



# Participant's Manual

## Capacity Building Program for Civil Servants to Implement

2030 AGENDA





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### 2030 AGENDA



## ACKNOWLEDGEMENT

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## DISCLAIMER

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Harsh Sharma



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# ABOUT THE PROGRAM

Institutional strengthening and enhancing civil servants' capacities are the critical requirements for successfully implementing the 2030 Agenda for SDGs. This capacity building program aims to fill a crucial gap and bring civil servants from across the States and departments on a single platform. This training program will help participants gain greater clarity about the SDGs, particularly in the Indian context. The program will allow civil servants to exchange ideas with diverse stakeholders on implementing the 2030 Agenda. Further, this program will facilitate sharing different perspectives, identify bottlenecks and hurdles for meaningful collaboration, and develop specific recommendations for successfully implementing SDGs by motivating all the stakeholders to engage actively. The capacity building program will help the teams at local, State, and national levels implement the 2030 Agenda for sustainable development.

This two-day training program highlights diverse experiences intending to examine what works and what does not and identify acceptable practices that can inspire other States/UTs to improve their strategic frameworks and strengthen institutional mechanisms and monitoring and reporting systems. The sessions are designed to facilitate peer learning, review and reinforce the concepts, and encourage team building activities. Various group activities during the sessions will allow participants to appreciate the challenges faced by one another better. It will also help discover common and unique interests and experiences and engage participants to acquire skills such as decision making, communication, and leadership applicable in a wide range of situations. The training program will also stimulate co-creative conversations, enable participants to clarify the interdependencies and linkages of the 17 Goals, and invite participants to collaborate to identify actions and solutions to implement the SDGs in relevant ways in their lives and communities.

## LEARNING OUTCOMES

- Participants will obtain a multi-dimensional view of the SDGs from a global and Indian perspective.
- Participants will be able to review the broad perspective of the sustainable development process and the timelines until adopting the SDGs by the General Assembly in 2015.
- Participants will identify inter-relatedness and cross-cutting issues within the Sustainable Development Goals.
- Participants would be able to prioritize possible SDG implementation projects.
- Participants will appreciate the role of leadership at the individual and institutional level in achieving the 2030 Agenda.

## MAIN OBJECTIVES

- Create awareness about the Sustainable Development Goals (SDGs) and the importance of partnership and collaboration among various stakeholders.
- Ensure clarity on the inter-dependencies and linkages of the 17 Goals.
- Design SDG implementation projects that address the Goals and their linkages.
- Focus on the relevance of SDGs in national, regional, and local context.
- Recognize that every State may allot varying degrees of priorities to each of the 17 SDGs.





## MAIN READINGS

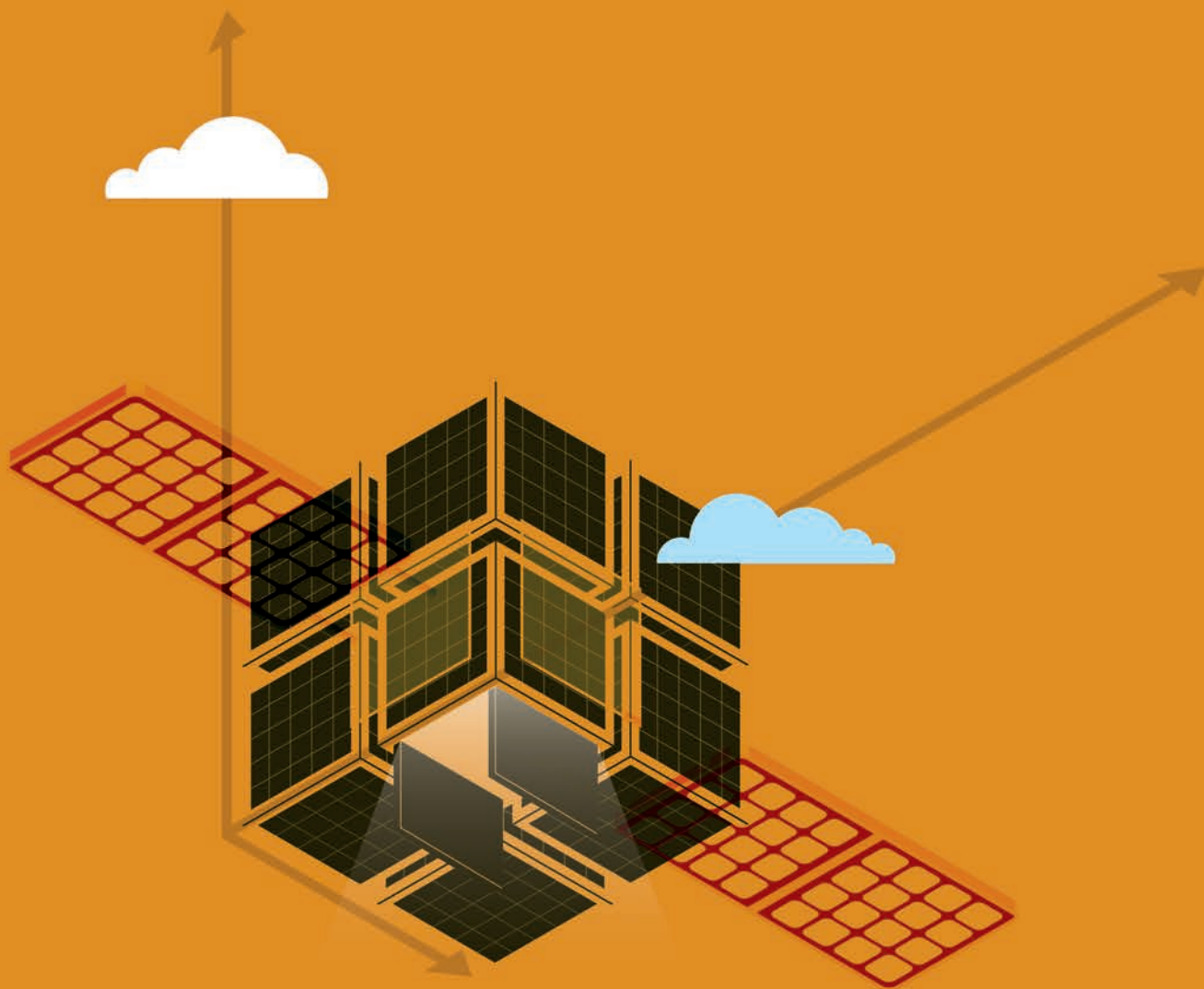
- [https://www.undp.org/content/dam/undp/library/corporate/brochure/SDGs\\_Booklet\\_Web\\_En.pdf](https://www.undp.org/content/dam/undp/library/corporate/brochure/SDGs_Booklet_Web_En.pdf)
- <https://www.undp.org/content/undp/en/home/sustainable-development-goals/background.html>
- <https://www.sdgfund.org/mdgs-sdgs>



# PROGRAM SCHEDULE

DAY - 1	
Time (in Hrs.)	Sessions
08:30 - 09:00	Welcome and Introductions
09:00 - 10:00	Session - 1: Unpacking Agenda 2030
10:00 - 10:30	Tea Break
10:30 - 11:30	Session - 2: SDGs - Key Elements in India
11:30 - 12:00	Session - 3: Localizing SDGs in India
12:00 - 14:00	Group Activity - 1: SDG Project Canvas
14:00 - 14:30	Lunch Break
14:30 - 15:30	Session - 4: Leadership for Agenda 2030 for sustainable development
15:30 onwards	Session - 5: Best Practices from the field
DAY - 2	
09:00 - 10:30	Session - 6: SDG Indices
10:30 - 10:45	Tea Break
10:45 - 11:45	Session - 7: SDG Monitoring
11:45 - 13:45	Group Activity - 2: Root Cause Analysis (Discussion and Experience Sharing)
13:45 - 14:30	Lunch Break
14:30 - 15:30	Session - 8: Implementation of SDGs
15:30 - 16:30	Group Activity - 3: Group Discussion and Presentation
16:30 - 16:45	Tea Break
16:45 onwards	Summation and Feedback on the SDG tool kit





# UNPACKING AGENDA 2030

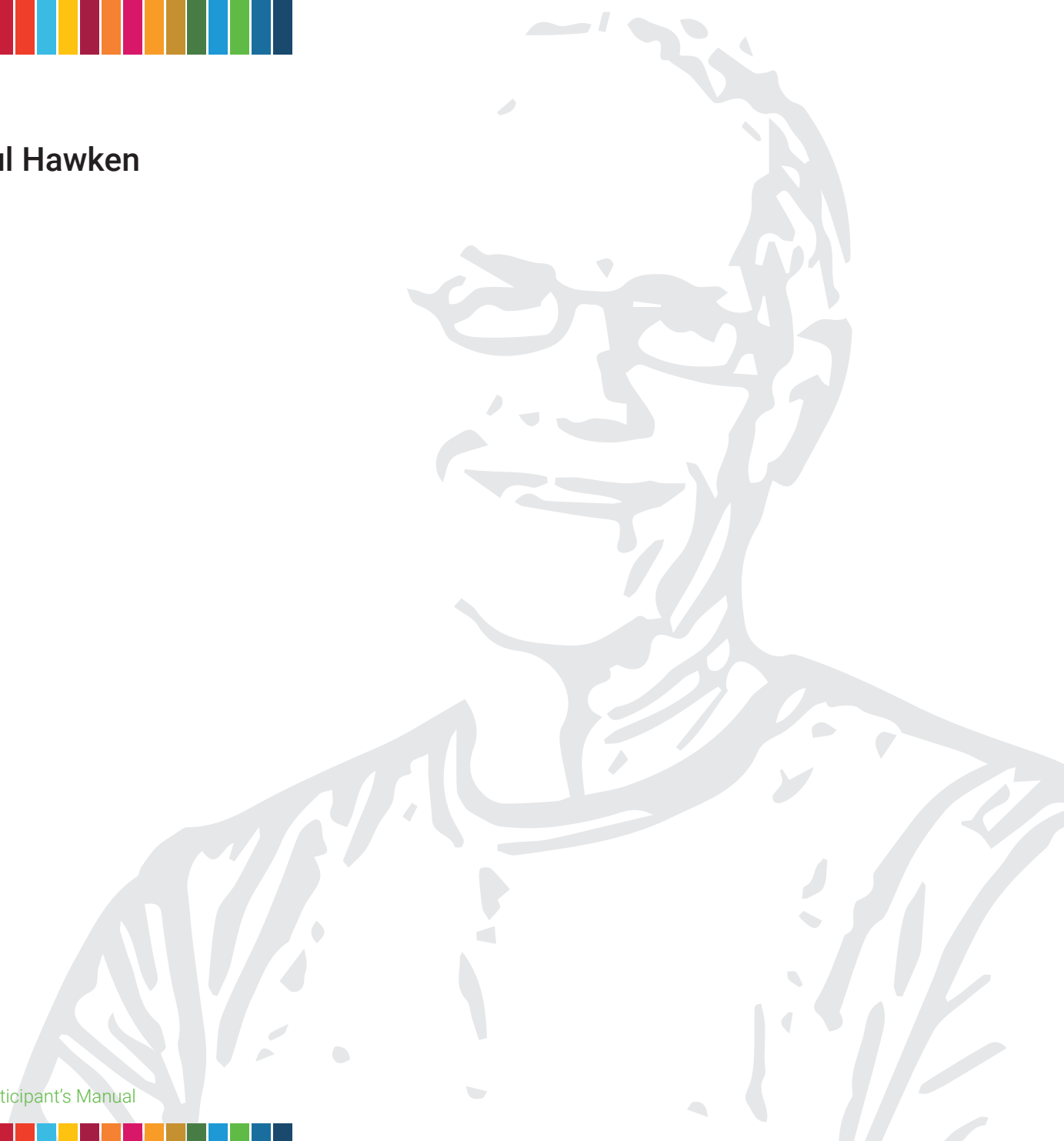
SESSION 01



“The first rule of sustainability is to align with natural forces, or at least not try to defy them”



- Paul Hawken



# SESSION-1: UNPACKING AGENDA 2030



## OVERVIEW

In this session, Millennium Development Goals (MDGs), transformation to Sustainable Development Goals (SDGs), historical timelines of SDGs, and global milestones for achieving SDGs are taken up. The focus is on reviewing the progress towards sustainable development and the broad challenges faced by various countries in this journey.

## OBJECTIVES

- Understand the sustainable development framework to ensure last-mile coverage.
- Learn about critical dimensions for social inclusion, economic growth, and environmental protection.
- Discuss and propose ultimate tools for measuring the progress on SDGs and elements accelerating the implementation of SDGs.
- Learn about the significant relevant ethical theories and their implications for achieving SDG targets.
- Discuss substantial questions to consider in the priority setting for expanding SDG coverage in India.

## KEY MESSAGES

- The world's nations have adopted Sustainable Development Goals to create a common language of inclusive development and require responsibility from developed and developing nations.
- Experience with MDGs suggests that clear enunciation of targets and objective measurement is the key to implement the 2030 agenda for sustainable development.
- Core principles of SDGs encompass all the relevant sectors, people, institutions, and policy frameworks and are consensual approaches.

