy is according to Chambers's dictionary a course of action, especially one based on some declared and respected principle. Oxford English Dictionary defines it as a course of action adopted and pursued by a government, party, ruler or statesman. It is interesting to note that in some languages there is no clear distinction between the words policy and politics.

In the book by Hague and Harrop (2013, pp. 343-346) are identified three different policy models. When looking into policy models it has to be taken into account if one is discussing how a policy should be made or if the discussion is about how it is actually made. The incremental model, developed by Lindblom (1979) is the idea of how it should be done. The rational and the garbage-can model are more about how it can be done in reality but it is not the ideal one and it is not the model that this paper recommends. In the incremental model the goals and means are considered together and the main actors and stakeholders agree upon the policy. Analyses are used selectively as the object is an accepted policy, not the best theoretical policy. A point in the Lindblom model is that the policy is made by evolution, continually remade in a series of minor adjustments, rather than as a result of a single, comprehensive plan. The word increment means small increase in an existing sequence. An important part in the Lindblom model is that the policy emerges from negotiation with interested groups. Incremental policy formulation deals with existing problems, rather than with avoiding future difficulties. According to Hague and Harrop it is pluralistic policy-making for normal times.

Hague and Harrop (2013, p. 347) identify the stages of the policy process to be:
1. Initiation – deciding to make a decision
2. Formulation – developing concrete proposals
3. Implementation – putting the policy into practice
4. Evaluation – appraising impact and success
5. Review – continue, revise or terminate?

The policy transfer theory is about the importance of ideas and their role in policy change. National policy makers look around to see how policies are used in other countries or regions but also in international organizations. Hill (2005, pp. 88-89) means that a theory of policy transfer has a "slightly banal quality or tends to invest too much importance in the migration of ideas as a driver of policy

change". Further on he writes that "the notion that a 'theory of policy transfer' can be developed must be viewed with some skepticism" (2005, p. 89). In this paper the main idea is that a policy transfer from international through macro-regional, national over to regional and local level is a very important step if we are to meet and overcome the global challenges.

The leadership has a central role and is an important aspect in development strategies and work according to Dia and Eggink (2010, p.208). It may be crucial for the management as well as responsibility and efficiency of the various policy processes.

Learnings in general from the Millennium Development Goals (Brandt, 2014) that will be taken into account in the sustainable development goals can, according to Anna Brandt, post-2015 ambassador in the Government Offices of Sweden be summarized to
- the MDGs global development partnership was donor-driven, addressed primarily to donor governments who were being asked to finance. The SDGs will erase the split roles of donors – recipients, the SDGs are universal and relevant for all countries in the world
- in the SDGs there will be an integration of the three dimensions for sustainability: economic, social and environmental
- besides the three dimensions for sustainability it is important to integrate issues as peace, freedom from violence, good governance, democracy, effective institutions, climate change
- not only quantitative but also qualitative measures that says something about the development impact
- the way in which the goals are developed, the SDGs are developed with a high level of participation of all possible actors which provides an ownership and facilitate the phase of implementation.

In comparison to the global partnership for the MDGs the components for the new global partnership that is needed is a common vision shared by all countries (in the world). The vision should allow different solutions for different contexts, but regardless of location it should be ambitious. Thereafter an action plan should be established for the national levels as well as for subnational levels. According to the high-level panel the new global partnership should engage national governments of all countries, local authorities, international organizations, businesses, civil society, foundations and other philanthropists, and people. The new global partnership should have new ways of working with the agenda; a clear process with measurable goals and targets where the players are held accountable for achieving their commitments (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013, p. 10). An important lesson learned from the MDGs to take into account in the post-2015 work, is that goals are implemented only if there is local ownership, the goals should be incorporated into national plans as national targets. In the national planning processes the government could select a suitable level of ambition for each goal and target, with respect to its starting point, the capacity and the resources it can count on to procure. For developing countries with several international organizations assisting, it is important that these harmonize and integrate their aid with the national plans (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013, p. 21).

The high-level panel, in the preparation of the post-2015 sustainable development goals, considers the combination of goals, targets, and indicators for the MDGs were a strong tool for mobilizing resources that resulted in action. A terminology is set by the panel to clarify what is meant. Goals express an ambitious, but specific, commitment. It always starts with a verb to announce action, an example from the MDGs "Reduce child mortality". Targets are quantified sub-components that will contribute in a major way to achievement of goals and should be an outcome variable, the example from the MDGs is "Reduce by two-thirds, between 1990 and 2015, the under – five mortality rate."

For the MDGs the same targets were in practice set for everyone but the lesson learned is that countries have different starting points and therefore they must be unique for every society or country. A key question is the balance between the proposed goals and targets and the links between them. Some issues like peace, inequality, climate change and sustainable consumption should not be highlighted in isolated goals but incorporated in several.

The high-level panel means that it is important to allow countries to set the pace they want for each target which is one way to establish the ownership at the national level. Another proposal from the panel is to have a list of targets internationally agreed upon from which the countries can choose the most suitable for their country (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013).

One example of multi-level governance that can be a model for the work with the sustainable development goals are the structural funds within EU. The EU regional development policy aims to contribute to economic and social cohesion within EU. The work is financed by the structural funds which constitute around 30% of the EU budget. The overall vision for Europe 2020 has priorities for a smart, sustainable and inclusive growth. For the structural funds the regions have to choose some of eleven thematic objectives to implement. The regions select and make up their program from the situation in their regions. There is a dialogue with the national level before the dialogue with the EU and the program is approved. It is a mixture of top-down and bottom-up in the sense that the eleven goals are set by the EU and the flexibility and possibility to choose among these makes it at the same time a bottom-up.

