

Implementing the Sustainable Development Goals (SDGs): An Assessment of the Means of Implementation (MOI)

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This paper discusses governance and means of implementation for the future sustainable development goals in the context of the post-2015 development agenda.

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1. Introduction

The 2012 Rio+20 conference initiated an intergovernmental process to identify a set of universal, integrated and transformational Sustainable Development Goals (SDGs). Negotiations over the SDGs are scheduled to deliver an actionable post-2015 development agenda by the end of 2015. To reach this deadline, the SDGs will draw some inspiration from the Millennium Development Goals (MDGs). But while MDGs have been widely credited for advancing international development for the past decade and a half, they included a hastily-designed governance goal that did not significantly strengthen their implementation. Though this may have had a moderate influence on relatively uncontroversial and straightforward MDGs, considering governance and related actionable means of implementation will arguably have a more pronounced effect on the implementation of integrated and transformational SDGs (Olsen and Elder: 2013)⁷

The paper suggests that the recent emphasis on means of implementation (Mol) under the SDGs has the potential to improve upon experiences with the MDG's handling of governance. Toward this end, the paper reviews nine official and unofficial documents related to sustainable development to organize proposed Mol into three overarching types: finance, technology and institutions. The paper then contends that more attention is needed to how national institutions within Mol handle three core functions: 1) the articulation, aggregation, and conversion of diverse interests into policies; 2) the allocation and distribution of resources to comply with provisions in those policies; and 3) the monitoring, evaluation, and learning to improve policy performance. Since one-size-does-not-fit-all a set of flexible criteria will need to be included in a Mol goal framework, allowing countries to determine the relative weight they assign to these core functions. Further, while these three functions could be folded into a Mol goal, they will need support from broader governance principles that foster the participation and deliberation on Mol at the global level.

The remainder of the paper is divided into five sections. The next section reviews how much of the literature conceptualizes the relationship between governance, sustainable development, and implementation. The third section notes that the MDGs treatment of governance is largely inconsistent with the importance attached to governance in that literature. The fourth section argues that the emphasis on Mol has the potential to improve on the MDGs approach to governance, provided due attention is giving to crafting coherent framework for Mol in future development goals. The fifth outlines such an approach that features three core functions of the institutional dimensions of Mol – interest articulation and aggregation; resource allocation and distribution; and monitoring, evaluation and learning. The final section reviews key arguments and suggests that criteria for Mol at the national level need to be reinforced by principles for governance at the global level.

⁷ The importance and prominence of institutions and their governance as enablers for development are recognised in the current discussion on the SDGs, for instance the Sustainable Development Solutions Network (SDSN) proposes a fourth dimension on sustainable development on governance.

2. Global governance, sustainable development and implementation

The rise of globalisation is commensurate with a growth in global institutions, not just in intergovernmental arenas such as the United Nations, but within corporations, and non-governmental organisations (Held 1999: 49-51). Multilateral institutions have become central, differentiated from *government* -“control exercised by the nation-state, through formal (usually elected) parties” - and designated instead as institutions of *governance* wherein “control is exercised by a variety of public and private institutions that have been established at different spatial scales” (Perrons 2004: 255). The environment features prominently as a locus for the contemporary interplay between globalisation and governance. (Lipschutz 1996: 248-253). This is especially recognisable for those aspects of the environment that are most clearly international or global in character.

With the shift in governance away from government-led top down models to network-like arrangements of multiple actors, difficult questions have arisen with regard to legitimacy. There is as yet no consensus over the precise institutional requirements for determining quality of governance. But there is agreement that participation and deliberation are chief normative functions as contemporary institutions pursue a sustainable development agenda. There is also recognition that governance functions such as interest representation, organizational responsibility, and decision-making are related to this legitimacy. Consequently, the extent to which institutional structures and processes foster collaborative interactions between multiple stakeholders, has been linked to the quality and legitimacy of governance (Cadman 2011). The quality and legitimacy of governance at different spatial scales promises to influence the implementation of sustainable development policies.