## RECOMMENDED READINGS

- <https://www.un.org/ecosoc/sites/www.un.org.ecosoc/files/files/en/qcpr/undg-discussion-note-on-universality-and-2030-agenda.pdf>
- <https://www.undp.org/content/undp/en/home/2030-agenda-for-sustainable-development/prosperity/development-planning-and-inclusive-sustainable-growth.html>
- <https://sustainabledevelopment.un.org/post2015/transformingourworld>
- <https://www.un.org/sustainabledevelopment/development-agenda-retired/>
- <https://unstats.un.org/sdgs/report/2019/The-Sustainable-Development-Goals-Report-2019.pdf>
- <http://mdgs.un.org/unsd/mdg/default.aspx>
- [https://www.un.org/millenniumgoals/2015\\_MDG\\_Report/pdf/MDG%202015%20rev%20\(July%201\).pdf](https://www.un.org/millenniumgoals/2015_MDG_Report/pdf/MDG%202015%20rev%20(July%201).pdf)
- <http://sdghelpdesk.unescap.org/learning-videos/understanding-dimensions-sustainable-development-0>
- <https://socialprogress.in/2019/09/role-of-social-progress-index-in-measuring-sdgs/>
- <https://sustainabledevelopment.un.org/content/documents/15836India.pdf>
- <https://www.unssc.org/news-and-insights/blog/sustainable-development-what-there-know-and-why-should-we-care/>
- <https://www.undp.org/content/undp/en/home.html>
- <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>
- <https://unstats.un.org/sdgs/report/2019/The-Sustainable-Development-Goals-Report-2019.pdf>
- [https://www.oecd-ilibrary.org/sites/a8caf3fa-en/1/2/1/index.html?itemId=/content/publication/a8caf3fa-en&csp\\_=1c51c432b7a7683f5a0142ba189c0c39&itemIG0=oeed&itemContentType=book#section-d1e1259](https://www.oecd-ilibrary.org/sites/a8caf3fa-en/1/2/1/index.html?itemId=/content/publication/a8caf3fa-en&csp_=1c51c432b7a7683f5a0142ba189c0c39&itemIG0=oeed&itemContentType=book#section-d1e1259)



# SESSION-1: UNPACKING AGENDA 2030

## INTRODUCTION

Sustainable Development Goals are the latest comprehensive framework to assess and encourage an overarching vision of ensuring a better life for all the planet's inhabitants for all time to come. The timeless wisdom of Mahatma Gandhi reflected in this famous quote, "The world has enough for everyone's needs, but not everyone's greed" summarizes the need and inevitability of focusing on sustainable development.

The earlier effort in the form of Millennium Development Goals (MDGs) led to mixed results. The MDGs formed a blueprint for the leaders of 189 countries who signed the historical Millennium Declaration in September, 2000 at the United Nations Headquarters. The Declaration committed nations to a new global partnership to develop a set of eight measurable goals. These goals range from halving extreme poverty, reducing maternal mortality, achieving universal primary schooling, and halting HIV/AIDS spread by the end of 2015, among other measurable targets. Although there have been noteworthy achievements on MDG targets worldwide, progress has been uneven across regions and countries, leaving significant gaps. The 15-year effort to achieve the aspirational goals set out in the Millennium Declaration offered many lessons that served as the springboard for the next steps and converged in the SDG framework development.

## 1. UNDERSTANDING 2030 AGENDA

The year 2015 marked the end of MDGs and the beginning of the 2030 agenda. The world community reaffirmed its commitment to Sustainable Development and its 17 Sustainable Development Goals by endorsing the 2030 Agenda.

Through this Agenda, 193 member states pledged to ensure sustained and inclusive economic growth, social inclusion, and environmental protection, fostering peaceful, just, and inclusive societies through a new global partnership.

To accelerate the pace of work in all States and UTs in India concerning SDGs, senior civil servants and other government officials' capacity-building is of utmost importance. SDG 17 clearly states that effective implementation of Agenda 2030 for sustainable development is critically dependent upon the civil servants' training and sensitization to create an institutional enabling mechanism that supports multi-stakeholder engagement, reasonable resource allocation, and convergence (between schemes and departments) in the process of development.

This training program serves to share perspectives and concrete examples from diverse stakeholders about successful interactions between civil servants and other stakeholders related to SDG implementation. Simultaneously, the training will help identify bottlenecks and hurdles for meaningful collaboration and develop approaches to overcome them.





## 1.1. CORE PRINCIPLES FOSTERING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

The sustainable development framework is based on five core principles which ensure that the most vulnerable groups in the society are identified and considered, and their needs met:

### UNIVERSALITY

- Calls for integrated approaches across the UN's development, humanitarian, peace and security, and human rights contributions.

### LEAVING NO ONE BEHIND

- Ending absolute poverty in all its forms.
- Stopping the group-based discrimination that has resulted in unequal outcomes for some disadvantaged or marginalized groups.
- Prioritizing and fast-tracking action for that furthest behind.

### INTERCONNECTEDNESS AND INDIVISIBILITY

- Transformative stakeholder engagement.
- Sustainable financing- climate resilient development and infrastructure in urban and peri-urban areas.
- Reduce waste and address pollution issues.
- Low carbon green/new climate economy.

### INCLUSIVENESS

- Integrated planning for inclusive and sustainable growth.
- Supporting employment creation, decent work, and redistributive programs to address poverty, inequality and exclusion.
- Mobilizing and scaling up financing for enabling transition and sustainable growth.

### MULTI-STAKEHOLDER PARTNERSHIPS

- Sharing knowledge and expertise among multiple stakeholders.
- Galvanize partnerships and commitments in support of SDGs.
- Periodic updates on the progress.

# SESSION-1: UNPACKING AGENDA 2030

## 1.2. CRITICAL DIMENSIONS OF THE 2030 AGENDA

The 2030 Agenda focuses on five critical dimensions: People, Prosperity, Planet, Partnership, and Peace, also known as 5Ps. These dimensions are viewed through the lens of social inclusion, economic growth, and environmental protection.



It is essential to develop partnerships among governments, private sectors, and civil societies to achieve the sustainable development agenda. The Agenda sees all entities as equal stakeholders for our sustainable future. In other words, the paradigm shift comes from allowing every individual from every corner of the planet to become interested, engaged, and invested in our world.

The 2030 Agenda inspires us to think creatively by leveraging innovative approaches and critically re-thinking the way we approach today's development challenges. However, to create long-lasting change, a commitment to life-long learning is required to advance the transformational agenda that lies ahead of us.



### 1.3. SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The SDGs are the most critical effort in human history at building a universal commitment to sustainable development from an individual to the nation-state. The SDGs formalize the framework for action by all countries for a global partnership to improve people's lives and prosperity on a healthy planet. The key objective is to mobilize decision-makers to end poverty, inequalities and tackle climate change while ensuring that no one is left behind. The vision is that every human being should realize their potential, and hoarding and unsustainable use of resources by few should come to an end. The 17 SDGs and 169 targets are a part of Transforming Our World: the 2030 Agenda for Sustainable Development, adopted by 193 Member States at the historic UN General Assembly Summit in September, 2015 and came in to effect on January 1, 2016.

The SDGs developed through consultative processes calls for ambitious re-thinking of the development processes. Every country needs to prioritize and adapt the goals and targets during the implementation of SDGs following local challenges, capacities, and available resources. The SDGs are interlinked, and the solutions are going to be intricately connected.

SDGs do not represent the 2030 Agenda in its entirety; instead, these are focus areas for sustainable development. The 17 goals should be seen as indispensable pieces in a big and complex puzzle. The SDGs help translates the core values and principles underlying Agenda 2030 into concrete and measurable results.

Let us now briefly sketch the worldwide progress of SDGs:



#### NO POVERTY

*End poverty in all its forms everywhere*

- The share of the world's workers living in extreme poverty fell by half over the last decade: from 14.3 percent in 2010 to 7.1 percent in 2019.
- 63 countries in 2018 bared \$23.6 billion direct economic losses.
- Four billion people did not benefit from any form of social protection in 2016.
- Seven hundred thirty-six million people lived in extreme poverty in 2015.
- More than 90 percent of deaths due to disasters occur in low and middle-income countries.
- As the world anticipates the worst economic fallout since the Great Depression due to an ongoing pandemic, tens of millions will be pushed back into poverty, undoing years of steady improvement.
- Covid-19 caused the first increase in global poverty in decades. Seventy-one million people were pushed into extreme poverty in 2020.

# SESSION-1: UNPACKING AGENDA 2030



## ZERO HUNGER

*End hunger, achieve food security, improve nutrition and promote sustainable agriculture*

# 2

- As of 2019, 144 million children under were stunted, and 47 million children under five were affected by wasting.
- In 2019, 5.6 percent (or 38 million) of children under age five worldwide were overweight. The current global prevalence represents a medium level of severity, signaling that preventive actions are urgently needed for the youngest population.
- Almost 690 million people were undernourished in 2019, up by nearly 60 million since 2014.
- The pandemic (COVID-19) is an additional threat to food systems.
- Small-scale food producers are struck by the COVID-19 crisis comprising 40 percent - 85 percent of all food producers in developing regions.



## GOOD HEALTH AND WELLBEING

*Ensure healthy lives and promote wellbeing for all at all ages*

# 3

- Under-five deaths dropped from 9.8 million in 2000 to 5.4 million in 2017.
- The tuberculosis incidence rate declined by 21 percent between 2000 and 2017; Nonetheless, 10 million people developed tuberculosis in 2017.
- The incidence of HIV among adults 15-49 years old in Sub-Saharan Africa declined by 37 percent between 2010 and 2017.
- Vaccinations resulted in an 80 percent drop in measles deaths between 2000 and 2017.
- The probability of dying from any of the four main non-communicable diseases: cardiovascular disease, cancer, diabetes, and chronic respiratory disease, between the ages of 30 and 70 declined from 22 percent in 2000 to 19 percent in 2010 and 18 percent in 2016.
- The pandemic has interrupted childhood immunization programs in around 70 countries, and illnesses and deaths from infectious diseases are expected to spike.





## QUALITY EDUCATION

*Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all*

# 4

- Over 200 million children will still be out of school in 2030.
- Only 65 percent of primary schools have necessary handwashing facilities critical for COVID-19 prevention.
- About 617 million children and adolescents lack minimum proficiency in reading and mathematics. 750 million adults remain illiterate, out of which two-third are women.
- 1 out of 5 children between 6 and 17 years is not attending school. In Central Asia, 27 percent more girls than boys in primary school age are not attending school.
- Remote learning (due to the pandemic) remains out of reach for at least 500 million students.
- Before the corona virus crisis, the proportion of children and youth out of primary and secondary schools declined from 26 percent in 2000 to 19 percent in 2010 and 17 percent in 2018.



## GENDER EQUALITY

*Achieve gender equality and empower all women and girls*

# 5

- In Southern Asia, a girl's risk of marrying in childhood has decreased by 40 percent since 2000; still, 30 percent of women aged 20 to 24 years were married before age 18 (2018).
- As of 2020, 26 percent of national parliamentarians were women, an increase from 19 percent since 2010.
- At least 200 million girls and women have been subjected to female genital mutilation.
- Lockdowns increase the risk of violence (sexual, physical, and psychological) against women and girls. Cases of domestic violence have increased by 30 percent in some countries.
- Women account for 70 percent of health and social workers, making them the front lines of fighting the coronavirus.
- Women bear additional household burdens during the pandemic. Women already spend about three times as many hours in unpaid domestic and care work as men.



# SESSION-1: UNPACKING AGENDA 2030



## CLEAN WATER AND SANITATION

*Ensure availability and sustainable management of water and sanitation for all*

# 6

- Water scarcity could displace 700 million people by 2030.
- Three billion people worldwide lack necessary handwashing facilities at home, the most effective method for COVID-19 prevention.
- The proportion of the global population using safely-managed drinking water services increased from 61 percent in 2000 to 71 percent in 2017.
- Despite progress, millions still lack water and sanitation services. Nearly 2.2 billion people lack safely managed drinking water, and 4.2 billion people lack safely managed sanitation (2017).
- 2 in 5 health care facilities worldwide have no soap and water or alcohol-based hand rub (2016).



## AFFORDABLE AND CLEAN ENERGY

*Ensure access to affordable, reliable, sustainable and modern energy for all*

# 7

- 798 million people lack electricity (2018).
- 1 in 4 healthcare facilities is not electrified in some developing countries (2018).
- Access to clean cooking fuels and technologies increased from 56 percent of the global population in 2010 to 60 percent in 2015 and 63 percent in 2018.
- Of the total energy consumption in 2017, only 17 percent is renewable energy.
- Energy efficiency improvement rate falls short of 3 percent needed (2017).
- 9 out of 10 people worldwide have access to electricity.
- 87% of the 840 million people without electricity live in rural areas.





## DECENT WORK AND ECONOMIC GROWTH

*Promote sustained inclusive and sustainable economic growth, full and productive employment and decent work for all*

# 8

- Real GDP grew by 4.8 percent annually in LDCs (2010–2017), less than the 7 percent SDG target.
- In 2018, labor productivity increased by 2.1 percent from 2017: the highest annual growth since 2010.
- Global economic growth slowed down from 2.0 percent GDP per capita in 2010-2018 to 1.5 percent GDP per capita growth in 2019.
- During the pandemic, 1.6 billion workers in the informal economy risk losing their livelihoods.
- Tourism is facing unprecedented challenges.



## INDUSTRY INNOVATION AND INFRASTRUCTURE

*Build resilient infrastructure, promote inclusive and sustainable, industrialization and foster innovation*

# 9

- Fewer than 1 in 5 people use the internet in LDCs (2019).
- Only 35 percent of the small-scale industries have access to credit in developing countries (2006-2018). Financing for small-scale sectors is needed for their survival through the crisis.
- Global investment in research and development was \$2 trillion in 2016, up from \$739 billion in 2000.
- 90% of people lived within range of a 3G or higher quality mobile network (2018).
- Investment in R&D has grown from \$1.4 trillion in 2010 to \$2.2 trillion in 2017.
- The aviation industry has suffered the steepest decline in history. Air passenger numbers fell by 51 percent from January to May, 2020.
- Growth in manufacturing sector has declined due to tariffs and trade tensions.



# SESSION-1: UNPACKING AGENDA 2030



# 10

## REDUCED INEQUALITIES

*Reduce inequality within and among countries*

- Most countries have policies to facilitate safe and orderly migration, but more work remains to be done to protect migrants' rights and socio-economic well-being.
- Resource flows for development decreased from \$420 billion in 2017 to \$271 billion in 2018. A global recession could squeeze development aid to developing countries.
- Gini Index fell in 38 out of 84 countries (2010-2017).