4.4 Indicators
Indicators are a crucial tool in a policy process.

The availability of accurate and timely data, measurements and statistics are an obstacle to effective development policy and program writing and it is critical to strengthen the responsibility of global commitments. Currently there is no single complete registration system that can be labelled as the best follow-up source. The availability, frequency and quality of follow-up, monitoring, data and statistics are low in many countries, especially in the small ones and in, for different reasons, instable and fragile areas. Problems with monitoring the MDGs have received international attention and policy makers have been informed of the consequences. Continued efforts need to be made by countries and international organizations, to strengthen statistical capacity and address information gaps by implementing various household surveys. (United Nations, 2013a).

The monitoring process for the MDGs resulted in important lessons for the SDGs. Findings included the importance of regular monitoring and reporting and, investment in country capacities for data collection and reporting. It is necessary to have objectively measurable indicators that can be used to see the progress achieved on the national as well as regional and global levels. According to the UN system task team on the post-2015 UN development agenda, indicators should emphasize "outcome" indicators to keep the focus on long-term results and they should be clearly linked to the targets and measurable over time. Indicators for national monitoring should be consistent with internationally agreed standards (UN System Task Team on the Post-2015 UN Development Agenda, 2013).

Sachs (2012, page 2210) means that "the lifeblood of the MDGs and the SDGs should be data that is accurate, timely, and available to managers, policy makers, and the public." From the proposed sustainable development goals as per June 2014 one target is to "undertake regular monitoring and reporting of progress on SDGs within a shared accountability framework".

The goals and targets agreed upon by the UN member states should, like the case for the MDGs, not be legally binding but closely monitored. The high-level panel would like to see a new international initiative to secure data and statistics for the global as well as the national level linked to the indicators agreed upon (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013, pp. 21-25).

The definition of an indicator given by the high-level panel is a precise metric from identified databases to assess if target is being met. Often multiple indicators are used and examples from the MDGs are "under-5 mortality rate, infant mortality rate and proportion of 1-year olds immunized against measles" (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013, p. 57).

5. Proposal for a policy model

This chapter is primarily the author's conclusions and proposals deduced from the work in the previous chapter and theories, experiences and conclusions reached by a number of other researchers. The proposal for a policy model is primarily based on studies of policy model theories and the author's own experiences of policy processes in combination with the theoretical perspective from various sources; the reports and work of the Millennium Development Goals and the sustainable development goals are the most important of these sources.

5.1 Governance

The focus in this paper is that the sustainable development goals agreed at the UN level should be implemented at the national, regional and local levels with the possibility to choose what is most important for the actual territory. International, national and local levels must work towards the same goals. However there must also be a degree of autonomy for the various levels, to implement the policy and goals needed in that particular area. All the good policies should be human-centered in the sense that they should maximize welfare, however, to maximize all three dimensions of sustainable development; economic, social and environmental, policies may also have to consider the territorial dimensions. The proposed SDGs cover many areas of concern at the local level and its responsibilities and should thus be seen as a call to the local level to respond effectively to its implementation. It is important for the responsibilities of each level to be clearly defined and for resources to be distributed in line with these responsibilities.

The word partnership, which is in focus in the 8th MDG also remains very important in the SDGs, describes a relationship where each partner joins voluntarily in order to achieve common goals. In this context, partnership is seen as a network where the actors work on equal terms; openness and transparency are bywords. It is an advantage if the various organizations come together and contribute with the resources at their disposal. Different cultures and ways of working can inspire the players to think and act in new ways. The result can be creative solutions that are able to meet the challenges and achieve shared goals.

The start of the policy process in a certain territory is to use statistics to establish the baseline, the actual situation and use this information to select the most suitable sustainable development goals, that is to say what the territory in question needs the most and is most capable of achieving.

The example from Bhutan in chapter 4.2 is an example of multi-level or vertical governance with the global level (the World Bank), the national level as well as the local level. At the same time it is also an example of horizontal governance as it engages several players in the implementation both at national, district and local level; formal organizations as well as informal and individuals.

Thoenig (2006) and Rhodes (2006) come to the conclusion that the policies set by the national level with implementation at the local level must allow a certain degree of flexibility.

Each level has its given responsibility and it is within this framework that the implementation of SDGs has to be done. From the macro-regional organizations such as EU, there are programs and funds that can be applied for, for national, regional or local initiatives. These programs should be aligned with the sustainable development goals. Similarly, there are programs at the national level where regional and local stakeholders can apply for funding; these initiatives and programs should also facilitate the implementation of the SDGs.

Overall the implementation of the sustainable development goals is about interaction between different levels and between actors at the same level. Interaction and collaboration is largely about synchronizing efforts to get the best results.

5.2 Policies and policy process

Development is central to this policy discussion and it can be useful to give some reflections in relation to the concept of growth. Economic growth may be one aspect of development but it is not synonymous. In the context of this paper development is about the human welfare. Development

brings qualitative and quantitative changes to the economy. Economic growth is a narrower concept and can be defined as the increase in the value of output of goods and services within a given time period. Growth brings quantitative changes in the economy. The concept of development is understood as a dynamic process leading to structural change in a society.

As Dia and Eggink (2010) states the leadership has a central role and is an important aspect in development strategies and work. The leadership for policy work should always be in a political organization, this is valid for the local, regional, national, macro-regional as well as the global level. A policy can be seen as a political strategy. Albert Weale (Weale, 2009, p. 62) refers to Schumpeter and writes "that a democracy is not a political system in which the people rule, but rather a political system in which the people choose who is to rule them." Political organizations are a platform for dialogue, to balance different interests, to compromise and to decide, all competences that are very important for the leadership in a policy process. Sustainable development is very much about collaboration and cooperation around shared vision, goals and action plans. Healthcare and public health, education and skills, research, business development, labor markets, infrastructure, communications, culture and the environment are key activity areas for sustainable development. These areas are part of a logic which gives the overall picture, where interests have to be balanced, goals set, priorities made, resources allocated; these are the subjects that drive development. Therefore, these areas as a whole should be managed by political organizations.