Measuring the significance of governance for implementation is nevertheless tricky. Scholars argue that it is necessary to trace the final effects of a given policy and its related programmes on society in order to determine whether a given policy objective has been implemented effectively (Pierre and Peters 2000). Implementation in the sustainability domain can be understood as “the process of putting...commitments into practice” (Young and Levy 1999: 3-4). This process in turn features a relationship between implementation and compliance (Mastenbroek 2005). Compliance results from a process of assessment of agreements made, and can be defined as the degree of consistency between behaviour, and specified rules. Compliance is consequently often seen as a useful proxy for determining effectiveness.

In this context, effectiveness is presented as a measure of the extent to which a policy has been successful in solving the problem it was created to address (Zaehlke et. al. 2005). However, it is also important to note that governance systems stand little chance of improving situations where social, economic and political contexts beyond the institution itself impede successful implementation (Gulbrandsen 2005). Further governance is joined by other key variables such as finance and technology in enabling implementation. Governance is hence one of several factors that can be instrumental in strengthening implementation of sustainable development policies. It has nonetheless proven challenging to integrate governance into international goal frameworks. This is clearly evidenced by the experiences with governance in the Millennium Development Goals (MDGs).

3. Lessons from MDG 8: Toward a Coherent Goal Framework

The MDGs, the international goal framework that inspired the SDGs, illustrates the challenges of defining an international governance goal. The MDGs were introduced to define a broad global agreement on a limited number of priority areas for socio-economic development which could receive targeted development support. Though the MDGs have been credited with focusing international institutions and resources on development priorities, the views on MDG 8 as a “Global Partnership for Development” and a “means” for implementing other MDGs have been generally unfavourable. While some argue that MDG8 defined concrete areas of assistance within the international cooperation framework and clarified responsibilities to the donor community (UN System Task Team, 2013), criticism has tended to revolve around two sets of related weaknesses: an incoherent design and poorly structured targets (Fukuda-Parr et al.: 2013).

In terms of MDG 8’s overall design, two main objections have been raised. First, because the MDG 8 was negotiated hastily, the content reflected a workable consensus that lacked coherence and spanned a range of tangentially related topics; themes ran the gamut from trade and the financial system to the special needs of the least developed countries (LDCs). Second, the whole set of MDGs represented and reinforced the prevalent north-south view of development; as such, MDG 8 was essentially designed for donors and focused on delivery of Official Development Assistance (ODA). In consequence, it tended impose a one-size-fits-all model of financial and structural reforms which left limited policy space for different countries to pursue different development models (Vandemoortele, 2012). (See Box 1 below).

Box 1. MDG 8: Develop a global partnership for development (UNSTATS:2014)

Target 8.A: Develop further an open, rule-based, predictable, non-discriminatory trading and financial system

- Includes a commitment to good governance, development and poverty reduction – both nationally and internationally

Target 8.B: Address the special needs of the least developed countries

- Includes: tariff and quota free access for the least developed countries' exports; enhanced programme of debt relief for heavily indebted poor countries (HIPC) and cancellation of official bilateral debt; and more generous ODA for countries committed to poverty reduction

Target 8.C: Address the special needs of landlocked developing countries and small island developing States (through the Programme of Action for the Sustainable Development of Small Island Developing States and the outcome of the twenty-second special session of the General Assembly)

Target 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

Target 8.E: In cooperation with pharmaceutical companies, provide access to affordable essential drugs in developing countries

Target 8.F: In cooperation with the private sector, make available the benefits of new technologies, especially information and communications

In terms of targets, many of MDG 8's underlying targets are neither measurable nor paired with concrete delivery dates. Target 8.A provides a good example of the ambiguity: "develop further an open, rule-based, predictable, non-discriminatory trading and financial system." When evaluated against the SMART criteria for setting voluntary commitments (Specific, Measurable, Attainable, Relevant, Time-Bound), MDG 8 exhibits only "Relevance" (IRF: 2014). Second, a lack of data on these unclear targets hindered adequate monitoring and evaluation of progress (UN System Task Team, 2013). This led one observer to note that country-level reporting on MDG 8 "became an exercise in packaging anything the country [in question was] doing on aid, debt or trade" (Caliari, 2013: 18). Illustrating this dilemma, none of MDG 8 targets or indicators refers to the WTO Doha Development Round, but developed countries in their reports would refer to their efforts to achieve a successful conclusion to the round as part of their progress in meeting trade-related targets (Fukuda-Parr, 2010).