*(The Gini index measures income inequality and ranges from 0 to 100, where 0 indicates that income is shared equally among all people, and 100 indicates that one person accounts for all the income)*

- 54 percent of the countries with data have a comprehensive set of migration policies.
- The most vulnerable groups, i.e., elderly people, people with disabilities, children, women, migrants, and refugees, are being hit hardest by the pandemic.



# 11

## SUSTAINABLE CITIES AND COMMUNITIES

*Make cities and human settlements inclusive, safe, resilient and sustainable*

- Only half the world's urban population has convenient access to public transport (2019).
- The share of land allocated to streets and open spaces averaged only about 16 percent globally (2019).
- The share of the urban population living in slums rose to 24 percent in 2018.
- In 2016, 9 in 10 people living in urban areas worldwide were breathing air that did not meet the World Health Organization Air Quality Guidelines value for particular matter.
- Air pollution caused 4.2 million premature deaths in 2016.
- The pandemic is hitting the most vulnerable the hardest, including the 1 billion residents of the world's densely populated informal settlements and slums.
- Over 90 percent of COVID-19 cases are in urban areas.







## SUSTAINABLE CONSUMPTION AND PRODUCTION

*Ensure sustainable consumption and production patterns*

# 12

- Electronic waste grew by 38 percent, but less than 20 percent is recycled (2010–2019).
- Rising fossil fuel subsidies, i.e., from \$ 318 billion in 2015 to \$ 427 billion in 2018, contribute to the climate crisis.
- The world continues to use natural resources unsustainably. The Global material footprint increased from 73.2 billion Metric tons in 2010 to 85.9 billion Metric tons in 2017.
- 13.8 percent of food is lost in supply chains (2016).
- The pandemic offers an opportunity to develop recovery plans that build a more sustainable future. From 2017 to 2019, 79 countries and the European Union reported at least one policy to promote Sustainable Consumption and Production.



## CLIMATE ACTION

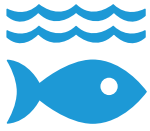
*Take urgent action to combat climate change and its impacts*

# 13

- The global community shies away from commitments required to reverse the climate crisis. 2019 was the 2nd warmest year on record.
- Only 85 countries have national disaster risk reduction strategies aligned to the Sendai Framework.
- Climate change exacerbates the frequency and severity of natural disasters affecting more than 39 million people in 2018.
- Investment in fossil fuels (\$ 781 billion as per 2016) continues to be higher than investment in climate activities (\$ 681 billion as per 2016).
- COVID-19 predicted a 6 percent drop in greenhouse gas emissions for 2020. However, we are still short of the 7.6 percent annual reduction required to limit global warming to 1.5°C.



# SESSION-1: UNPACKING AGENDA 2030



## LIFE BELOW WATER

*Conserve and sustainably use the oceans, seas and marine resources for sustainable development*

# 14

- Ocean acidification continues to threaten marine environments and ecosystem services. A 100–150 percent rise in ocean acidity is projected by 2100, affecting half of all marine life.
- Global marine key biodiversity areas covered by protected areas increased from 30.5 percent and 44.8 percent in 2000 and 2015 to 46.0 percent in 2019.
- Ocean acidity has increased by 26% since pre-industrial times. It is expected to rapidly increase by 100-150% by 2100.
- 97 countries signed the Agreement on Port State Measures, the first binding international agreement on illegal, unreported, and unregulated fishing.
- The drastic reduction in human activity brought about by COVID-19 may be a chance for oceans to recuperate.



## LIFE ON LAND

*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

- Two billion hectares of land on Earth are degraded, affecting some 3.2 billion people, driving species to extinction, and intensifying climate change.
- The world fell short of 2020 targets to halt biodiversity loss. Over 31,000 species are threatened with extinction, 27 percent of over 116,000 assessed species in the IUCN Red List.
- Ten million hectares of forest were destroyed each year (2015–2020).
- Wildlife trafficking disrupts ecosystems and contributes to the spread of infectious diseases. Pangolins are possibly the intermediary animal that transferred the coronavirus. The equivalent of 370,000 pangolins was seized globally (2014–2018).
- Only a third of 113 countries were on track to achieve the national target to integrate biodiversity into national planning.





# 16

## PEACE, JUSTICE AND STRONG INSTITUTIONS

*Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels*

- Despite protections under international law, every day, 100 civilians were killed in armed conflicts.
- 60 percent of countries have prison overcrowding, risking the spread of COVID-19.
- The global homicide rate has declined slowly from 5.9 per 100,000 population (2015) to 5.8 per 100,000 people (2018), translating to 440,000 homicide victims worldwide.
- 127 countries have adopted right-to-information or freedom-of-information laws.
- In 2019, the number of people fleeing war, persecution, and conflict exceeded 79.5 million, the highest level ever recorded. COVID-19 implications further threaten global peace and security.



# 17

## PARTNERSHIPS FOR THE GOALS

*Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development*

- Net ODA totaled \$147.4 billion in 2019, which is almost unchanged from 2018. Aid to Africa rose by 13 percent from 2018, and Aid to LDCs rose by 2.6 percent from 2018.
- Remittances to low & middle-income countries and an economic lifeline for many poor households were projected to fall from \$ 554 billion in 2019 to \$ 445 billion in 2020.
- Global foreign direct investment is expected to decline by up to 40 percent in 2020.
- Fixed-broadband subscriptions per 100 inhabitants in 2019 were 33.6 in developed countries and 11.2 in developing countries.
- International funding for data and statistics was \$ 690 million in 2017, i.e., only half the level it needs to be.

Source: UN-stats, SDH Report 2020 and 2019



# SESSION-1: UNPACKING AGENDA 2030

## 1.4. CATEGORIZATION OF 17 SDGs INTO 5Ps

The 17 SDGs, geared at improving the world and the lives of its inhabitants, can be categorized into 5Ps as mentioned below:

			
<p><b>PEOPLE</b></p> <p><b>Goal 1, 2, 3, 4 &amp; 5</b></p> <ul style="list-style-type: none"> <li>• The first 5 Goals are developed to meet the fundamental needs of the people around the world</li> <li>• <b>Goal 1 &amp; 2</b> – Address the basic sustenance needs</li> <li>• <b>Goal 3 &amp; 4</b> – Assert access to fundamental needs of health, well-being and education</li> <li>• <b>Goal 5</b> – Empowers girls and women around the world by asserting equal opportunity for all women-Jobs, Food and Education</li> </ul>	<p><b>PLANET</b></p> <p><b>Goal 6, 12, 13, 14 &amp; 15</b></p> <p>Presents the challenges that our planet is facing the global community can deeply appreciate the critical importance of transforming approaches to responding to the climate crisis</p> <ul style="list-style-type: none"> <li>• <b>Goal 6</b> – Management of water &amp; sanitation to ensure access to clean and safe water for all</li> <li>• <b>Goal 12</b> – Asserts appropriate &amp; proportionate consumption &amp; production for ensuring sustainable development</li> <li>• <b>Goal 13</b> – All environmental protection Policy &amp; progress starts from climate action</li> <li>• <b>Goal 14 &amp; 15</b> - Protection of our eco-system</li> </ul>	<p><b>PROSPERITY</b></p> <p><b>Goal 7, 8, 9, 10 &amp; 11</b></p> <ul style="list-style-type: none"> <li>• <b>Goal 7</b> – Provides targets for the international communities to be able to attenuate the negative impact from over utilization and eventually achieving the appropriate and sustainable balance of energy utilization</li> <li>• <b>Goal 8, 9, 10, 11</b> – Speak to the issues involving fair &amp; just systems those in private and public communities and national entities, directly related to Goal 5</li> <li>• These goals address that such achievement can be realized through smart and innovative approaches for a sound and reliable economic foundation</li> </ul>	<p><b>PEACE &amp; PARTNERSHIP</b></p> <p><b>Goal 16 &amp; 17</b></p> <ul style="list-style-type: none"> <li>• Incorporate the peace &amp; partnership categorization of the SDG</li> <li>• <b>Goal 16</b> – Shows how the international community must promote and protect peace around the world. Not just Military actions but preferably build strong institutions of justice</li> <li>• <b>Goal 17</b> – Represents the partnership for the goals</li> </ul>



These 5Ps or 5 Pillars of sustainable development provide a new direction to address growth and societal challenges worldwide. Sustainable development requires a balanced integration of economic, social, and environmental dimensions and 5Ps. One way to measure the progress of SDGs is to focus on these 5Ps. The 5Ps highlight how SDGs are inter-related and how the progress of one P balances and supports another's progress.

Sl. No.	5Ps	SDGs Covered	Focus Areas
1	People	1-5	Eradicate Poverty Food Health Education Gender Equality
2	Planet	6, 12, 13, 14 and 15	Water Sustainable Production Climate Oceans Biodiversity
3	Prosperity	7-11	Energy Economy Infrastructure Reduce Inequality Cities
4	Peace	16	Institutions
5	Partnership	17	Implementation

Source: OECD-Library

The heart of the 5Ps strategy is the principle of leaving no one behind. It is an ambitious systems-level approach to solve extreme global poverty, inequality, and climate change. Let us discuss briefly 5Ps in this session:

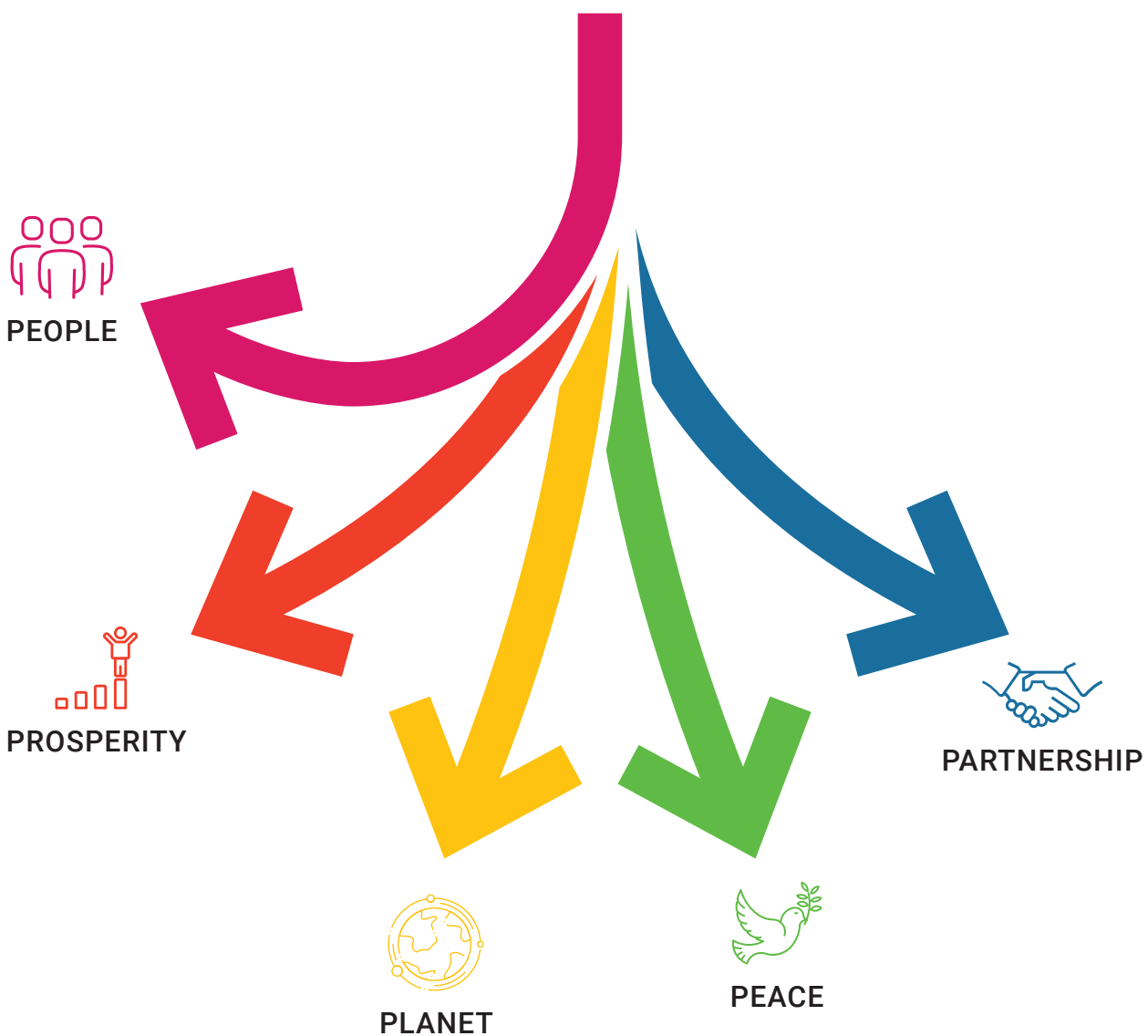
**'People'** emphasizes on all the people's inclusion in socio-economic spheres to fully realize their potential and exercise their rights, free of violence. Equitable access to quality healthcare to all men and women, equal educational opportunities, decent jobs, and social security are the main pillars of this element. **'Prosperity'** emphasizes on enjoying better connectivity with domestic and international markets while ensuring better access to energy and public services and equal distribution of economic benefits. **'Planet'** underpins the green,



# SESSION-1: UNPACKING AGENDA 2030

clean, safe, and sustainable environment, with professionally managed agricultural and non-agricultural land, resilient and sustainable infrastructure, and population sensitized to environmental issues and mitigating global warming. **'Peace'** ensures vital institutions' evolution by making them more accountable, effective, and inclusive; promotes tolerance and respect for diversity among people. **'Partnership'** leads to mobilization of domestic and external resources and achieving a high degree of decentralization. Developing a robust monitoring and evaluation system, generating disaggregated and comparable statistics, and building sustainable livelihoods are the expected outcomes of this effort.

SDGs' achievement requires a wide range of sectors and actors to work together to engage and leverage resources, knowledge, and capacities. There is a dire need to encourage effective partnerships among the public sector, NGOs, civil society, private sector, and knowledge institutes to respond to current and future sustainable development challenges.