The five stages identified by Hague and Harrop are important but not sufficient and have to be further developed. In the incremental model, developed by Lindblom, there are useful aspects for example the idea that the policy is remade in a series of minor adjustments and that the policy emerges from negotiation with the players. The incremental model will be used as a base and developed with experience gained from different policy processes. The most important to add are that initially the baseline must be set to get the picture of what the situation is, to understand what is needed. The policy process needs to be related to the concept of governance in the sense of horizontal governance. Actors in the society like private business, academia, civil society, and public organizations need to be identified and involved in the process. And particular in this context, the multi-level or vertical governance, the actual policy must be linked to other levels in the society – international, macro-regional, national, regional and local.

1. Initiation: decision to start a policy process – *why we need a policy!*
2. Baseline – *what is the situation today?*
3. Inclusion of all actors – *who are the actors in our geography and how to involve them?*
4. Dialogue with identified actors – *what do we think?*
5. Selection: this is what we want to prioritize – *what is important for our geography?*
6. Formulation: development of concrete goals for our geography – *what can we do in our geography?*
7. Interaction: *who is doing what and with what resources?*
8. Implementation: putting the policy into practice – *how are we doing it?*
9. Monitoring and evaluation: appraising impact and success – *what happened and what effect did the intervention have?*
10. Review every year – *how do we continue?*

When looking at a specific country or region it is important to start with a clear picture of the situation in the country, to see what are the specific conditions for this country or region. Statistics and overall indicators will give the baseline; to establish a trend it could be useful to look back 10-20 years. The next step is to have a dialogue with relevant actors (private business, academia, civil society, and public organizations), agree on what is needed to improve, with specific goals where possible. The main point of this paper is the vertical governance, the link from local to national and global policies or goals. The development work is very much a question of cooperation, participation and transparency between institutions, organizations and individuals. The vision for 2030 will make concrete what will be reached. Last but not the least important is the follow-up to see what progress has been made and how it can be adjusted.

Figure 4. A Simplified Model for Policy Work

The incremental model, developed by Charles E. Lindblom, proposes that the policy should continually be remade in a series of minor adjustments, as an evolutionary work. A constantly ongoing process works well together with dialogue, transparency and participation.

5.2.1 Initiation - *Why we need a policy!*

The first phase in the policy work requires the players in the territory to describe why the policy is needed. It is important to be able to see a thread in the policy with clear links to the UN sustainable development goals.

The leadership for a policy process is central to its success and of great value. A policy can be seen as a political will and thereby it can be argued that the leadership should be a democratically elected political organization.

There needs to be a local ownership of the policy process, if it is on the macro-regional, the national, the regional or the local level. The global goals should be incorporated into national, regional or local plans. Even for countries dependent on aid from international organizations or other countries it is as important to have the ownership of the policy process, even if financing is coming from external sources. The financers have to be responsive to the country's political will, harmonize and incorporate their assistance with the national plans.

5.2.2 Baseline - What *is the situation today?*

The baseline gives the overall picture of the situation of the actual geography. Data, statistics and relevant indicators are essential for the policy process in general and initially to set the baseline. The baseline is the present situation in the actual territory shown by official statistics. The baseline seen in the perspective of similar geographical areas allows comparisons and helps clarify what is needed. With an analysis, the challenges and possibilities should become visible.

Throughout the program a logic thread must be present; from baseline and analysis to the selection of goals, targets and indicators.

5.2.3 Inclusion of actors - *Who are the actors in our geography and how to involve them?*

In developing the policy, there should be participation of the broadest possible partnership with a high involvement of stakeholders. The proposal is that a political organization takes the leadership and invites the participation of players that are active in the territory. The partnership will include representatives from both private and public interests, for example should the following actors get the opportunity to be represented in the partnership: the business community, the civil society, academia and other relevant authorities.

A useful way to approach stakeholders is to focus on their role in the system or work. Each and every one can participate within their normal mandate.

A transparent and inclusive process is a very essential part of the whole planning process. Participation is an important key to sustainable development. Questions about stakeholder participation, representativeness, different roles, form and the execution of dialogues should be ever present in a policy process, and is of paramount importance in the initial phase. Participation and dialogue is all about sharing experiences, discussing and learning from each other in order to gain an understanding of different perspectives and the overall context. When society is facing considerable stress, with new roles for different players in the global economy, human interaction, dialogue, greater knowledge,

understanding of the contexts and participation in building confidence and trust are all concepts that are central to the development of sustainability.

Within a government there are several ministries and departments that need to be involved. In several countries the national level can be sectorized and if the sustainable development goals are to have an impact the inclusion of all ministries, departments and agencies is a must. The leadership is just as important within the government as with external stakeholders.

5.2.4 Dialogue - *What do we think?*

Dialogue is an essential part in all forms of development. A good dialogue can establish a common understanding and a common view of the direction we want to go. It also clarifies everyone's role and their responsibilities. The proposal is that it is a political organization that takes the responsibility to involve the different players in the dialogue. The focus should be on what is to be achieved. Micro management from above does not work, dialogue leading to consensus on priorities and how to work is the right path. The dialogue with all the players at the same level is as important as the dialogue with the different levels as this will ensure that everyone is headed in the same direction.

Sometimes there are no answers as to in what direction the work should continue, but with dialogue many question marks can be raised and solved. Sometimes time can lead to the right answer and sometimes a decision can lead to an experience that can be used in the next process. To have confidence in the process when the solutions not are clearly visible is a way of relating, that puts high demands on the leadership.

In this phase the leadership plays a crucial role. To be able to include the different actors, to listen, to compromise and to finalize the way forward demands qualitative leadership.

5.2.5 Selection - *What is important for our geography?*

Using statistics, in combination with the vision, ambitions and identified needs and challenges within the actual territory, the relevant goals and targets should be selected by a partnership. Discussions with all relevant players should determine what is important for the actual territory. All sustainable development goals, agreed upon by the UN, might not be relevant for all nations or regions. The choice of goals and targets should be preceded by careful analysis and broad consultation within the partnership. In the same spirit the partnership should be allowed to set realistic and achievable time-table for each target. When many players are to agree on a common way forward, it is natural that negotiation and compromise are part of the selection process. It can require a compromise between, for example, conflicting values or key interests.