In sum, the Global Partnership on Development's ad-hoc and donor-driven design coupled with lack of monitoring and evaluation mechanisms rendered MDG 8 as a goal that did little to strengthen implementation. These lacklustre results are worrying for observers of the SDG process. Since the SDGs are expected to be aspirational, transformational, and integrate economic, social, and environmental dimensions of sustainable development, they are likely to require much more attention to how governance affects implementation. At a minimum, they should therefore take into account the lessons learned from the MDGs (Miyazawa and Olsen 2013) and thus ensure that there is a coherent design with supporting targets.

4. MoI and the SDGs

The need for a coherent design and supporting targets may not have been lost on those negotiating the SDGs. In fact, one response has been a growing emphasis within these negotiations of creating a goal that focuses solely on MoI or embedding MoI in separate theme-based goals. The international discussion over governance for sustainable development traces back to the Earth Summit in 1992; it was also at this juncture negotiations began to reflect upon which MoI were needed to steer development down a more sustainable course. In Agenda 21, there is reference to seven possible means of implementation, ranging from finance to science for sustainable development. A decade later at the World Summit on Sustainable Development held in South Africa, the aptly titled Johannesburg Program on Implementation (JPOI) also defined a broad mix of means of implementation, ranging from education to data collection.

Previous references to MoI nevertheless pale in comparison to the recent proliferation of views on the topic. Many recent papers and proposals stress MoI - albeit seldom speaking to each other. The United Nations Non-Governmental Liaison Service (UN-NGLS), for instance, focuses on the role of finance for implementation. The UN Technical Support Team (UN TST) provides a longer and more detailed list of

Mols for sustainable development. As for financing-related Mol, the UN TST (2013) highlights the importance of continuing to fulfil northern countries' pledge of using 0.7% of Gross National Income (GNI) in Official Development Assistance (ODA), as well as addressing illicit financial flows to tap an additional source of funding. An internationally coordinated tax on carbon and financial transactions is also mentioned by the UN TST. Though these views on Mol are useful, they run the familiar risk of including several loosely related topics at many different levels under a larger goal framework.

A potentially more constructive direction focuses on Mol as being enabling factors for development at national levels. Among the most important national level Mol is increasing the amount of GDP devoted to research and development (R&D). The UN TST report also makes recommendations on potentially divisive intellectual property rights, recognizing that some incentives are needed to encourage innovation, while acknowledging that developing countries may need access to technology and patents for different aspects of development. National level Mols include increasing national administrative and technical capacities. Additional national Mols relate to the enabling environment include financing, trade, capacity building, technology transfer, rule of law, human rights and good governance. Last but not least, the UN TST report highlights the importance of multi-stakeholder partnerships (including media and civil society) for implementation and monitoring of government performance in implementation. To a certain extent, concentrating on the national level helps to frame the discussion of Mol; however, the above proposals still exhibit a rather *ad hoc* character without a coherent organizing framework.

Other proposals move in this direction of an overarching framework. Dodds (2014), for instance, advances a framework consisting of seven clusters of Mol. The first three clusters are capacity building, technology sharing, and education and training. The fourth cluster, finance, is divided into public (domestic and foreign, aid and investment) and private (capital flows, business, foundations, NGOs and other) resources. Under the heading of information for decision-making, a fifth cluster focuses on monitoring and assessing progress. Last but not least, Dodds underlines that Mol can also consist of institutional mechanisms, coordination and stakeholder involvement.