## 1.5. ELEMENTS ACCELERATING THE IMPLEMENTATION OF SDGs

Based on the information that emerged from Voluntary National Reviews (VNR) and many other inter governmental forums that have contributed to the annual High-level Political Forum (HLPF), significant changes are required in several systemic and cross-cutting areas. The High-level Political Forum of the United Nations is a central platform for follow-up and review of the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. It calls for the full and effective participation of all Member States of the United Nations and Member States of specialized agencies.

Eight inter-related areas are mentioned below, along with some policy actions:



# SESSION-1: UNPACKING AGENDA 2030

## 1.6. DIRECTIONS ON POLICY ACTIONS

### Leaving no one behind

- National policy choices (evidence-based) should be carefully identified.
- Ensure access to high-quality essential services, such as social protection, healthcare, education, water and sanitation, energy, and the internet.
- Governments and their partners must address gaps in capacity building and financing and address challenges concerning physical infrastructure, poor governance, corruption, and lack of accountability in service provision.
- Policies must be designed to support the most vulnerable groups to escape poverty, live with dignity, and enjoy human rights.

**SDGs covered:** SDG 1 (No poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education), SDG 6 (Clean Water & Sanitation), SDG 8 (Decent Work & Economic Growth)

Leaving No One Behind (LNOB) ensures reaching the most vulnerable and poorest of the poor section of the population and combating discrimination and rising inequalities. However, the hit of COVID-19 pandemic was harsh, particularly, on the street vendors who immediately lost their source of income and were confronted with hunger and deprivation. A study by ActionAid Association (India) (Workers in the Time of COVID-19), 2020 suggests that around 80 percent of workforce from the informal sector lost their jobs as the lockdown progressed. This includes street vendors, daily wage workers, small enterprises etc.

To support the street vendors in regaining their livelihoods and to ensure their inclusion to move a

step closer towards achieving LNOB, the Ministry of Housing and Urban Affairs (MoHUA), Govt. of India unveiled the Pradhan Mantri Street Vendor's AtmaNirbhar Nidhi (PM SVANidhi) scheme. The idea behind the initiative is to provide easy repayable loans of up to Rs. 10,000 with the hope that it would benefit over 50 lakh street vendors in India. The initiative has been proved as a success model as 27,33, 497 applications have been received out of which 14,34,436 have been sanctioned and about 7,88,438 loans disbursed (Press Information Bureau, Govt. of India, Ministry of Housing & Urban Affairs – 18 November 2020). The beneficiaries of this scheme are also eligible for the Ujjwala gas scheme, Ayushman Bharat scheme, etc. on priority basis. Further, the implementation of "One Nation One Ration Card" enables anybody to get affordable rations anywhere in the country.

### Mobilizing adequate and well-directed financing

- Develop risk-informed, integrated national financing frameworks that comprise various public and private financing policies and instruments, and integrate disaster risk reduction considerations.
- Capacity building is essential to aligning national sustainable development strategies with public expenditures, thereby stimulating inclusive growth.
- Financing for gender equality and women empowerment strengthen economic growth and addresses inequalities and lack of empowerment.
- Digitalization of finance also has the potential to increase transparency and facilitate new kinds of investment flows.





- Financial inclusion, coupled with financial technology, risk management, and consumer protection, can enhance millions of people's access to credit and benefit the most vulnerable groups.

**SDGs covered:** SDG 3 (Good Health and Well Being), SDG 5 (Gender Equality)

Financial inclusion has been recognized as a key driver for boosting economic growth, as it promotes inclusive growth by making financial services including credit and other safety nets available to the bottom of the pyramid. Given the urgency of providing cash assistance to the vulnerable and economically weaker section of the population to deal with the impact of COVID-19, the National Strategy for Financial Inclusion 2019-2024 (NFSI) and National Strategy for Financial Education 2020-2025 (NFSE) has been formed in order to make financial services available, accessible, and affordable to all citizens in a safe and transparent manner.

The evolution and adoption of technology has led to significant improvement in enabling digital payments. The initiation of Pradhan Mantri Jan-Dhan Yojana (PMJDY) has enabled the population of the country to have access to financial services, with a basic bouquet of financial products. The demand side interventions focused on creating awareness amongst the public. Financial literacy, customer protection and grievance redressal have become areas of focus for furthering sustainable financial inclusion. Setting up of National Centre for Financial Education (NCFE) by the Regulators and implementation of the Centre for Financial Literacy (CFL) project of RBI are two recent initiatives towards improving financial literacy.

## Strengthening effective and inclusive institutions for implementing integrated solutions

- Political and administrative institutions must be strengthened. Such mechanisms include participatory planning and budgeting, community management of natural resources, and national councils for sustainable development.
- Facilitate integrated and cross-cutting approaches and mobilization of multiple stakeholders for coherent action.
- Governments should sustain efforts to enhance transparency and community participation.

**SDGs covered:** SDG 7 (Affordable and Clean Energy), SDG 16 (Peace, Justice and Strong Institutions)

Community participation has been considered of paramount importance in planning local-level actions in collaboration with local bodies to identify vulnerable households, develop better communication strategies and ensure sustained community management to strengthen implementation of SDG 2030 agenda. Also, over the years, decentralisation has been an effective method in encouraging citizen participation in improved decision-making, social accountability, seamless and transparent information dissemination, and robust policy making. This has empowered local citizens of the country to engage in budget priority setting processes.

The importance of decentralization was further stressed upon amidst the COVID-19 pandemic as many organisations take a decentralised approach to combat the spread of the virus. To cite an example, Janaagraha Centre for Citizenship and Democracy in Bangalore initiated participatory



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budgeting where a primary survey is done to understand the aspects that the citizens of the city wish to see in the budget. Such initiative enhanced the engagement of citizens across the city leading to a more equitable distribution of resources. The most prominent participatory practices have been implemented in Kerala and Pune. In Kerala, the People's Campaign for Decentralised Planning, started in 1996, achieved significant administrative, fiscal and democratic decentralisation and deepening. It covered 1214 local governments with the state's 31 million inhabitants. In Pune, Participatory Budgeting was initiated in 2006 at the municipal level. It received enormous support from both citizens and civil society organisations.

## Accelerating the implementation of 2030 Agenda & SDGs locally

- Adopt measures to build capacities and skills of elected representatives and civil servants at the local level so that they are equipped to support SDGs.
- Devise ways to align Goal monitoring systems across levels of governments through joint monitoring mechanisms wherever appropriate. Local governments represent the critical source of policy innovation. The local governments should support the sharing and diffusion of innovative practices in an effective way.

**SDGs covered:** SDG 9 (Industry, Innovation and Infrastructure), SDG 10 (Reduced Inequalities), SDG 11 (Sustainable Cities and Communities)

The outbreak of COVID-19 has challenged the implementation and localization of SDG 2030 Agenda. However, NITI Aayog continues to play a crucial role by collaborating with Ministries as well as States/UTs on accelerating SDG localization. A

series of 25 national and sub-national consultations for sensitisation and awareness building have already been held in partnership with the Union ministries and the UN system. Further, with the aim of correcting local implementation challenges, NITI Aayog has taken special steps for regions needing special attention and support, like the Aspirational Districts, North Eastern States, hilly Himalayan States, and islands by constituting special forums to identify their specific constraints and formulating special policies to ensure sustainable development. As many as 21 States/UTs have developed and operationalized State Indicator Framework (SIF), 12 States have taken it down to the district level by developing District Indicator Framework (DIF) in terms of adopting, planning, implementing and monitoring SDGs at local levels.

The 2018 launch of 'Transformation of Aspirational Districts Programme' is considered as the successful implementation of localization of SDGs. Under this programme, a total of 115 districts covering 28 States across India have been selected for transformation based on 49 indicators across five sectors, namely, health and nutrition; education; agriculture & water resources; financial inclusion & skill development, and basic infrastructure. It has also strengthened the technical and administrative capacities of the districts through collaboration with development partners for providing technical expertise and skills training. In June 2021, UNDP's appraisal report has pointed out that the programme is a very successful global model of "local area development" by leveraging local structures of governance with multi-stakeholder partnerships, to ensure that localization of the SDGs becomes a reality.



## Building Resilience

- Building the resilience of food systems should be pursued to ensure that such systems continuously enhance natural resources, sustain rural and urban livelihoods, and provide access to nutritious food from small holder producers.
- Natural ecosystems, pollution and resource use, regional, global, and cross-sectoral collaboration should be dealt with effectively.
- Risk management measures have to be human-centered, ensuring a whole-of-society approach specifically for the poorest and most vulnerable groups.

**SDGs covered:** SDG 12 (Sustainable Consumption and Production), SDG 13 (Climate Action), SDG 14 (Life below Water), SDG 15 (Life on Land)

According to the National Disaster Management Authority, approximately 70% of the country's land is vulnerable to natural disasters, which affect the poor disproportionately. Further, the impact of COVID-19 pandemic on food systems has been felt as agriculture has been hit hard. Research studies indicate that although the agriculture sector observed positive growth post-pandemic (3.4% FY 2020–21 Quarter 1: April to June), but it is still less than its immediate past quarter growth (5.9% FY 2019–20 Quarter 4: January to March) witnessing a decline by 2.5% point due to the impact of COVID-19. (Cariappa AG et al. (2021), "Impact of COVID-19 on the Indian agricultural system: A 10-point strategy for post-pandemic recovery")

To deal with the challenging time, the Indian Finance Minister declared an INR 1.7 trillion package, mostly to protect the vulnerable sections (including farmers) from any adverse impacts of the Corona

pandemic. The announcement includes advance release of INR 2000 to bank accounts of farmers as income support under PM-KISAN scheme. The Government also raised the wage rate for workers engaged under the NREGS, world's largest wage guarantee scheme. Pradhan Mantri Garib Kalyan Yojana has also been announced to take care of the vulnerable population. Transportation of public distribution system (PDS) items to last mile delivery agents has been ensured to build resilience in agriculture.

## Investing in data for full implementation of the 2030 Agenda

- Increased investments in national data and statistical systems and increased mobilization of international and domestic resources are crucial.
- Catalyzing new data partnerships in selected countries to increase the availability and use of timely data for decision making on the Goals.
- Design statistical strategies and targeted data collection instruments that adequately capture disadvantaged groups' realities, including hidden and hard to reach groups.

**SDGs covered:** SDG 17 (Partnership for Goals)

The India SDG Dashboard developed by the Ministry of Statistics and Programme Implementation in collaboration with the United Nations Resident Coordinator Office (UNRCO) in India is a unified data repository on SDG Indicators as per the National Indicator Framework. India SDG Dashboard aims to bring data to the fingertips of decision makers at central, state and district level, helping to accurately identify the gaps that need to be addressed, and measure the success of the existing development programs.



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The SDG Investor Map for India, launched jointly by UNDP and Invest India in 2020, provides localised data and specific information on investment and business opportunities that align with the SDGs. This provides direction for building strategic partnerships among investors, industry, policy makers etc. towards strengthening the implementation of 2030 agenda.

## Realizing the benefits of Science, Technology, and Innovation for all

- Policies and regulatory frameworks are needed to foster innovation and efficiency while ensuring fairness, equity, and ethics in developing new technology.
- Multiple stakeholder approaches can also ensure that the economy, science and technology, industrial development, social development policies, and sustainability are coherent. United Nations multi-stakeholder platforms should be used entirely to promote understanding among all stakeholders.
- Engaging communities, young people, and vulnerable people in innovation processes can support new products and services to serve people living in poverty or remote areas.
- A people-centered approach to the technological transformations of the world is also needed.

**SDGs covered:** SDG 9, SDG 17 (Partnership for Goals)

The SDGs aim to invest in science and technology to promote evidence-based policy analysis and effectively facilitate planning and implementation of targets. The areas where science, technology and innovation contribute for better implementation of

SDGs are, viz., identifying challenges, actions that can make differences, monitoring progress and innovative solutions. The Govt. of India has come up with the draft of Science, Technology & Innovation policy, 2020 to meet the ambitions of 2030 agenda. Recent use of Geographic Information System (GIS) and geospatial techniques have also come handy in the context of COVID-19 surveillance and monitoring.

A recent initiative of the government is the Atal Innovation Mission, which aims to transform the innovation and entrepreneurship landscape in the country. More than 5000 Tinkering Laboratories are being set up in schools across the country. These Labs aim to facilitate the holistic development of students by providing them the space to experiment and put their ideas into practice. Further, the India Innovation Index Framework has been launched for tracking and identifying promising innovations in the country for reinforcing the inclusiveness of the innovation ecosystem. Most recently, the Aarogya Setu App, launched by the Govt. of India, is an important application of GIS technology wherein location of users are detected and alerts about positive COVID-19 cases in the vicinity are issued.

## Solving challenges through international cooperation

- Promote an equitable distribution of development opportunities and income at the international level.
- National governments and the international community should also reshape international and national financial systems in line with sustainable development.



## Discussion Points

1. At the international level, what are the challenges to ensuring policy coherence for sustainable development? What are some examples of best practices, or who are the 'trailblazers' leading the way to improved coherence?
2. How could the UN development system provide coordinated and integrated support for the achievement of the 2030 Agenda?
3. How are the national education policy and planning management being adapted to align with SDG 4 targets and focus areas?