For other levels or organizations it is important to respect the ownership of the policy. All countries should do what they could to assist other countries in their policy process and participate in their implementation but the ownership must stay within the country or region in question.

5.2.6 Formulation - *What can be done in this geography?*

The development of concrete goals and targets for the actual geography should be done in relation to the specific situation. The partnership with players that have a specific mandate for a certain question are responsible for formulation. To define targets it is useful to follow the model where they are specific, measurable, accurate, approved, realistic and time-bound. When several actors are involved it helps to have a common framework. The targets must be set in relation to the territorial situation, in this way they can be seen as realistic and will be approved.

If, for example, the national level would like to encourage certain actions which are best implemented at the subnational level, they can make resources for this kind of action available. The ownership remains at the appropriate level but there is a possibility to influence outcomes.

5.2.7 Interaction - *Who is doing what? And with what resources?*

When the goals and targets are set, it should become clear who is responsible for the implementation, if not, this has to be clarified. If the finance not is included in the arrangement this has to be agreed

too. Much can and should be done within each and everyone's normal mandate with already defined resources. Sometimes external resources can finance the interventions needed and for the local level it can be sourced from the national level, the macro-regional level or the international level. The ownership for the policy process must always be respected. Many actions will be based upon negotiations and compromises. Either the organization with the mandate for the specific task or the organization that has leadership responsibility for the policy process is responsible for the negotiations and guaranteeing that sufficient funds are allocated and that things get done.

5.2.8 Implementation - *How are we doing it?*

When putting the policy into practice, actions can be carried out within the mandate of one of the organizations or in collaboration with several players. What is important is to link to the goals with the defined targets. Even if policies are complex phenomena the implementation structures should be designed to be as simple as possible with as few links in the implementation chain as possible.

5.2.9 Monitoring and evaluation - *What happened and what effect did the intervention have?*

The monitoring and evaluation phase is about appraising impact and success. To monitor means to observe, to observe changes. Monitoring answers the questions: what happened, how were activities implemented; that is to say by whom, for whom, with whom, how, when and where? It may involve a presentation of implemented activities and costs. Monitoring involves identifying and describing the performance or effects. Tracking the values of the indicators allows a judgement on whether or not the indicators moved in the desired direction. Policy monitoring can be seen as tracking the development for all potential beneficiaries. The values of the indicators can be obtained from official statistics; alternatively administrative data from different registers can be used and, in some cases surveys will be carried out.

Evaluation shows how well activities achieve their goals; if they are having an impact and can be defined in a systematic survey so as to obtain reliable and useful results about the value or impact of a given activity in a given context. Impact is the change that can be credibly attributed to an intervention. "Effect of an intervention" or "contribution to an intervention" are alternative expressions for this. To disentangle the effects of the intervention from the contribution of other factors and to understand the functioning of a policy is a task for an impact evaluation. The evaluation is often based on the results of monitoring. In addition to identifying and describing the evaluation it is important to assess and explain the achievements of the impact. An evaluation also tries to explain why something has happened.

The monitoring and evaluation can preferably be both quantitative and qualitative. The partnership, with the organization that has the leadership, is responsible for seeing that the monitoring and evaluation is completed and will form the base for the next phase in the policy process.

5.2.10 Review - *How do we continue?*

As a natural continuation to the monitoring and evaluation work there should be a review of the policy every year. In relation to the results: what will be the next step, should the work continue on this path, be revised or should some activities be terminated. The partnership is responsible for the review and has to safeguard the on-going process.

The review is one way to learn. What is in focus in the evaluation has implications for the possibilities to learn something from the evaluation. Based on the evaluation and the review, working methods within existing structures can evolve; new forms of collaboration can be highlighted and appear to better achieve the goals. Learning can involve altered forms of cooperation and communication with collaborating partners, or change the focus of the task in relation to the environment. Learning can provide knowledge about the intervention impact, the effectiveness of the chosen approaches, but also more generally provide a new approach to interventions of a similar type.

If the evaluation criteria are based on policy goals, learning can involve knowledge of the performed activity, the importance of achieving these goals, how they can be improved or replaced by others.

Learning can also be about the results achieved, the implications of the goals and possible revision of the targets.

5.3 Indicators

To be able to know what to prioritize and to be able to know how the work is succeeding, the indicators and data are the most important instrument in a policy process. Official statistics will be used as well as data gathered for monitoring the specific interventions. The ambition must be that the same kind of data should be available on the global level, macro-regional, national as well as regional and local level. The experience is that there is a time lag in data, for most countries lots of data is not available from the previous year and the answer to this is that the ambition must be to invest in data production for the indicators agreed upon. The indicators will match the goals and targets and show two perspectives, partly how the development is experienced in the country, region or municipality in question, and partly what the situation for the country, region or municipality is in comparison to other countries, regions or municipalities. The need for investment in statistical infrastructure is indispensable for all current levels, national as well as local if they are to continually monitor the development and thereby be a useful tool. It is vital that the same indicators are employed at all levels so the data is comparable.

The availability of data will strengthen the policy process, the transparency and the leadership.

5.4 Success factors for a policy process

There are high ambitions for the post-2015 sustainable development goals and the fact that all countries in the world will participate in the implementation places high demands on the various policy processes at national as well as local levels. Some success factors can be identified that are of a general nature and worth taking note of.

The policy should be clearly linked to the globally agreed sustainable development goals. But as different territories have different starting points, the targets must be unique for every territory.

A clear ownership of the process at every level is vital for the realization of a policy. It is the joint partnership at the actual level that has the common ownership. "Whenever possible, goals and targets should reflect what people want, without dictating how they should get there." (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013, p. 14). Connected to this is the leadership, preferably in a political organization that is used in dialogues, to balance different interests, to compromise and to make decisions; these are all competences that are very important for policy process leadership.