The Open Working Group (OWG) on the SDGs - the political process that has helped shape the SDGs over the past two years - has proposed a framework organising Mol into seven clusters: namely, (i) trade; (ii) finance; (iii) technology; (iv) capacity building; (v) policy and institutional coherence; (vi) multi-stakeholder partnerships, as well as (vii) data, monitoring and accountability.⁸ Meanwhile, the High Level Panel of Eminent Experts on a post-2015 development agenda, who convened throughout 2013 and produced a report for the UN, propose framework that was narrower still in focusing on four different clusters of Mol: (i) to roll-out new partnerships (such as E4All, Gavi, Zero Hunger etc.); (ii) emphasize multi-stakeholder partnerships; (iii) mobilize public and private sources of finance (based on

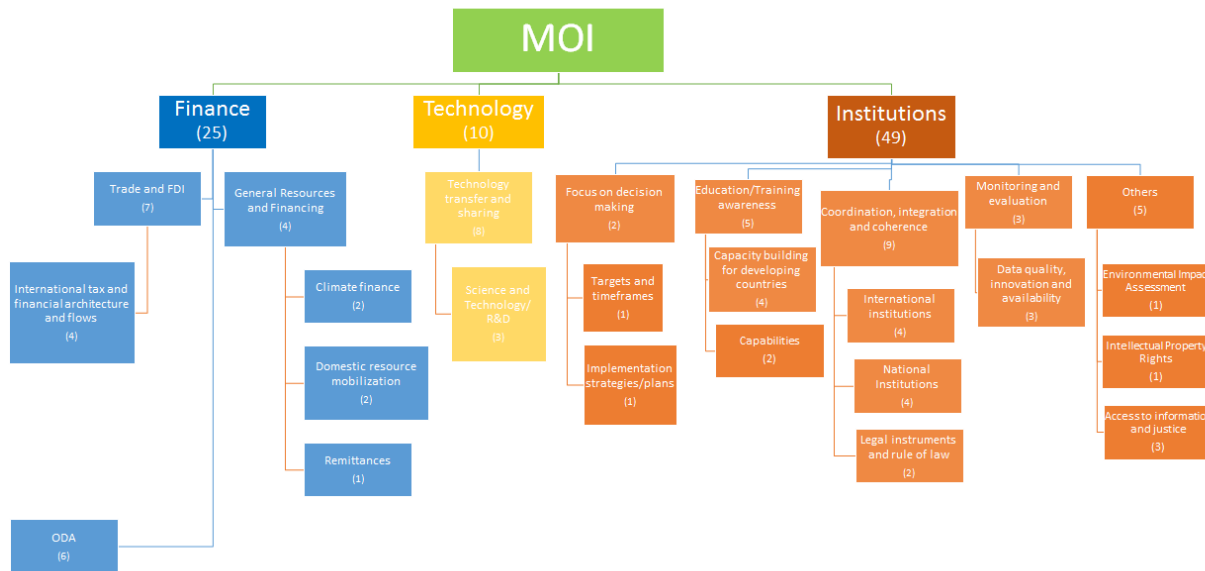
⁸ There may be additional areas added during the last OWG meeting in July 2014. It is also worth mentioning that the area of development financing and effectiveness has received separate attention, in fora connected to the Monterrey, Paris and Busan process on Aid-Effectiveness. More recently, there is a parallel process to determine the future of development financing. It is called the Intergovernmental Expert Committee on Sustainable Development Financing. It goes without saying that the importance of funding cannot be emphasized enough, which is probably why this group is meeting separately to determine sources and modalities of financing the future SDGs. It is expected that their outcome report will be combined with that of the OWG later this year. Several important aspects of Mol will thus derive from this group, but most are likely to fall into the basket of financial tools for Mol.

Monterrey); and (iv) promote collaboration on and access to science, technology, innovation, and development data.

The focus on MoI indeed marks an improvement on MDG 8. There is now a more reasoned debate on a possible toolbox of options that fit into clusters affecting implementation primarily, but not exclusively, at the national level. This should make it easier to make sense of the otherwise confusing array of options and avoid some of the ambiguities that limited the utility of MDG 8. Whilst these discussions on responsibility are indeed important, it may be constructive to first focus more explicitly on the possible relationships between the kinds of MoIs proposed can be clustered together. The next section begins to take the MOI discussion in this direction.