# SESSION-1: UNPACKING AGENDA 2030

## Multiple Choice Questions

1. The Sustainable Development Goals (SDGs) recognize that all countries must stimulate action in the following key areas:
  - a) people, planet, prosperity, peace and partnership
  - b) people, planet, prosperity, plants and planning
  - c) people, planet, prosperity, plants and partnership
  - d) people, planet, prosperity, peace and planning
2. Each SDG is supported by a set of "Targets" — specific objectives associated with that Goal. How many targets are there in total?
  - a) 150
  - b) 99
  - c) 169
  - d) 50
3. Which of the following is NOT a Sustainable Development Goal?
  - a) Eliminate racism in all its forms
  - b) Climate action
  - c) Clean water and sanitation
  - d) Good health and well-being
4. Which of the following is NOT TRUE about the SDGs?
  - a) They encourage the promotion of health, well-being, and education for all, of all ages
  - b) They include the development of sustainable cities, infrastructure, and industry
  - c) They are a legally binding international treaty that all nations are required to follow
  - d) They explicitly promote innovation





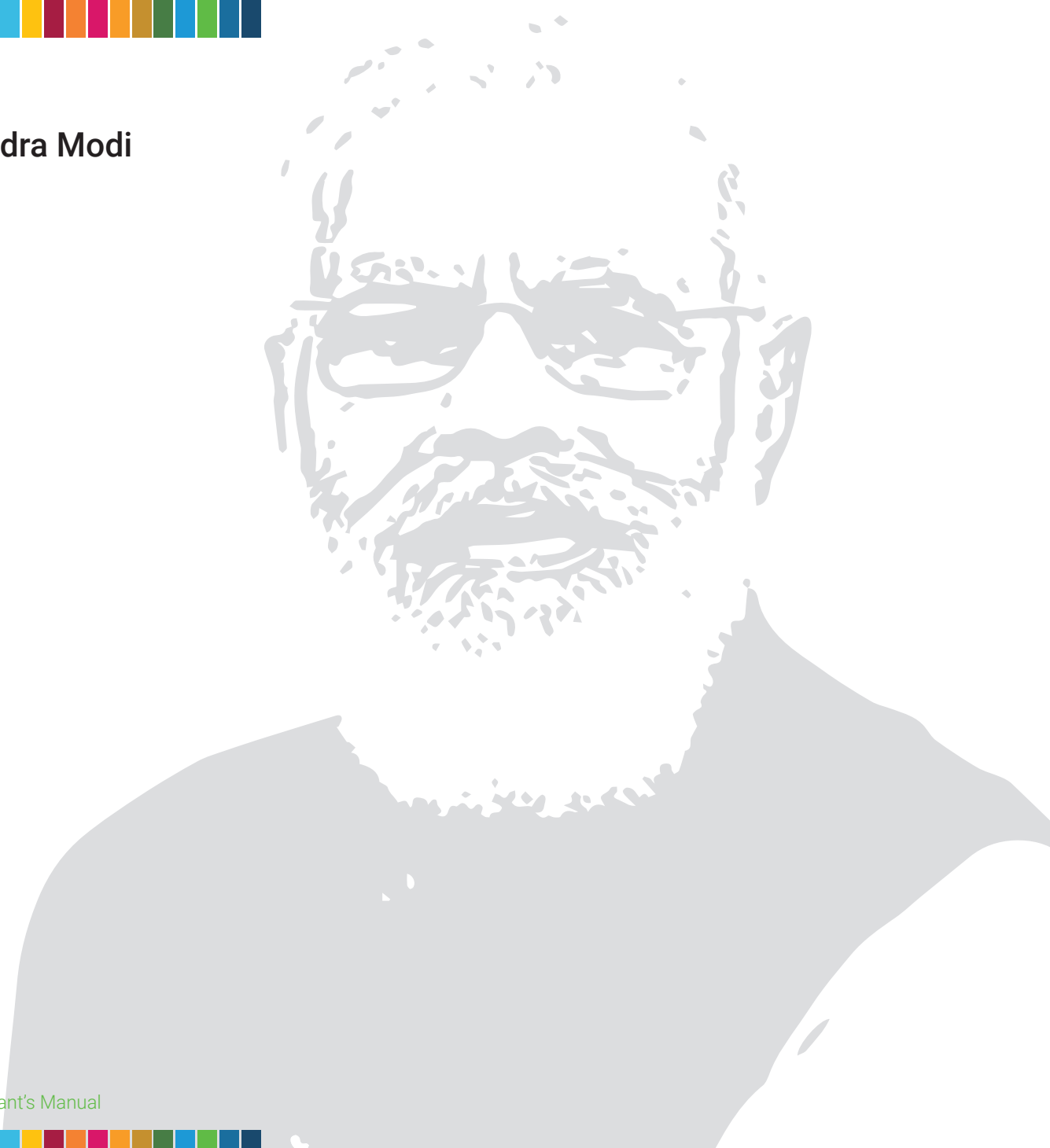
# SDGs - KEY ELEMENTS IN INDIA



“The sustainable development of one-sixth of humanity will be of great consequence to the world and our beautiful planet.”



- Narendra Modi







# SESSION-2: SDGs - KEY ELEMENTS IN INDIA

## RECOMMENDED READINGS

- <http://ris.org.in/sdg/india-and-sustainable-development-goals-way-forward>
- <https://sustainabledevelopment.un.org/content/documents/15836India.pdf>
- [https://niti.gov.in/sites/default/files/2019-01/SDGMapping-Documents-NITI\\_0.pdf](https://niti.gov.in/sites/default/files/2019-01/SDGMapping-Documents-NITI_0.pdf)
- <http://www.undp.org/content/undp/en/home/librarypage/poverty-reduction/what-does-it-mean-to-leave-no-one-behind-.html>
- [https://www.oecd-ilibrary.org/development/case-studies-on-leaving-no-one-behind\\_9789264309333-en](https://www.oecd-ilibrary.org/development/case-studies-on-leaving-no-one-behind_9789264309333-en)
- <https://unsdg.un.org/sites/default/files/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf>
- <https://unsdg.un.org/resources/leaving-no-one-behind-unsdg-operational-guide-un-country-teams-interim-draft>
- [https://sustainabledevelopment.un.org/content/documents/26281VNR\\_2020\\_India\\_Report.pdf](https://sustainabledevelopment.un.org/content/documents/26281VNR_2020_India_Report.pdf)
- <https://missionantyodaya.nic.in/>
- [https://niti.gov.in/sites/default/files/2020-02/Poshan\\_Abhiyaan\\_2nd\\_Report\\_0.pdf](https://niti.gov.in/sites/default/files/2020-02/Poshan_Abhiyaan_2nd_Report_0.pdf)
- <https://www.parcic.org/english/srilanka/tea-project/>
- <https://sampranmodel.com/en/>
- <https://www.unicef.org/india/what-we-do/gender-equality>
- [https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Zambia-AR-Cashew-Infrastructure\\_Development\\_ProjectCIDP\\_.pdf](https://www.afdb.org/fileadmin/uploads/afdb/Documents/Project-and-Operations/Zambia-AR-Cashew-Infrastructure_Development_ProjectCIDP_.pdf)
- <https://data.em2030.org/countries/india/>
- <https://www.oxfamindia.org/programdetails/5093/transboundary-rivers-south-asia-trosa>
- [https://in.one.un.org/wp-content/uploads/2018/07/Gender\\_Thematic-Business-Case\\_5Jun2018.pdf](https://in.one.un.org/wp-content/uploads/2018/07/Gender_Thematic-Business-Case_5Jun2018.pdf)
- [https://in.one.un.org/wp-content/uploads/2017/04/Gender-Equality\\_Thematic-Business-Case\\_20-March.pdf](https://in.one.un.org/wp-content/uploads/2017/04/Gender-Equality_Thematic-Business-Case_20-March.pdf)
- [https://niti.gov.in/sites/default/files/2020-08/Best\\_Practices\\_from\\_Aspirational\\_Districts\\_Volume\\_1.pdf](https://niti.gov.in/sites/default/files/2020-08/Best_Practices_from_Aspirational_Districts_Volume_1.pdf)
- [https://niti.gov.in/sites/default/files/2020-08/Best\\_Practices\\_from\\_Aspirational\\_Districts\\_Volume\\_1.pdf](https://niti.gov.in/sites/default/files/2020-08/Best_Practices_from_Aspirational_Districts_Volume_1.pdf)
- [https://in.one.un.org/wp-content/uploads/2017/04/Gender-Equality\\_Thematic-Business-Case\\_20-March.pdf](https://in.one.un.org/wp-content/uploads/2017/04/Gender-Equality_Thematic-Business-Case_20-March.pdf)
- [https://niti.gov.in/sites/default/files/2020-02/Poshan\\_Abhiyaan\\_2nd\\_Report.pdf](https://niti.gov.in/sites/default/files/2020-02/Poshan_Abhiyaan_2nd_Report.pdf)
- [https://in.one.un.org/wp-content/uploads/2017/04/Gender-Equality\\_Thematic-Business-Case\\_20-March.pdf](https://in.one.un.org/wp-content/uploads/2017/04/Gender-Equality_Thematic-Business-Case_20-March.pdf)
- <https://www.unwomen.org/en/digital-library/multimedia/2015/12/infographic-human-rights-women>
- <https://unsdg.un.org/sites/default/files/Interim-Draft-Operational-Guide-on-LNOB-for-UNCTs.pdf>
- <https://www.ifad.org/en/document-detail/asset/41397731>
- [http://www.cips.org.in/documents/Published\\_Documents/e-Books/2015/Education/Balabadi/Balabadi.pdf](http://www.cips.org.in/documents/Published_Documents/e-Books/2015/Education/Balabadi/Balabadi.pdf)



## 2. BRIEF ON SDGs IN INDIA

The Sustainable Development Goals (SDGs) reflect the developmental goals of India. The Government of India had introduced various development schemes even before the SDGs were adopted, specifically in areas such as sanitation, water, health, and education. The Government of India and other State institutions have been making concerted efforts aligned with SDGs to improve ordinary citizens' lives.

In terms of the institutional framework, NITI Aayog is responsible for coordinating the SDG 2030 Agenda, for which India is one of the signatories. NITI Aayog collects data on SDGs and tracks progress in States while maintaining high-quality quantitative targets standards. NITI Aayog has prepared a draft document mapping the goals and targets to the Centrally Sponsored Schemes and the various Ministries involved in their implementation. It would be useful for each State to undertake a similar exercise of mapping the goals and targets to State-Sponsored Schemes while identifying the departments responsible for its implementation. We will undertake this process's elements during the course and collate these ideas in an online repository.

NITI Aayog had conducted a series of national and regional consultations in collaboration with the UN and other partner organizations to have further dialogue on the SDGs. Central Government Ministries, States/UTs, local governments and stakeholders including experts, academia, institutions, CSOs, and international organizations, participated in the consultations. It has also emphasized on knowledge sharing and best practices from various States across India to speed up the SDGs implementation.

NITI Aayog is responsible for the supervision of the Voluntary National Review (VNR) preparation process. A multi-disciplinary Task Force was constituted to coordinate the review and process documentation. Governments at every level report their progress on the various programs and initiatives. The VNR report, submitted at the High Level Political Forum (HLPF), facilitates experience-sharing regarding the successes, failures, and lessons learned. NITI Aayog is also responsible for preparing the SDG India Index Report, which provides an assessment of all the States and UTs in India on various social, economic, and environmental parameters.



# SESSION-2: SDGs - KEY ELEMENTS IN INDIA



## 2.1. INDIA – KEY ELEMENTS FOR SDGs

The SDGs provide a strong rationale for development partners to fight against inequality and promote economic prosperity while protecting the planet and ensuring that no one is left behind. Tackling inequalities features throughout the 2030 Agenda, both directly (in SDG 10) and indirectly (in many other goals and targets). An individual's dignity is fundamental, and SDGs and their targets should be met for all nations, people, and society segments.

As the fastest-growing major economy of the world today, India is uniquely placed to deliver on its commitments to inclusive and sustainable

development. India has played an essential role in shaping the Sustainable Development Goals (SDGs). As such, India has been effectively committed to achieve the SDGs even before they were fully crystallized. India appreciates the focus on 'Eradicating poverty and promoting equality and prosperity in a changing world.'

This session is focused on two key areas, viz. the intrinsic importance of Leaving No One Behind (LNOB) and Gender Equality, which is a necessary foundation for a peaceful, prosperous, and sustainable world.



## 2.2. ABOUT LEAVE NO ONE BEHIND (LNOB)

The 2030 Agenda for sustainable development emphasizes on “leave no one behind” and “reach the furthest behind first” at its heart. It recognizes the need to combat poverty and inequalities within and among countries, protect human rights, promote gender equality, empower women and girls, and protect the planet and its natural resources for a peaceful, just, and inclusive society.

In 2016, the UN Chief Executives Board (CEB) for Coordination adopted a Shared UN System Framework for Action. The CEB called on all UNSDG member entities, among others, to put the LNOB imperative at the centre of their strategic frameworks, policy guidance, and global plans of action in support of the implementation of the 2030 Agenda for sustainable development. To this end, the CEB noted the importance of human rights-based approaches to programming, as endorsed by UNDG in 2005 and set out in the UNDAF guidance. The CEB framework set out the need to focus on three closely related but distinct concepts:

<p><b>Equality:</b> The imperative of moving towards substantive equality of opportunity and outcomes for all groups.</p>	<p><b>Non-discrimination:</b> The prohibition of discrimination against individuals and groups on the grounds identified in international human rights treaties.</p>	<p><b>Equity:</b> The broader concept of fairness in the distribution of costs, benefits, and opportunities.</p>
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The United Nations approach to “LNOB” seeks to combat discrimination and inequalities. It is grounded in the UN’s normative standards, including equality and non-discrimination, which are foundational principles of the Charter of the United Nations, international human rights law, and national legal systems.