The participation of all players in the territory and the dialogues are very important if implementation is to be successful. Players can be public organizations, the academia, the private sector and the civil sector. This partnership is not always easy and strong leadership is essential. Openness and transparency are other success factors linked to the partnership.

The goals need to be concrete, quantifiable, time-bound and related to an indicator. As many players are involved in the process, the goals need to be communicable in a clear and straightforward manner, they should be easy to understand but not possible to misinterpret.

The availability of and access to relevant data and statistics is vital to the policy process. To start the process it is necessary to have intimate knowledge of the territory, and in order to monitor the implementation, the data is crucial. Indicators linked to goals and targets, have to be identified as they are indicating what statistics are expected and needed.

In general, collaboration and cooperation for sustainable development adds value for all.

5.5 Challenges to be aware of

There are several challenges in a policy process and it can be argued that society is so complex that it is not possible to define a policy that will result in change.

One challenge with multi-level governance and policy process is the synchronization of policy work in time between different levels. When the policy is agreed upon at the global level, there can already be another one at the macro-regional or national level that has recently been decided.

Lack of accountability is another problem. It is possible for some players to agree on actions but refrain from participating in their realization. Dialogues and active participation in the policy process can encourage a higher level of accountability. The partnership must motivate accountability and the leadership of the policy process must ensure that all parties are aware of their responsibilities and duties; development is a common responsibility.

An experience from the Millennium Development Goals is that a donor – recipient relationship was maintained. To ensure a successful policy process each country must accept primary responsibility for its own development. Donors and aid agencies can offer assistance and participate in the implementation and financing but the ownership of the process must be in the country itself.

A lack of mobilized funding can be another challenge and make the implementation difficult.

For some countries, regions or municipalities the institutional capacity can be a challenge, it can be difficult with existing competence to set up a policy process as well as be responsible for the implementation.

6. Conclusion
Globalization is a fact. Governance makes a difference. One contiguous policy system will ensure that all players are working in harmony for the same goals and indicators are an indispensable tool in this work.

The basis for global development is that progress in the world is the sum of the development that is created in all the countries of the world and correspondingly the development of a country is the sum of the development created in all parts of the country. The more municipalities or regions that are strong and can maintain sustainable development, the better for the country. The more countries that can maintain sustainable development, the better for the world.

In order to create sustainable development, a holistic and cross-sectoral coordination is required. Actions and measures in areas such as economic growth, employment, spatial planning, urban development, transportation, housing, climate, environment, energy, marine affairs, education and skills, culture, business development including agriculture, industrialization, innovation, food supply, water and sanitation health care, consumption and production patterns and inclusive societies must be coordinated. At an early stage the data and statistics must be available to get a baseline, the actual situation of the actual territory. The baseline is a starting point for monitoring progress and the effects of investments as well as allowing comparison with development in other territories.

Working with sustainable development is a complex topic that has similarities to life or a living multicellular organism with the characteristics that it
- is one contiguous living system
- is capable to respond to stimuli
- is capable to self-regulation
- has the ability to reproduce
- has the ability to adapt to external changes

The ability to adapt to external changes is essential for survival, be it a living cell or a function: another word for this is evolution or development.

Figure 5. The Complexity

The figure above describes the complexity of an organization with several interrelated actors and issues. As time passes things change and the actors or issues can grow, shrink or change in other ways. New issues or actors can appear and other disappears.

The post-2015 work requires the development of dialogue and cooperation within and between local, regional, national, macro-regional and international levels, as well as between the public and private sectors and civil society. The large number of stakeholders requires strong leadership with the ability to prioritize both short and long-term matters that will facilitate the smooth running of a well-functioning partnership and maintain strategies that have a long-term and durable perspective. All players must see their role in a larger perspective, across municipal boundaries, cross-regional, transnational, and globally.

Working with public policy matters is complex and difficult to summarize in one theory, there are many theories that can be used to make the theoretical framework. One approach, as Smith and Lorimer (2013) mention, can be to simplify and and make sense of the complexity and this is what is proposed with the policy model in ten steps. Because the world is complex and changes are unpredictable and rapid, policy models need to be flexible and open to change. The policy must be dynamic as much as it is by nature part of an on-going process. There are some keywords for the policy process; leadership, dialogue, inter-action, indicators and review. The ten identified stages in the proposed policy model can be employed as a guide when trying to implement global goals at national and local levels in a complex society.

The message in this study is that sustainable development is a question for all levels of society, for the UN, the macro-regional level, the national level and the regional and local levels. It is important to see each level and each actor contributing in the best way it can. It is all about cooperation and collaboration for sustainable development. Change can be achieved if all parties work in harmony towards common goals.

The ambition is that by 2030 the poverty is ended in all its forms everywhere. Hunger is ended, food security and improved nutrition are achieved and sustainable agriculture with genetic diversity is maintained.

Healthy lives and well-being for all at all ages are ensured. Inclusive and equitable quality education is ensured as well as life-long learning opportunities for all.

Gender equality is achieved and all women and girls are empowered.

Availability and sustainable management of water and sanitation for all are ensured as well as access to affordable, reliable, sustainable, and modern energy.

Sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all is a reality. A resilient infrastructure is established, inclusive and sustainable industrialization is promoted and innovation fostered.

Inequality within and among countries is reduced and cities and human settlements are made inclusive, safe, resilient and sustainable. Sustainable consumption and production patterns are ensured.

Urgent actions are taken to combat climate change and its impacts. The oceans, seas and marine resources are conserved and sustainably used for sustainable development. Terrestrial ecosystems are protected, restored, and promoted for sustainable use, forests are sustainably managed, desertification combatted, land degradation is halted and reversed and biodiversity loss halted.

Peaceful and inclusive societies for sustainable development are promoted, access to justice for all is provided and effective, accountable and inclusive institutions at all levels are built.

The means of implementation are strengthened and the global partnership for sustainable development is revitalized by 2030.

This somewhat naïve picture is needed if we are to work towards and reach all levels and all players in society that are required to take an active part in the policy process for economic development, environmental sustainability and social inclusion. It is a contiguous system that must respond to the challenges, be capable to self-regulate and the different actors must adapt to external changes. This is what is called sustainable development.