5. Organizing Views on MOI

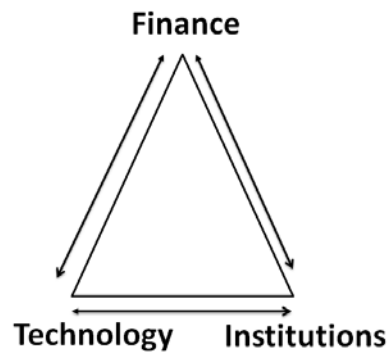
The recent growth in the number of perspectives on MOI could prove challenging, but it may be possible to categorise existing proposals into a single framework paralleling some of the work in Dodds (2014). To move in that direction, a good place to look is the existing proposals. Many different interventions can be grouped as belonging to one aspect of MoI in recent proposals (Annex 1). The approximately 80 references to different aspects of MOI can be placed into 25 smaller sub-classifications of MoI. A rough ranking of the reviewed documents focusing on MoI reveals that the six most emphasized areas for MoI are: (i) institutional coordination, integration and coherence (10%); (ii) technology transfer and sharing (8%); (iii) trade and FDI (8%); (iv) ODA (7%); (v) stakeholder involvement and (global) partnerships (7%); and (vi) education, training and awareness (6%).



*() means a number of MOI elements mentioned in the various proposals

To further narrow the specification, out of the 25 different MoI, three different clusters emerge as being most prominent: (i) finance; (ii) technology; and (iii) institutions. These are not watertight categories; one could reasonably argue that research and development is part of the institutions or even the

technology category, depending on subject matter covered by the research. Perhaps even more importantly, many of these elements interact with each other. For instance, the transfer of low carbon technologies is likely to be most effective when both government and non-government stakeholders have the knowledge and skills to install, use and maintain that technology. In fact, in many instances one element without the other is likely to lead to the implementation gaps that have long plagued the sustainable development agenda. We therefore conceive of MoI belonging to one of three flexible and potentially mutually reinforcing categories as shown in the below chart. We also envision technology as referring more to infrastructure and hardware, while institutions encompass the softer human capital and decision making architectures.



Some might contend that this categorization scheme is too reductionist and adds little value beyond those offered elsewhere. The scheme nevertheless has two advantages that can facilitate negotiations and potentially limit the ambiguities that undermined MDG 8. The first is that there is likely to be a division between developed and developing countries of MoI wherein developed countries are likely to push for greater reforms to national institutions and developing countries are likely to call for greater provision of finance and technology. These three clusters can help add structure to that debate and locate possible compromises. The second advantage are parallels to the climate negotiations where developed countries are called upon to provide financial, technological, and capacity building support for developing countries that take nationally appropriate mitigation actions (NAMAs) in a measurable, reportable, and verifiable manner.

Another issue that becomes clear from a review of different proposals is that the category of institutions (41 counts) has received the most attention in the reviewed proposals. While the discussions over finance (25 counts) and technology (14 counts) will be critical to implementing development goals, there is clearly interest and scope for further specifying how an institutional component can be operationalized at the national level. In so doing, it is important to note that we see national institutions as a relatively stable set of structures and processes that convert interests into policies and policies into actions. As such, we envision three core functions associated with national institutions:

- 1) **The articulation, aggregation, and conversion of diverse interests into policies**-this set of functions will be particularly important for sustainable development issues as they are typically public goods and require diffuse interests coalescing around a shared cause.

- 2) **The allocation and distribution of resources to comply with provisions in those policies-** this set of functions will be important as sustainable development issues often receive limited financial and human resources.
- 3) **The monitoring, evaluation, and learning to improve policy performance-** this set of functions will help to increase accountability and spur the sharing of successful practices.

These functional categories are not only helpful for considering the role that institutions might play, they also can help conceive of what institutions might need strengthening across different themes in different contexts. It is useful to note that the types of institutional capacities that require strengthening are likely to vary depending on country and goal pursued.

6. Discussion and Way Forward

This discussion paper has suggested that governance and MoI will be critical for achieving universal, integrated and transformational SDGs. At the same time, it has argued that the track record with governance, especially under the MDGs, suggests several areas for improvement, most notably in moving away from an *ad hoc* donor driven approach and poorly designed targets. Fortunately, recent negotiations of the SDGs appear to be learning lessons from the experiences with MDG 8. This is arguably most visible in the decision to include specific MoI into all of the future areas of the SDGs, as well as include a separate goal on MoI.