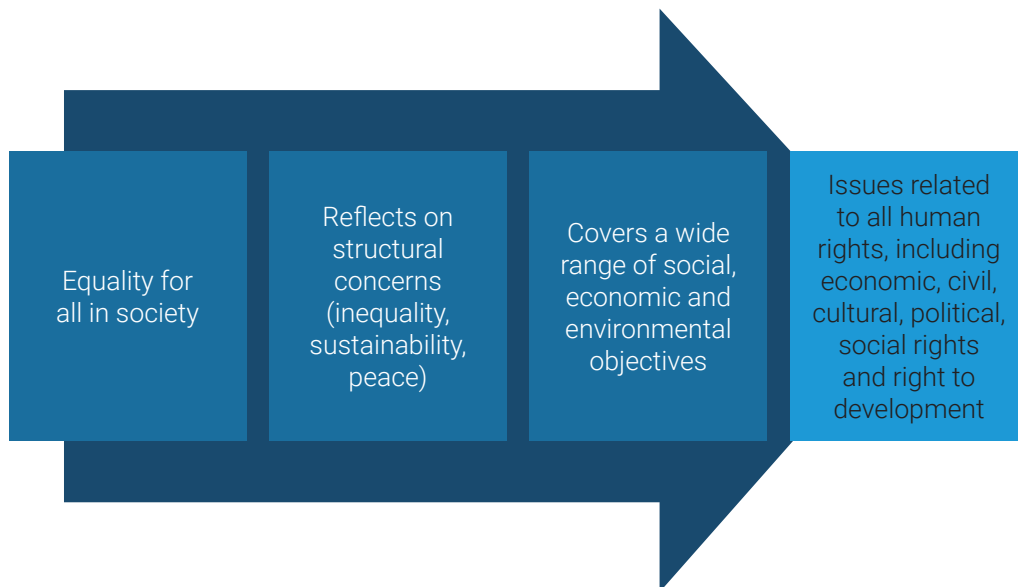
That progress is tracked not by an average or aggregate mapping but through the lens of disaggregated data that will help identify the gaps, the root cause and enable policy action to achieve the Agenda 2030. Further, it will also entail addressing the patterns of exclusion, structural constraints and moving towards redefining power relations aimed at equality for all in society.

At the legal, policy, institutional and operational levels, support will be required to reverse rising inequalities. Support through free, active, and meaningful participation of all stakeholders, particularly the most marginalized, in review and follow-up processes for ensuring accountability, recourse, and remedies to all.



# SESSION-2: SDGs - KEY ELEMENTS IN INDIA

**LNOB focuses on the following –**



## **Centrality of LNOB**

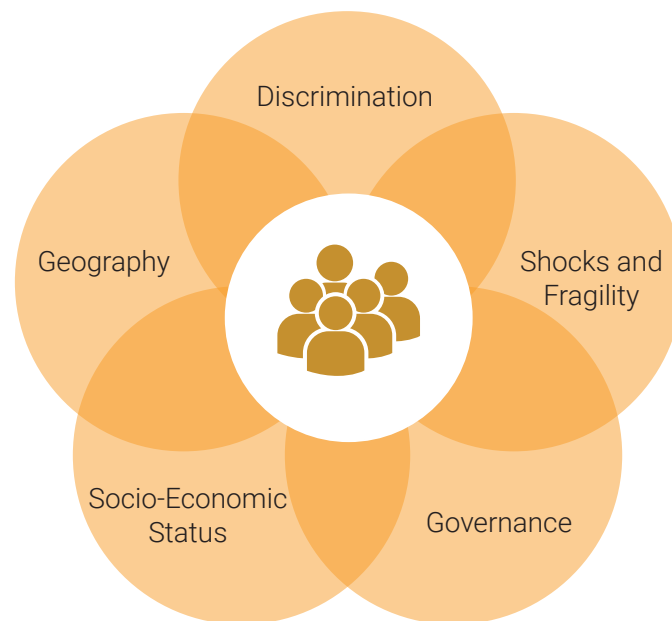
People who are left behind in development are often economically, socially, spatially, and politically excluded, primarily due to ethnicity, race, gender, age, disability, or a combination of these, leading to multiple discriminations. They are disconnected from societal institutions, lack information to access those institutions, networks, and economic and social support systems to improve their situation, and are not consulted by those in power. From a rights-based perspective, they need a voice to be heard and counted.

LNOB matters on many fronts. At its most basic level, being left behind in poverty and without access to education, water, shelter, social protection, the security of tenure, and essential services, is a violation of human rights. The UN System supports countries identifying, connecting with, and giving voice to those left behind if the SDGs and targets are met.



## 2.2.1. LNOB: A FRAMEWORK FOR IMPLEMENTATION

The framework developed by UNDP (Source agency) presents five intersecting factors to understand who is being left behind. The problem arises when persons living in extreme poverty, in any form, lack necessary facilities, services/choices, and opportunities compared to others in society. The disadvantages and deprivations that leave people behind should be considered across five factors mentioned below in the diagram:



*Source: A UNDP discussion paper and framework for implementation, July 2018*

1. **Discrimination:** Exclusion, bias, or mistreatment based on some aspect of a person's identity (ascribed or assumed) including, but not limited to, gender, ethnicity, age, class, disability, sexual orientation, religion, nationality, and indigenous or migratory status.
  2. **Geography:** Physical isolation, vulnerability, deprivation, or inequity based on a person's residence area.
  3. **Socio-economic status:** Disadvantages in terms of income, wealth, life expectancy, educational attainment, or chances to stay healthy, be well-nourished, be educated, access energy, clean water and sanitation, social protection, financial services, and vocational training.
  4. **Governance:** Global, national, and sub-national institutions that are ineffective, unjust, corrupt, unaccountable, and unresponsive; and laws, policies, and inequitable budgets.
  5. **Shocks and fragility:** Vulnerability and exposure to the effects of climate change, natural hazards, violence, conflict, displacement, health emergencies, economic downturns, and other types of shocks.
- In the above diagram, People at the intersection of these factors face reinforcing and compounding disadvantage and deprivation, making them likely among the furthest behind.



# SESSION-2: SDGs - KEY ELEMENTS IN INDIA

## Realizing the opportunity to leave no one behind

To implement the pledge to leave no one behind, countries should consider an integrated framework consisting of three mutually reinforcing 'levers': Examine, Empower, and Enact.

**Examine:** Monitor SDG progress of all relevant groups and people by collecting, analyzing, and making available disaggregated and people-driven data and information on who is left behind and why. Track the progress of those furthest left behind relative to everyone else.

**Empower:** Enable people left behind to be equal agents in sustainable development, ensuring their full and meaningful participation in decision-making by providing safe and inclusive mechanisms for civic engagement.

**Enact:** Develop integrated equity-focused SDG policies, interventions, and budgets to support rights-holders and duty-bearers to address the intersecting disadvantages and deprivations that leave people behind.

## Approaches to achieving LNOB

LNOB implementation in development programs and projects requires a shift to a new developmental approach. Three approaches to achieve this are listed below:

Targeted Approach	Eliminate discrimination and promote empowerment of particular groups, including target group analysis and a focus on those most in need
Universal Approach	Provide access to services and justice, and promote decent work for all, including the implementation of LNOB in all project phases (design, implementation, monitoring/evaluation)
Supportive Environment	Foster the measures, including overcoming discriminative norms, promoting accountable institutions, and supporting policy coherence

Source: *End poverty, reduce inequality and Leave No One Behind - Portal*





The identification strategy of LNOB for the approaches mentioned above will focus on three main components:

- Analyze the dimensions of exclusion and promote empowerment among target groups.
- Analyze the specificity of LNOB from a country perspective through SDGs.
- Draw on intersectionality and explore the connections between access to education, decent employment, and clean energy to identify left-behind groups often overlooked.

Therefore, the key to 'leave no one behind' is to prioritize and fast track actions for the poorest and marginalized groups to attain minimum living standards.

In the ensuing discussion, three operational frameworks for LNOB are presented. These frameworks guide all government levels to customize and integrate the LNOB approach in policy making, implementation, and review.

## A. LNOB – Comprehensive Operational Framework (COF)

Leave No One Behind (LNOB) is the central, transformative promise of the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). It represents the unequivocal commitment of all UN Member States to eradicate poverty in all its forms, end discrimination and exclusion, and reduce the inequalities and vulnerabilities that leave people behind and undermine individuals and humanity's potential as a whole.

An LNOB Framework based on the understanding of the ground-level realities is presented below. This framework can act as an useful tool for governments and stakeholders to integrate the 'Leave No One Behind' approach with development initiatives and accelerate national progress to achieve the Sustainable Development Goals (SDGs).

Steps involved	Action to be taken	Key success
<p><b>1</b> Identification of most valuable and reaching out</p>	<p>a. Data analytics/surveys b. Evaluation of earlier interventions c. Mapping the needs of specific SDGs. d. Strategic communication</p>	<ul style="list-style-type: none"> <li>• The challenge is not to force-fit the SDG framework but organically evolve linkages after field evaluation.</li> </ul>
<p><b>2</b> Building resilient policy instruments</p>	<p>a. Flexibility and scope of customization b. Focus on behavioral changes c. Incentives and disincentives for outcomes d. Policy coherence/use of system Approach</p>	<ul style="list-style-type: none"> <li>• Policy instruments should be included by evidence and nudge all the stakeholders, including implementers and beneficiaries, in the desired direction. Policy coherence has to be assumed through better coordination and wider consultation.</li> <li>• E.g. Midday Meal requires an understanding of not only health, nutrition or logistics but also socio-cultural factors.</li> </ul>



## SESSION-2: SDGs - KEY ELEMENTS IN INDIA

Steps involved	Action to be taken	Key success
<b>3</b> Implementation of policy instruments	a. Real time monitor & feedback loop b. Empowerment of local authorities c. Resource allocation d. Feedback loop use of technology	<ul style="list-style-type: none"> <li>Implementation of policy requires an ear to the ground. Key challenge is that a lot is lost in translation for policymakers to implementors' use of technology and real time monitor and enforcement of local authorities is assumed.</li> </ul>
<b>4</b> Evaluation and feedback	a. Formal studies b. Peer learning through formal information channels c. Recognition and rewards d. Dissemination to the right people	<ul style="list-style-type: none"> <li>A key challenge is to convey feedback to the right people in a well-understood form. This requires a hands-on approach to report evaluation findings in a simple manner and ensure the data's sanctity.</li> </ul>
<b>5</b> Fine-tuning	a. Building a formative framework b. Identifying key success or failure points	<ul style="list-style-type: none"> <li>Measurable success or pre-mortem failure indicators need to be identified in advance. A pre-mortem is to be conducted to identify the factors that may lead to the failure of policy.                      Challenge is that we try to learn from past failures but create new possibilities of failures while fine-tuning the policy.</li> <li>Lack of systems approaches is responsible for this.</li> </ul>

The above framework provides operational guidance to the policy makers and implementers to ensure LNOB. The main focus is on the real-time collection of data and finetuning policy implementation strategies accordingly. The delay in understanding the policies' desired impact and a very long feedback loop is responsible for vulnerable sections of the society not being benefitted by the various government initiatives and programs.

In the next section, we will briefly discuss the guidelines for operationalizing the LNOB by the UN Sustainable Development Group (UNSDG).



## B. UNSDG OPERATIONAL GUIDE FOR UN COUNTRY TEAMS ON LNOB

Women and girls are often some of the most deprived and disadvantaged groups in marginalized situations. The UNSDG operational guide prepared by an inter-agency task team under the auspices of the UN Sustainable Development Group (UNSDG) presents a methodology with a set of five steps for LNOB analysis, action, monitoring, accountability, and meaningful participation. The guidance applies to the diversity of planning and programming contexts that the UN System leads or supports. The steps are as follows:

### STEP 1: Who is being left behind? Gathering the evidence

Identify who is being left behind and in what ways, and who among them is likely the furthest back. To this end, the UN should work with the Member States and partners to:

- Gather and analyze all data and information revealing gaps and trends in SDG implementation between sub-populations and geographic localities (use the five factors as a guide, with due attention to human rights and gender considerations, ethics, and identity). Seek diverse feedback and input from stakeholders, including groups and populations, left behind.
- Integrate data and information from various sources, including national statistics, national human rights institutions, international human rights mechanisms, ILO supervisory bodies, and civil society organizations, including women's organizations and community-level data.
- Combine relevant national and UN development, human rights, conflict, inequalities, political, risk,

and humanitarian analysis for a more joined-up assessment of who is left behind and why – to identify the furthest behind.

### STEP 2: Why? Prioritization and analysis

Frame the LNOB assessment's main findings as problems of what causes people to be left behind. Identify relevant human rights and international labor standards. For this:

- Conduct a root cause analysis to enable responses to the root and underlying causes of inequalities, including gender inequalities, vulnerability, deprivation, discrimination, displacement, and exclusion.
- Conduct a role pattern analysis.
- Conduct a capacity gap analysis.

### STEP 3: What? What should be done

Identify actions and interventions to address challenges, barriers, and capacity gaps. Possible areas include advocacy, enabling environment, capacity development, supporting civil society, community empowerment, quality and accessibility of services and partnerships, including civil society.

- Prioritize, considering the commitment to address the furthest behind first.

### STEP 4: How? How to measure and monitor progress

Help identify and contextualize LNOB indicators and targets – having a clear overview of data and data gaps and a plan for monitoring SDG progress is an essential pre-condition for effective SDG follow-up and review. Quantitative and qualitative indicators will be necessary for measuring commitments, processes, and outcomes. For this:

- Support innovative ways of tracking, visualizing, and sharing information.

## SESSION-2: SDGs - KEY ELEMENTS IN INDIA

- Develop partners' capacity to monitor inequalities, including gender inequality and discrimination, including governments (national, subnational) and communities.

### **STEP 5: Advancing accountability for LNOB**

Support the integration of LNOB in SDG follow-up and review processes, including national SDG Reports and Voluntary National Reports to the HLPF and:

- Support national accountability to people left behind.
- Ensure accountability for LNOB within the UN System at the country level.