7. Postscript

There will be a synthesis report by the UN General Secretary, of the report from the high-level panel (High-Level Panel of Eminent Persons on the Post-2015 Development Agenda, 2013), one report from the Sustainable Development Solutions Network (Sustainable Development Solutions Network, 2013), the outcome document from the open working group (Open Working Group on Sustainable Development Goals, 2014), and a report on financing from an expert committee to be presented in September 2014, thereafter intergovernmental negotiations and finally a summit in September 2015 before the post-2015 Sustainable Development Goals will be agreed upon. So far it has been an inclusive and transparent process in line with the ambitions for the policy work.

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Proposal of the Open Working Group for Sustainable Development Goals (Outcome Document, July, 2014)

(source: http://sustainabledevelopment.un.org/focussdgs.html (on August 16th, 2014)

Goals	Targets
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
	1.2 by 2030, reduce at least by halfthe proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions
	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
	1.4 by 2030 ensurethat all men and women, particularly the poor and the vulnerable, have equal rightsto economic resources, as well asaccess to basic services, ownership, and control over land and other forms of property, inheritance, natural resources, appropriate new technology, and financial services including microfinance
	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
	1.a ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation to provide adequate and predictable means for developing countries, in particular LDCs, to implement programmes and policies to end poverty in all its dimensions
	1.b create sound policy frameworks, at national, regional and international levels, based on pro-poor and gender-sensitive development strategies to support accelerated investments in poverty eradication actions
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
	2.2 by 2030 end all forms of malnutrition, including achieving by 2025 the internationally agreed targets on stunting and wasting in children under five years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women, and older persons
	2.3 by 2030 double the agricultural productivity and the incomes of small-scale food producers, particularly 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
	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
	2.5 by 2020 maintain genetic diversity of seeds, cultivated plants, farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at national, regional and international levels, and ensure access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge as internationally agreed
	2.a increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development, and plant and livestock gene banks to enhance agricultural productive capacity in developing countries, in particular in least developed countries
	2.b. correct and prevent trade restrictions and distortions in world agricultural markets, including the parallel elimination of all forms of agricultural export subsidies and all export measures with equivalent effect in accordance with the mandate of the Doha Development Round
	2.c. adopt measures to ensure the proper functioning of food commodity markets and their derivatives, and facilitate timely access to market information, including on food reserves, in order to help limit extreme food price volatility
3. Ensure healthy lives and promote well-being for all at	3.1 by 2030 reduce the global maternal mortality ratio to less than 70 per 100,000 live births
	3.2 by 2030 end preventable deaths of newborns and under-five children
	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

all ages	3.4 by 2030 reduce by one-third pre-mature mortality from non-communicable diseases (NCDs) through prevention and treatment, and promote mental health and wellbeing
	3.5 strengthen prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
	3.6 by 2020 halve global deaths and injuries from road traffic accidents
	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
	3.8 achieve universal health coverage (UHC), 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
	3.9 by 2030 substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water, and soil pollution and contamination
	3.a strengthen implementation of the Framework Convention on Tobacco Control in all countries as appropriate
	3.b support research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration which affirms the right of developing countries to use to the full the provisions in the TRIPS agreement regarding flexibilities to protect public health and, in particular, provide access to medicines for all
	3.c increase substantially health financing and the recruitment, development and training and retention of the health workforce in developing countries, especially in LDCs and SIDS
	3.d strengthen the capacity of all countries, particularly developing countries, for early warning, risk reduction, and management of national and global health risks
4. Ensure inclusive and equitable quality education and promote life-long 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 effective learning outcomes
	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
	4.3 by 2030 ensure equal access for all women and men to affordable quality technical, vocational and tertiary education, including university
	4.4 by 2030, increase by x% the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
	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
	4.6 by 2030 ensure that all youth and at least x% of adults, both men and women, achieve literacy and numeracy
	4.7 by 2030 ensure all learners acquire 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
	4.a build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all
	4.b by 2020 expand by x% globally the number of scholarships for developing countries in particular LDCs, SIDS and African countries to enrol in higher education, including vocational training, ICT, technical, engineering and scientific programmes in developed countries and other developing countries
	4.c by 2030 increase by x% the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially LDCs and SIDS
5. Achieve gender equality and empower all women and girls	5.1 end all forms of discrimination against all women and girls everywhere
	5.2 eliminate all forms of violence against all women and girls in public and private spheres, including trafficking and sexual and other types of exploitation
	5.3 eliminate all harmful practices, such as child, early and forced marriage and female genital mutilations
	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
	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
	5.6 ensure universal access to sexual and reproductive health and reproductive rights as agreed in accordance with the Programme of Action of the ICPD and the Beijing Platform for Action and the outcome documents of their review conferences
	5.a undertake reforms to give women equal rights to economic resources, as well as access toownership and control over land and other forms of property, financial services, inheritance, and natural resources in accordance with national laws