References to MoI are not new. Implementation has been a core concern for a numerous global issue, and references to MoI date back to the early stages of sustainable development movement around Rio in 1992. At the same time, the heightened interest in MoI has come with a proliferation of views on what forms of MoI will be most important for achieving the SDGs. While there is a risk that this diversity of perspectives leads to some of incoherence that plagued MDG 8, some recent contributions have begun to propose a more general organizing framework. This paper contributes to this movement by highlighting that MoI can be grouped into finance, technology, and institutions; the institutional dimension of MoI garners the widest ranging views.

The paper then provides a simple conceptual framework suggesting that different countries may target different functional elements: interest articulation and aggregation; resource allocation and distribution; and monitoring, evaluation and learning. It finally argues that the degree to which that target different areas for institutional capacity building will vary across countries and themes.

What has not yet been sufficiently researched but should receive much more attention is the role of different stakeholders for the implementation of future development goals at national and local levels. This view refers back to the definition of governance initially summarized in the paper, where the interactions between multiple levels of governance, and especially the role of non-state actors in the implementation of future goals decide whether the goals remain lofty and continue to represent vested interests, or whether they come equipped with mechanisms for participation that can garner interest, buy-in and action among people and communities on the ground. At the global level, such mechanisms

could be focused on principles: that the SDGs foster the participation and deliberation of all relevant stakeholders. At the national level, the emphasis should be on the broad criteria that facilitate these principles – such as interest representation, organizational responsibility, decision-making, and implementation.

Whatever suite of MoI options are adopted will require the effective interaction between all stakeholders. This will in turn be largely determined by the quality of governance of goal framing, goal negotiation, and goal implementation. But beyond ensuring that the relevant MoI are included in each goal, there is a strong argument for a separate governance goal, with specific MoI for ensuring effectiveness of the SDGs at the global, national, and local levels. At the local level, specific indicators of governance quality, that can be monitored and verified, are also required. These would relate to such critical issues as inclusiveness, equality and resources (related to interest representation), accountability and transparency (related to the responsible behaviour of actors and agencies), methods for reaching agreement, procedural fairness and dispute settlement (central aspects of decision making), behaviour change, problem solving and durability (essential outcomes associated with implementation).

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Annex 1: Table of Mol elements from past and current proposals

Source	Mol, governance and enabling environment/ Instruments clusters
<p>Agenda21 (1992) < http://sustainabledevelopment.un.org/content/documents/Agenda21.pdf></p>	<ol style="list-style-type: none"> 1. Finance 2. Technology transfer and capacity building 3. Science for SD 4. Promoting education, public awareness and training 5. National mechanisms and international cooperation for capacity building in developing countries 6. International legal instruments and mechanisms 7. Information for decision-making
<p>South Africa Non-Paper (2002) < http://www.worldsummit2002.org/index.htm?http://www.worldsummit2002.org/guide/southafrica.htm></p>	<ol style="list-style-type: none"> 1. proposed targets and timeframes 2. proposed actions 3. resources 4. institutional mechanisms 5. co-ordination 6. monitoring 7. stakeholder involvement 8. implementation plan sustainability
<p>JPOI (2002) < http://www.un.org/esa/sustdev/documents/WSSD_POI_PD/English/WSSD_PlanImpl.pdf></p>	<ol style="list-style-type: none"> 1. Finance and trade 2. Technology transfer 3. Capacity building in developing countries 4. Science and technology 5. Improve policy and decision-making at all levels 6. International cooperation 7. R&D 8. Education 9. Partnerships 10. Access to information and justice 11. Data collection 12. EIA 13. (IFSD separated section)
<p>UN NGLS < http://www.un-ngls.org/IMG/pdf/UN-NGLS_Brief_for_OWG_on_SDGs-MOI-</p>	<ol style="list-style-type: none"> 1. Reform the international financial architecture; 2. Reform the international tax architecture; 3. Reform the international development and climate finance architecture; 4. Reform the international trade and investment architecture; 5. Adopt strong safeguards in the implementation of public-private partnerships; and