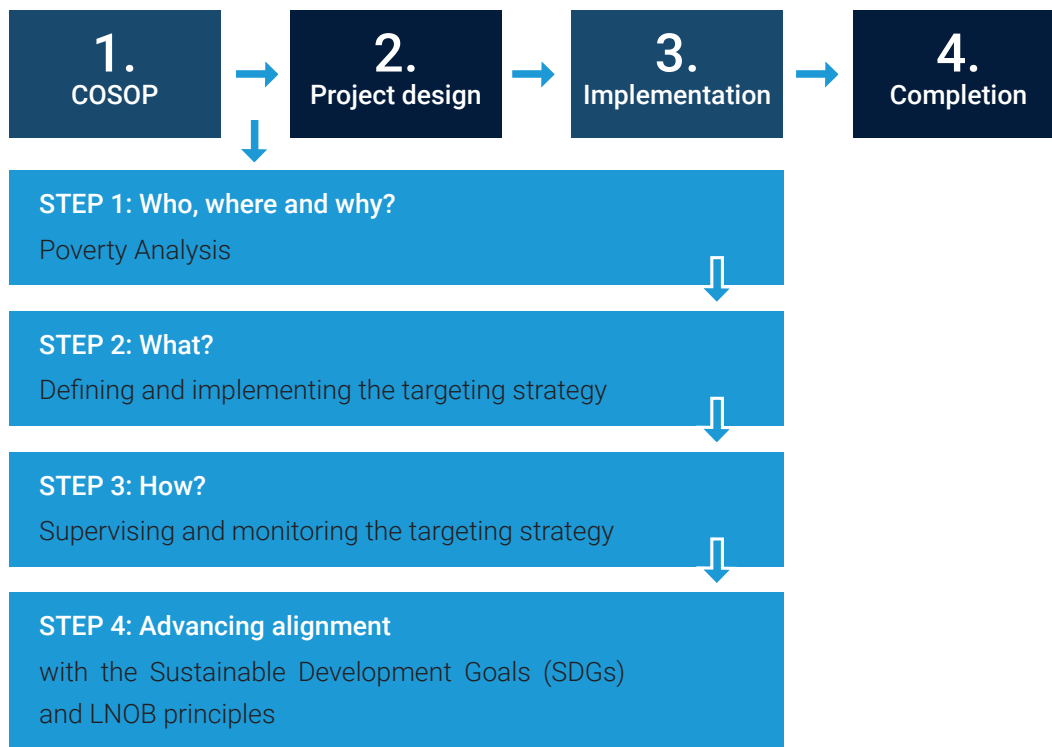
### **C. OPERATION FRAMEWORK BY COSOP (COUNTRY STRATEGIC OPPORTUNITIES PROGRAM OF IFAD)**

COSOP program of the International Fund for Agricultural Development (IFAD) provides a detailed roadmap for targeting the resources according to LNOB mandate in individual policies and programs. The steps adopted by COSOP are given below and can be customized to reflect at the individual policy/program level conceptual underpinnings of LNOB.

- The IFAD revised operational guidelines on 'Targeting' in 2019 while reflecting the 2030 Agenda for Sustainable Development, "Leaving No One Behind" (LNOB) principle.
- The emphasis is placed on the LNOB principle, which is central to IFAD's mandate "to invest in rural people to enable them to overcome poverty and achieve food security through remunerative, sustainable and resilient livelihoods."



The figure below presents a simplified version of the relevant LNOB steps for targeting:



Details of the steps for targeting (LNOB) are given below:

1. COSOP

**Step 1: Who, where, and why?**  
Poverty analysis:

- Analyzing national and rural poverty situations and rural livelihoods.
- Defining the target groups.

**Step 2: What?**  
Defining the targeting strategy

- Structuring the country program and defining the Theory of Change (ToC).
- Aligning with national priorities and poverty reduction strategies and identifying partnership opportunities.
- Defining the targeting strategy and geographic targeting.

**Step 3 and 4: How?**  
Monitoring progress and advancing alignment with the SDGs/LNOB principle.

# SESSION-2: SDGs - KEY ELEMENTS IN INDIA

## 2. Project design

### Step 1: Who, where, and why?

Poverty analysis and defining targets

- Conducting poverty and target group analysis in the project area.
- Identifying the target groups.

### Step 2: What?

Developing the targeting strategies

- Defining the criteria for geographic targeting at the project level.
- Defining the targeting criteria to target people and groups of people.
- Defining the rationale for the intervention and the “pathway out of poverty”.
- Defining partnerships as a means of engaging with the most vulnerable.
- Fostering an enabling institutional and policy environment for poverty targeting.
- Poverty considerations inform Costab computations and the project budget.
- Drafting the Product Information Management (PIM) and defining implementation arrangements.

### Step 3 and 4: How?

Monitoring progress and advancing alignment With the SDGs and the LNOB principles

- Integrating into IFAD’s Operational Results Management System indicators for outreach outcome and outputs disaggregated by target groups.
- Designing mechanisms for participatory and learning-oriented monitoring.
- Monitoring the risks associated with poverty targeting.

## 3. Implementation

### Step 2: What?

Supporting the operationalization of the targeting strategy

- Reviewing and consolidating the implementation plan and arrangements defined in the PIM.
- Raising awareness of the poverty targeting strategy and project targeting tools.

### Step 3 and 4: How?

Monitoring progress and advancing alignment with the SDGs and LNOB principle

- Assessing the effectiveness of the targeting strategy in reaching and benefiting the intended target group.
- Proposing functional changes and tools for improving targeting performance.

## 4. Completion

### Step 3 and 4: How?

Monitoring progress and results and advancing alignment with the SDGs and LNOB principles

- The monitoring assessment of targeting and outreach should cover implementation arrangements, the project targeting strategy, the contribution of the targeting approach to project outcomes, and the potential for using the targeting system in scaling-up activities under new programs.

*Source: IFAD - Revised Operational Guidelines on Targeting, 2019*

The frameworks presented above can act as the starting point in tweaking all the relevant policies in line with the objective of 'LNOB.' These will also facilitate operationalizing the initiatives on the ground.

### 2.2.2. LNOB IN INDIA

LNOB agenda of SDGs is reflected in the Government of India's core principle of **Sabka Saath, Sabka Vikas, Sabka Vishwas**, which not only resonates deeply with the philosophy of Mahatma Gandhi, the Father of the Nation and is also enshrined in the Constitution of the country.

The Indian philosophy towards life and development, which further exalts the principle, is aptly captured by the ancient phrase - '**Vasudhaiva Kutumbakam**' (The whole world is one family).

Starting with the constitution, which envisaged a democratic society, India has well-endowed laws and statutes and a robust tradition of jurisprudence to protect the rights and entitlements of those at risk of being left behind. A host of legal institutions have matured to safeguard the specific communities against violation of their rights– National Human Rights Commission; National Commission for Women; National Commissions for Scheduled Castes, Scheduled Tribes and Minorities; National Commission for Protection of Child Rights. Also,

legal and policy instruments (e.g., the Protection of Children from Sexual Offences Act, 2012, the Transgender Persons Act, 2019) have been institutionalized to address infringement of rights, entitled to various social groups.

The mandate of the legal entities and effective implementation of these policies and laws are directly boosted by the Constitutional provision against any discriminatory practice based on caste, religion, race, sex, and place of birth (Article 15, The Constitution of India), except initiatives for affirmative action.

Sanctioned by the Constitution, affirmative action's principle and practice hold an essential role in ensuring social inclusion. Reservation quotas are primarily accorded to three categories of social groups: Scheduled Castes (SCs), Scheduled Tribes (STs), and Other Backward Classes (OBCs). In 2019, by way of the 124th Constitutional Amendment, an additional quota was provided to the economically weaker sections from the previously unreserved category.

## SESSION-2: SDGs - KEY ELEMENTS IN INDIA

The Government has sought to safeguard and engender these groups' interests through a whole gamut of social development and welfare schemes, which have proved to be most effective. Some schemes directly provide income either as wage support (e.g., through MGNREGA) or through improved employment access (e.g., through schemes providing skill development, credit, marketing support for entrepreneurship).

Another category of programs focuses on essential service delivery (e.g., PDS for food security, SBM for toilets, Ayushman Bharat for health services). The third category of interventions includes targeted schemes (e.g., ICDS, maternity benefits, various social pensions) for specific population groups, such as women, children, the elderly, and people with disabilities. There are also targeted unique component plans for SC/ST communities (e.g., Scheduled Caste Sub-Plan and Tribal Sub-Plan). Further, enabling assistance is provided to students from disadvantaged communities (e.g., scholarships to students from SC, ST, minority communities, grants to institutions for such students' education). Over the years, these programs and schemes' conceptual strength and implementation efficiency have been significantly improved in terms of effective targeting and full accrual of intended benefits.

Across the board, the governance system has undergone a substantive transformation with the application of the JAM trinity (the combination of access to bank accounts under the Jan Dhan Yojana, the biometric identity of Aadhaar, and Mobile telephony). It has ensured accurate Direct Benefit Transfers (DBTs) and leak-proofing of service delivery. It has fostered precise planning of intended support. For instance, the PM-KISAN scheme in 2019 and the PM Garib Kalyan Yojana

scheme during the COVID-19 pandemic provided much-needed assistance to small and marginal farmers.

India has consciously adopted a paradigm shift from a 'whole of government' to a whole of society' approach by engaging all key stakeholders: subnational and local Governments, CSOs, volunteers, communities at the grassroots, and the private sector in a collaborative process of adoption, implementation, and evaluation of the SDG agenda, thereby making it a genuinely inclusive process.

### **i. Concept of Antyodaya – Indian routes of LNOB**

Literally, 'Antyodaya' means the "rise of the last person." Vinoba Bhave used the concept of Antyodaya within the broad ambit of 'Sarvodaya' expounded by Mahatma Gandhi, and it was one of the ideas developed further by Shri Deen Dayal Upadhyay. He said, "Measuring economic plans and economic growth cannot be done with those who have risen above on the economic ladder but of those who are at the bottom."

Mission Antyodaya and various government schemes are guided by stalwart thinkers' wisdom, genuinely relevant in contemporary times. 'Leave No One Behind' as a concept is rooted in this humanistic approach linked to India's civilizational values.

### **Mission Antyodaya**

Adopted in Union Budget 2017-18, Mission Antyodaya is a convergence and accountability framework aiming to bring optimum use and management of resources allocated by 27 Ministries/Department of Government of India under various programs to develop rural areas.





It is envisaged as a State-led initiative with Gram Panchayats as focal points of convergence efforts. Mission Antyodaya plays a crucial role in achieving India's LNOB objective.

An annual survey in Gram Panchayats across the country is an essential aspect of the Mission Antyodaya framework. It is carried out coterminous with the People's Plan Campaign (PPC) of the Ministry of Panchayat Raj, and its purpose is to lend support to the process of participatory planning for the Gram Panchayat Development Plan (GPDP).

The Mission Antyodaya strives to realize the vision of Poverty-free India by 2022. The objectives of the Antyodaya mission are:

- Ensuring effective use of resources through various Government Schemes with Gram Panchayats as the primary planning unit.
- Working with a focused micro-plan for sustainable livelihood for every deprived household.
- Conducting an annual survey on measurable outcomes at the Gram Panchayat level to monitor the development process's progress across rural areas.
- Supporting the process of participatory planning for Gram Panchayat Development Plan (GPDP), which will improve service delivery, enhance citizenship, create a pace for an alliance of people's institutions and groups and improve governance at the local level.
- Encouraging partnerships with a network of professionals, institutions, and enterprises to further accelerate rural livelihoods' transformation.

### **The convergence of Resources and Information**

- There is a need to bring synergies between different government programs and

schemes regarding planning, processes, and implementation to achieve the SDG goals.

- Planning should consider the household and the villages as the primary planning unit that facilitates household level micro-plan and Gram Panchayat Development Plan (GPDP).
- Harmonizing selection criteria, implementation processes and guidelines, and availability of funds at the same time are thus critical for implementation. These would need pooling of financial and human resources in different government schemes and their rationalization at implementing at the household and GPDP level.
- "Mission Antyodaya" encourages addressing all identified deprivations in a time-bound manner through intensifying coverage of government schemes to address individual, household, and community-level deprivations in saturation mode.
- Provisions of public services and improving access are necessary but not sufficient to address multiple deprivations. In this endeavour, over 25 Departments/Ministries of the Government are expected to provide resources to the Antyodaya GPs/Clusters on a priority basis through their programs with a thrust on pooling resources and delivery saturation mode.
- Mission Antyodaya is an accountability and convergence framework for transforming lives and livelihoods on measurable outcomes.

### **ii. Deen Dayal Antyodaya Yojana (DAY)**

Deen Dayal Antyodaya Yojana (DAY) is aimed to uplift the urban poor by enhancing sustainable livelihood opportunities through skill development. DAY was launched under the Ministry of Housing and Urban Poverty Alleviation (HUPA). The



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Government of India has provisioned Rs. Five hundred crores for the scheme integrating the National Urban Livelihoods Mission (NULM) and National Rural Livelihoods Mission (NRLM).

National Urban Livelihoods Mission (NULM) is renamed as Deen Dayal Antyodaya Yojana- (DAY-

NULM) and in Hindi as- Rashtriya Shahri Aajeevika Mission. Under the scheme, urban areas extend coverage to all the 4041 statutory cities and towns by covering almost the entire urban population. Currently, all the urban poverty alleviating programs covered only 790 towns and cities.

### iii. POSHAN Abhiyaan

POSHAN Abhiyaan is an overarching umbrella scheme to improve the nutritional outcomes for children, pregnant women, and lactating mothers by holistically addressing the multiple determinants of malnutrition and attempts to prioritize the efforts of all stakeholders on a comprehensive package of intervention and services targeted on the first 1000 days of a child's life. It seeks to do so through an appropriate governance structure by leveraging and intensifying existing programs across multiple Ministries. At the same time, it ropes in the expertise and energies of a whole range of other stakeholders – State Governments, Communities, Think tanks, Philanthropic Foundations, and other Civil Society Actors. It aims to reduce child stunting, underweight and low birth weight by two percentage points per annum and anemia among children (and young females) by three percentage points per annum. It is built on four pillars:

Ensuring access to quality service across the continuum of care	Ensuring convenience of multiple programs and schemes	Leveraging technology (ICDS-CAS)	Jan Andolan
to every woman and child; particularly during the first 1000 days of the child's life.	ICDS, PMMVY, NHM (with its sub components such as JSY, MCP card, Anaemia Mukh Bharat, RBSK, IDFC, HBNC, HBYC, Take Home Ration), Swachh Bharat Mission, National Drinking Water Mission, NRLM etc.	to empower the frontline workers with near real time information to ensure prompt and preventive action; rather than reactive one.	Engaging the community in this mission to ensure that it transcends the contours of being a mere Government inducing large scale behaviour change with the ownership of the efforts being vested in the community rather than government delivery mechanisms.