	5.b enhance the use of enabling technologies, in particular ICT, to promote women's empowerment
	5.c adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels
6. Ensure availability and sustainable management of water and sanitation for all	6.1 by 2030, achieve universal and equitable access to safe and affordable drinking water for all
	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
	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 increasing recycling and safe reuse by x% globally
	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
	6.5 by 2030 implement integrated water resources management at all levels, including through transboundary cooperation as appropriate
	6.6 by 2020 protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes
	6.a by 2030, expand international cooperation and capacity-building support to developing countries in water and sanitation related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies
	6.b support and strengthen the participation of local communities for improving water and sanitation management
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
	7.2 increase substantially the share of renewable energy in the global energy mix by 2030
	7.3 double the global rate of improvement in energy efficiency by 2030
	7.a by 2030 enhance international cooperation to facilitate access to clean energy research and technologies, including renewable energy, energy efficiency, and advanced and cleaner fossil fuel technologies, and promote investment in energy infrastructure and clean energy technologies
	7.b by 2030 expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, particularly LDCs and SIDS
8. Promote sustained, inclusive and sustainable economic growth, full and productive 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 annum GDP growth in the least-developed countries
	8.2 achieve higher levels of productivity of economies through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors
	8.3 promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services
	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
	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
	8.6 by 2020 substantially reduce the proportion of youth not in employment, education or training
	8.7 take immediate and effective measures to secure the prohibition and elimination of the worst forms of child labour, eradicate forced labour, and by 2025 end child labour in all its forms including recruitment and use of child soldiers
	8.8 protect labour rights and promote safe and secure working environments of all workers, including migrant workers, particularly women migrants, and those in precarious employment
	8.9 by 2030 devise and implement policies to promote sustainable tourism which creates jobs, promotes local culture and products
	8.10 strengthen the capacity of domestic financial institutions to encourage to expand access to banking, insurance and financial services for all
	8.a increase Aid for Trade support for developing countries, particularly LDCs, including through the Enhanced Integrated Framework for LDCs
	8.b by 2020 develop and operationalize a global strategy for youth employment and implement the ILO Global Jobs Pact

9. Build resilient infrastructure, promote inclusive and 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 9.2 promote inclusive and sustainable industrialization, and by 2030 raise significantly industry's share of employment and GDP in line with national circumstances, and double its share in LDCs 9.3 increase the access of small-scale industrial and other enterprises, particularly in developing countries, to financial services including affordable credit and their integration into value chains and markets 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, all countries taking action in accordance with their respective capabilities 9.5 enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, particularly developing countries, including by 2030 encouraging innovation and increasing the number of R&D workers per one million people by x% and public and private R&D spending 9.a facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, LDCs, LLDCs and SIDS 9.b support domestic technology development, research and innovation in developing countries including by ensuring a conducive policy environment for inter alia industrial diversification and value addition to commodities 9.c significantly increase access to ICT and strive to provide universal and affordable access to internet in LDCs by 2020
10. Reduce inequality within and among countries	10.1 by 2030 progressively achieve and sustain income growth of the bottom 40% of the population at a rate higher than the national average 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 10.3 ensure equal opportunity and reduce inequalities of outcome, including through eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and actions in this regard 10.4 adopt policies especially fiscal, wage, and social protection policies and progressively achieve greater equality 10.5 improve regulation and monitoring of global financial markets and institutions and strengthen implementation of such regulations 10.6 ensure enhanced representation and voice of developing countries in decision making in global international economic and financial institutions in order to deliver more effective, credible, accountable and legitimate institutions 10.7 facilitate orderly, safe, regular and responsible migration and mobility of people, including through implementation of planned and well-managed migration policies 10.a implement the principle of special and differential treatment for developing countries, in particular least developed countries, in accordance with WTO agreements 10.b encourage ODA and financial flows, including foreign direct investment, to states where the need is greatest, in particular LDCs, African countries, SIDS, and LLDCs, in accordance with their national plans and programmes 10.c by 2030, reduce to less than 3% the transaction costs of migrant remittances and eliminate remittance corridors with costs higher than 5%
11. Make cities and human settlements 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 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 11.3 by 2030 enhance inclusive and sustainable urbanization and capacities for participatory, integrated and sustainable human settlement planning and management in all countries 11.4 strengthen efforts to protect and safeguard the world's cultural and natural heritage 11.5 by 2030 significantly reduce the number of deaths and the number of affected people and decrease by y% the economic losses relative to GDP caused by disasters, including water-related disasters, with the focus on protecting the poor and people in vulnerable situations 11.6 by 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality, municipal and other waste management 11.7 by 2030, provide universal access to safe, inclusive and accessible, green and public spaces, particularly for women and children, older persons and persons with

	disabilities
	11.a support positive economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional development planning
	11.b by 2020, increase by x% the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, resilience to disasters, develop and implement in line with the forthcoming Hyogo Framework holistic disaster risk management at all levels
	11.c support least developed countries, including through financial and technical assistance, for sustainable and resilient buildings utilizing local materials
12. Ensure sustainable consumption and production patterns	12.1 implement the 10-Year Framework of Programmes on sustainable consumption and production (10YFP), all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries
	12.2 by 2030 achieve sustainable management and efficient use of natural resources
	12.3 by 2030 halve per capita global food waste at the retail and consumer level, and reduce food losses along production and supply chains including post-harvest losses
	12.4 by 2020 achieve 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 to minimize their adverse impacts on human health and the environment
	12.5 by 2030, substantially reduce waste generation through prevention, reduction, recycling, and reuse
	12.6 encourage companies, especially large and trans-national companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
	12.7 promote public procurement practices that are sustainable in accordance with national policies and priorities
	12.8 by 2030 ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature
	12.a support developing countries to strengthen their scientific and technological capacities to move towards more sustainable patterns of consumption and production
	12.b develop and implement tools to monitor sustainable development impacts for sustainable tourism which creates jobs, promotes local culture and products
	12.c rationalize inefficient fossil fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities
13. Take urgent action to combat climate change and its impacts * *Acknowledging that the UNFCCC is the primary international, intergovernmental forum for negotiating the global response to climate change.	13.1 strengthen resilience and adaptive capacity to climate related hazards and natural disasters in all countries
	13.2 integrate climate change measures into national policies, strategies, and planning
	13.3 improve education, awareness raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction, and early warning
	13.a implement the commitment undertaken by developed country Parties to the UNFCCC to a goal of mobilizing jointly USD100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible
	13.b Promote mechanisms for raising capacities for effective climate change related planning and management, in LDCs, including focusing on women, youth, local and marginalized communities
14. Conserve and sustainably use the oceans, seas and	14.1 by 2025, prevent and significantly reduce marine pollution of all kinds, particularly from land-based activities, including marine debris and nutrient pollution
	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, to achieve healthy and productive oceans