Dec_2013.pdf.	6. Increase domestic resource mobilization.
<p>UN TST http://sustainabledevelopment.un.org/content/documents/2079Issues%20Brief%20Means%20of%20Implementation%20Final_TST_141013.pdf ></p>	<ol style="list-style-type: none"> 1. Multi-stakeholder partnerships 2. Sustainable development financing 3. Improve median tax to GDP ratio in developing countries 4. Address illicit financial flows 5. Fulfill 0.7% of GNI to ODA commitments by northern countries 6. Enabling environment: Target potential of trade and FDI for better technology transfer 7. Increase share of GDP devoted to research 8. Balance accessibility and reward (IPR problem) 9. Capacity building for policy coherence and integrated approaches to SD 10. Trade - eliminate non-tariff barriers 11. Bring down the cost of remittances, including the “5x5 objective” 12. Facilitate additional domestic public resource mobilization for development 14. Have internationally coordinated taxes (carbon, financial transactions) 15. Increase National administrative and technical capacities (many details under this header) 16. Formulate domestic trade policy as part of a coherent policy framework comprising appropriate environmental and social policies. 17. National enabling environment (Financing, trade, capacity bldg., technology transfer, respect rule of law, human rights and good governance) 18. Involve multiple stakeholders (media, CSOs etc.) in monitoring of the new framework; 19. Enhance data availability
<p>Felix Dodds http://earthsummit2012.blogspot.com/ ></p>	<ol style="list-style-type: none"> 1. Capacity building, 2. Technology sharing, 3. Education and training, 4. Financial resources: Public (domestic and foreign, aid and investment) and Private (capital flows, business, foundations, NGOs and other) resources. 5. Information for decision-making: Monitoring and assessing progress, 6. Institutional Mechanisms and Co-ordination 7. Stakeholder involvement

<p>OWG 11 Document http://sustainabledevelopment.un.org/content/documents/3686WorkingDoc_0205_additional supporters.pdf</p>	<ol style="list-style-type: none"> 1. Trade 2. Technology transfer, technological capabilities 3. Financing and debt sustainability: 4. Capacity building: 5. Strengthened global partnership for sustainable development
<p>Rio+20 http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/66/288&Lang=E</p>	<ol style="list-style-type: none"> 1. Finance (para 255) 2. Technology (para 273) 3. Capacity Building (Para 277) 4. Trade (Para 281) 5. Registry of Commitments (Para 283) 6. Acknowledge good governance and the rule of law at national and international levels 7. (IFSD separated section)
<p>HLP on Post-2015</p>	<ol style="list-style-type: none"> 1. Roll-out new partnerships (such as E4All, Gavi, Zero Hunger etc) 2. Multistakeholder partnerships 3. Mobilize public and private sources of finance (based on Monterrey) 4. Promoting collaboration on and access to science, technology, innovation, and development data

Annex 2: Mol emphasis

	Agenda 21	JPOI	Rio+20	HLP	SDSN	SA paper Non-	UN NGIS	UN TST	Dodds	OWG (13)
Finance										
ODA	✓			✓	✓			✓	✓	✓
'Resources/financing'			✓	✓				✓		✓
Trade/ FDI		✓	✓	✓			✓	✓	✓	✓
Reform international /financial architecture							✓			
Reference to climate finance					✓		✓			
Remittances								✓		
Domestic resource mobilization							✓	✓		
Technology										
Transfer/ sharing	✓	✓	✓	✓	✓				✓	✓
Access				✓	✓					✓
Science & Technology and R&D	✓	✓						✓		
Institutions										
Capabilities			✓							✓
National	✓		✓			✓			✓	
International	✓	✓	✓						✓	
M&E					✓	✓			✓	
Integration and coherence								✓		✓
Coordination		✓				✓				
Implementation strategies/plans						✓				
Education/training Awareness	✓	✓	✓						✓	✓
Legal instruments and rule of law	✓		✓							
Focus on decision making	✓	✓								
Targets and timeframes						✓				
Stakeholder involvement and (global) partnerships				✓		✓	✓	✓	✓	✓
Capacity bldg. for developing countries		✓	✓						✓	✓
Access to information and justice		✓								
Data quality, innovation and availability		✓		✓				✓		✓
Environmental impact assessment		✓				✓				
Intellectual Property Rights (IPR)										

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