marine resources for sustainable development	14.3 minimize and address the impacts of ocean acidification, including through enhanced scientific cooperation at all levels
	14.4 by 2020, effectively regulate harvesting, and end overfishing, illegal, unreported and unregulated (IUU) fishing and destructive fishing practices and implement science-based management plans, 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
	14.5 by 2020, conserve at least 10 per cent of coastal and marine areas, consistent with national and international law and based on best available scientific information
	14.6 by 2020, prohibit certain forms of fisheries subsidies which contribute to overcapacity and overfishing, and eliminate subsidies that contribute to IUU 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 WTO fisheries subsidies negotiation (taking into account ongoing WTO negotiations and WTO Doha Development Agenda and Hong Kong Ministerial Mandate)
	14.7 by 2030 increase the economic benefits to SIDS and LDCs from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism
	14.a increase scientific knowledge, develop research capacities and transfer marine technology taking into account the Intergovernmental Oceanographic Commission Criteria and Guidelines on the Transfer of Marine Technology, in order to improve ocean health and to enhance the contribution of marine biodiversity to the development of developing countries, in particular SIDS and LDCs
	14.b provide access of small-scale artisanal fishers to marine resources and markets
	14.c ensure the full implementation of international law, as reflected in UNCLOS for states parties to it, including, where applicable, existing regional and international regimes for the conservation and sustainable use of oceans and their resources by their parties
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	15.1 by 2020 ensure 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
	15.2 by 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests, and increase afforestation and reforestation by x% globally
	15.3 by 2020, combat desertification, and restore degraded land and soil, including land affected by desertification, drought and floods, and strive to achieve a land-degradation neutral world
	15.4 by 2030 ensure the conservation of mountain ecosystems, including their biodiversity, to enhance their capacity to provide benefits which are essential for sustainable development
	15.5 take urgent and significant action to reduce degradation of natural habitat, halt the loss of biodiversity, and by 2020 protect and prevent the extinction of threatened species
	15.6 ensure fair and equitable sharing of the benefits arising from the utilization of genetic resources, and promote appropriate access to genetic resources
	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
	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
	15.9 by 2020, integrate ecosystems and biodiversity values into national and local planning, development processes and poverty reduction strategies, and accounts
	15.a mobilize and significantly increase from all sources financial resources to conserve and sustainably use biodiversity and ecosystems
	15.b mobilize significantly resources from all sources and at all levels to finance sustainable forest management, and provide adequate incentives to developing countries to advance sustainable forest management, including for conservation and reforestation
	15.c enhance global support to efforts to combat poaching and trafficking of protected species, including by increasing the capacity of local communities to pursue sustainable livelihood opportunities
16. Promote peaceful and	16.1 significantly reduce all forms of violence and related death rates everywhere
	16.2 end abuse, exploitation, trafficking and all forms of violence and torture against children

inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	16.3 promote the rule of law at the national and international levels, and ensure equal access to justice for all 16.4 by 2030 significantly reduce illicit financial and arms flows, strengthen recovery and return of stolen assets, and combat all forms of organized crime 16.5 substantially reduce corruption and bribery in all its forms 16.6 develop effective, accountable and transparent institutions at all levels 16.7 ensure responsive, inclusive, participatory and representative decision-making at all levels 16.8 broaden and strengthen the participation of developing countries in the institutions of global governance 16.9 by 2030 provide legal identity for all including birth registration 16.10 ensure public access to information and protect fundamental freedoms, in accordance with national legislation and international agreements 16.a strengthen relevant national institutions, including through international cooperation, for building capacities at all levels, in particular in developing countries, for preventing violence and combating terrorism and crime 16.b promote and enforce non-discriminatory laws and policies for sustainable development
17. Strengthen the means of implementation and revitalize the global partnership for sustainable development	**Finance** 17.1 strengthen domestic resource mobilization, including through international support to developing countries to improve domestic capacity for tax and other revenue collection 17.2 developed countries to implement fully their ODA commitments, including to provide 0.7% of GNI in ODA to developing countries of which 0.15-0.20% to least-developed countries 17.3 mobilize additional financial resources for developing countries from multiple sources 17.4 assist developing countries in attaining long-term debt sustainability through coordinated policies aimed at fostering debt financing, debt relief and debt restructuring, as appropriate, and address the external debt of highly indebted poor countries (HIPC) to reduce debt distress 17.5 adopt and implement investment promotion regimes for LDCs **Technology** 17.6 enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation, and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, particularly at UN level, and through a global technology facilitation mechanism when agreed 17.7 promote development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed 17.8 fully operationalize the Technology Bank and STI (Science, Technology and Innovation) capacity building mechanism for LDCs by 2017, and enhance the use of enabling technologies in particular ICT **Capacity building** 17.9 enhance international support for implementing effective and targeted capacity building in developing countries to support national plans to implement all sustainable development goals, including through North-South, South-South, and triangular cooperation **Trade** 17.10 promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the WTO including through the conclusion of negotiations within its Doha Development Agenda 17.11 increase significantly the exports of developing countries, in particular with a view to doubling the LDC share of global exports by 2020 17.12 realize timely implementation of duty-free, quota-free market access on a lasting basis for all least developed countries consistent with WTO decisions, including through ensuring that preferential rules of origin applicable to imports from LDCs are transparent and simple, and contribute to facilitating market access

	Systemic issues **Policy and institutional coherence** 17.13 enhance global macroeconomic stability including through policy coordination and policy coherence 17.14 enhance policy coherence for sustainable development 17.15 respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development **Multi-stakeholder partnerships** 17.16 enhance the global partnership for sustainable development complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technologies and financial resources to support the achievement of sustainable development goals in all countries, particularly developing countries 17.17 encourage and promote effective public, public-private, and civil society partnerships, building on the experience and resourcing strategies of partnerships **Data, monitoring and accountability** 17.18 by 2020, enhance capacity building support to developing countries, including for LDCs and SIDS, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts 17.19 by 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement GDP, and support statistical capacity building in developing countries