The prominent features of POSHAN Abhiyaan are:

1. A high impact package of interventions focusing on (but not limited to) the first 1000 days of a child's life.
2. Strengthening delivery of this high impact package of interventions through
  - a. Remodelling of nutrition monitoring through the introduction of ICDS-CAS, which leverages technology for management and tracking.
  - b. Improving capacities of frontline workers through the Incremental Learning Approach (ILA) mechanism.
  - c. Emphasizing on convergent actions among the frontline workforce, including performance-linked joint incentives for the 3As (ASHA, Anganwadi & ANM).
3. A focus on cross-sectoral convergence emphasizes on malnutrition's multidimensional nature, mapping various schemes contributing to address malnutrition.
  - a. Convergence committees at the State, district, and block levels will support decentralized and convergent planning and implementation, supported by Flexi-pool and innovation funds to encourage contextualized solutions.
4. Ramping up behavior change communication and community mobilization through *Jan Andolan*, a large-scale national nutrition behavior change campaign that uses community-based events, mass media, and other approaches.



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Interventions for POSHAN Abhiyaan		
Girls/Adolescents/Women	Newborn & Children	Swachh
<ul style="list-style-type: none"> <li>• <b>Care and education of the girl child:</b> Beti bachao, beti padao</li> <li>• <b>Adolescent girl care:</b> Food, micronutrients, healthcare, lifestyle, preparation as adult</li> <li>• <b>Right age for child birth:</b> Marriage after 18 years, child birth after 20 years</li> <li>• <b>Pre-pregnancy care:</b> Food, micronutrients, contraception</li> <li>• <b>Birth spacing:</b> Gaps between births more than 2-3 years</li> <li>• <b>Antenatal care:</b> Checks for complication detection, food, iron-folic acid, tetanus immunization, birthday preparedness, treatment of complications</li> <li>• <b>Skilled birth attendance and emergency obstetric care:</b> Facility birth, emergency obstetric care</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Newborn care</b> <ol style="list-style-type: none"> <li>1) Care at birth, hygiene, cord care</li> <li>2) Breast feeding: Within one hour, exclusive for six months, continuing for 2 years or more</li> <li>3) Extra care of low birth weight baby</li> <li>4) Kangaroo mother care</li> <li>5) Care of the sick and small neonate</li> </ol> </li> <li>• <b>Complete immunization:</b> Including rotavirus and pneumococcal vaccines</li> <li>• <b>Breast feeding upto 2 years and more</b></li> <li>• <b>Complementary feeding:</b> From 6 months onward: culturally appropriate recipes, hygiene, increasing amount, adequate in nutrition</li> <li>• <b>Growth monitoring</b></li> <li>• <b>Care of the undernourished child</b></li> <li>• <b>Care in severe acute malnutrition</b></li> <li>• <b>Early stimulation and child development</b></li> <li>• <b>Early detection and care of illness:</b> For diarrhea (including ORS and zinc), pneumonia (including antibiotics) and other illnesses; referral</li> <li>• <b>Supplements</b> <ol style="list-style-type: none"> <li>1) Supplementary nutrition</li> <li>2) Iron-folic acid</li> <li>3) Vitamin A supplementation</li> </ol> </li> <li>• <b>Deworming</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Swachh:</b> Sanitation, safe water, hand washing, toilet use (mother) and safe disposal of fees</li> </ul>



**Theory of Change for POSHAN Abhiyaan**

Inputs	Process	Short term outcomes	Long term outcomes	Impact
<ul style="list-style-type: none"> <li>• Human resources</li> <li>• Supplies infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>• POSHAN Abhiyaan Pillars</li> <li>- Technology</li> <li>- Training</li> <li>- Convergent actions</li> <li>- Activities to strengthen ICDS – Health convergence</li> <li>- SBCC/Jan andolan activities</li> </ul>	<ul style="list-style-type: none"> <li>• Improved availability of and access to POSHAN Abhiyaan interventions</li> <li>• Eg: Improved ICDS services, improved public sector services and nutrition interventions, NREGA etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Improvement in determinants of nutrition</li> <li>• Eg. Better nutrition during pregnancy, better IYCF practices especially complementary feeding, more IFA and Ca supplementation</li> </ul>	<ul style="list-style-type: none"> <li>• Better child growth</li> <li>• Reduce Anemia</li> <li>• Reduce low birth weight</li> </ul>

Source: End poverty, reduce inequality and Leave No One Behind - Portal

**2.2.3. LNOB PROGRAMS AT THE STATE LEVEL**

**Madhya Pradesh – Ladli Laxmi Yojana:** “Ladli Laxmi Yojana” is an initiative of the Madhya Pradesh government to improve the girls’ health and educational status. It seeks to prevent female feticide and bring a positive attitude towards girl child birth to prevent child marriages. Under the scheme, Rs. 1,00,000/- benefit will be paid at different ages of the girl child, ensuring that the girl has been married only after 18 years of age.

**Kerala – Livelihood Inclusion and Financial Empowerment (LIFE):** Mission LIFE envisages a comprehensive housing scheme for all the landless and homeless in Kerala. Housing, being the essential requirement that holds the key to accelerate social development in many ways, Kerala launched LIFE. The homeless will be provided with modern housing complexes to

pursue their livelihoods, converging social services including Primary Health Care, Geriatric Supports, Skill Development, and provision for financial services inclusion. The mission will also help those who received assistance from other schemes but could not complete the construction and move into a safe house. Priority will be given to the coastal population, plantation workers, and those who stay in temporary shelters in government lands.

**Telangana - ‘Rythu Bandhu’ Scheme:** To enhance agriculture productivity and income of the farmers besides breaking the vicious cycle of rural indebtedness, Agriculture Investment Support Scheme, popularly known as Rythu Bandhu, is introduced from the year 2018-19 Kharif season to take care of initial investment needs of every farmer in the State of Telangana. Investment Support for Agriculture and Horticulture crops is being provided by way of grant of Rs. 4,000/-per



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acre per farmer each season to purchase inputs like Seeds, Fertilizers, Pesticides, Labor, and other investments.

### **Uttar Pradesh – CM Village Industries**

**Employment Scheme:** To encourage the rural industries and solve the unemployment problem, a scheme was formulated to provide financial assistance to the individual rural entrepreneurs up to Rs. 10 lacs by the banks in the State of Uttar Pradesh. Under this scheme, above the interest rate of 4 percent, residual interest will be borne as the interest subsidy for general candidates. In the case of SC/ST, OBC, Women, ex-serviceman, PH/VH, interest will be fully exempted and borne by the Government of UP as interest subsidy.

### **Mizoram – Braille Computer Systems for Blind**

**Schools:** The single largest impediment in providing education to the Visually Challenged is the non-availability of books in adequate numbers and proper time. The objective of this Program is to make text and supplementary reading materials available to the Visually Challenged through Braille System in Mizoram.

### **Bihar – Student Credit Card Scheme:**

Bihar Student Credit Card Scheme was launched to provide an education loan of Rs. 4 lacs to every 12th pass student willing to go for higher education who otherwise is deprived due to financial reasons. Under this scheme, a loan will cover livelihood and expenditure to be incurred on their education. This scheme covers the institution's tuition fee (including hostel) and even rented accommodation in case of non-availability of hostels.

### **Andhra Pradesh – Amma Vodi:**

'Amma Vodi' scheme is meant to support lakhs of Below Poverty Line (BPL) mothers or guardians to educate their children in the State of Andhra Pradesh. Under

this scheme, the Andhra Pradesh government will give Rs. 15,000/- per annum to mothers who send their children to schools. The orphans and street children studying in schools through voluntary organizations are also covered under the scheme, and the money will be given to the organizations.

### **2.3. LNOB: INTERNATIONAL BEST PRACTICES**

#### **i. Promoting organic and ecological agriculture among women tea farmers - Deniyaya, Sri Lanka**

Small tea farmers, mostly women, play an essential role in the tea plantations in Deniyaya. However, due to deforestation and the intense use of fertilizers, the soil has become unproductive. 25 farmers in 2000 were part of the project to shift to organic farming practices. Converting a quarter of an acre at a time, training programs combined with a transition strategy helped make this shift a reality.

Besides the training on organic farming, adequate composting, cow feeding, and record-keeping, producers also received assistance with quality assurance and marketing operations. Tea growers, primarily women, were offered certified organic cultivation training and were also provided with cows to make their organic compost and produce milk for additional income. The farmers have been encouraged to share their experience, acquired knowledge, and lessons learned in several ways, including participating in exhibitions, workshops, symposia with Government and the private sector, or teaching other community members.

The local communities have now contributed to an increase in biodiversity, enhanced soil conditions, and better water quality. Farmers have also been able to sell their products at a higher market rate because of organic certification. Villagers have



also started growing their vegetables using the compost derived from the tea plantations.

## **ii. The sampan model Nakhon Pathom, Thailand**

High reliance on agrichemicals poses several threats to farmers and food systems: health problems caused by prolonged exposure to the chemicals and residuals in food; financial uncertainties due to rising prices and because farmers mostly depend on intermediaries who decide on the price; and environmental degradation, from the accumulation of chemicals in the soil and runoffs into rivers. An inclusive business model based on organic produce and fair-trade social movement began in 2011. In a decade, it used participatory processes to ensure that members make collective decisions on how to behave as a group, build ethical practices, and remove bottlenecks of marketing through intermediaries. They were successful in creating many entrepreneurs.

Collective leadership through participatory decision making has enabled a sustainable food system to be developed. It positively impacts farmers' and consumers' health while restoring the ecosystem and building climate and community resilience. Fair trade practices ensure higher income for farmers and relevant stakeholders.

## **iii. A community health worker program brings healthcare services to rural areas, Liberia**

In response to the country's rural health needs and fragmented community health structure, the Liberia Ministry of Health, with support from Last Mile Health, made a bold commitment to develop and launch a national community health services policy and program following the Ebola epidemic.

With support from Last Mile Health, Liberia's Ministry of Health has built a strong coalition of central ministry staff, county health teams, non-government organizations, and donors to leverage lessons learned from the Ebola outbreak into policy. From its inception, the National Community Health Assistant Program was designed to be fully integrated into Liberia's public health system. This integration has involved building a national monitoring framework and a joint research agenda, reforming data information systems, and standardizing training. Besides, CHWs are also trained to refer advanced cases to the facility to ensure patients have access to the full spectrum of primary healthcare. Critically, it also included mobilizing and coordinating funding from public sector donors in Liberia. This process has resulted in significant government ownership and a clear strategic vision.

Liberia's National Community Health Assistant Program employs qualitative and quantitative monitoring methods to monitor the program's active troubleshooting and evaluation.

The Program will achieve full coverage by 2021 and rely on monitoring systems to identify service delivery gaps and improve quality. The program's long-term sustainability depends on government-wide ownership of a strategic initiative that will provide benefits beyond the health sector.

## **iv. Promoting the inclusion of blind children by ensuring their access to shelter, health, and education – Guinea-Bissau**

In Guinea-Bissau, people with disabilities are all too often seen as dispensable. It is common to believe that they cannot learn and, therefore, cannot work, so they are worthless and a burden on the family budget. Even more worryingly, many of



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these people are abandoned by their parents and families at a young age. As subjects of negligence and abandonment, they are also easy targets for violence and abuse.

AGRICE tries to overcome this situation by providing a home, safety, food, medical assistance, and access to education to blind children and young people. AGRICE undertakes rural rescue missions to search for blind children and children with other disabilities, who often have tough lives. During these missions, AGRICE also raises rural communities' awareness that disabled children and young people have the same rights as all other children and young people and teaches people how to protect themselves and their children against common eye diseases. In Bissau, AGRICE has established a school, Escola Bengala Branca, or the White Cane School. In this school, blind children and young people learn how to write and read Braille and all the other subjects. It is also a place where they can develop their safety capacities and contact other children, blind and non-blind. The school has adopted an inclusive methodology and provides education for all.

As a part of this project, there is also a foster home for children and young people living far from their families and those who were abandoned or neglected by them. In the foster home, their nutritional, medical, hygiene, and other social needs are guaranteed by a team. The children also learn "to get washed and dressed, do cleaning, wash dishes, cook simple meals, and other life skills for independent living in the future and to be able to help their families when they return home."

With these two social responses, the project provides the conditions for the healthy and safe development of blind children and young people with a clear purpose. Whenever possible, these

children and young people should return to their families as skilled self-sufficient individuals.

*Source: Case studies on leave no one behind, OECD library*

### **v. Using innovative approaches to implement and monitor the SDGs with LNOB in mind**

The national assessments and household surveys regularly provide useful, disaggregated data for SDG monitoring, particularly sex-disaggregated data, along with urban/rural divides. However, issues related to coverage, sample size, and implementation quality prevent greater disaggregation of national data, which creates 'blind spots' for SDG implementation in particular matters for some areas or social groups. Some measurement approaches can help compensate for these limitations.

In Ethiopia, the provider-supported National Electrification Program and its extension to rural areas were informed by remote sensing technology. It allowed better planning on the type of on-grid and off-grid solutions (e.g., solar panels) that needed to be prioritized to reach all populations across the country's territory (World Bank, 2017). Using this approach allowed planning and tailoring the intervention around household locations and regional needs.

Similarly, Kenya experienced remarkable progress towards universal electricity access through on-grid and off-grid solutions during recent years, reaching 75 percent by 2018. Similar remote sensing techniques helped identify a low hanging fruit on accelerating electricity access expansion in Western Kenya's rural areas, where electricity coverage was around 5 percent in 2014. In turn, access to electricity in rural areas in Kenya supported improved learning outcomes in those areas.

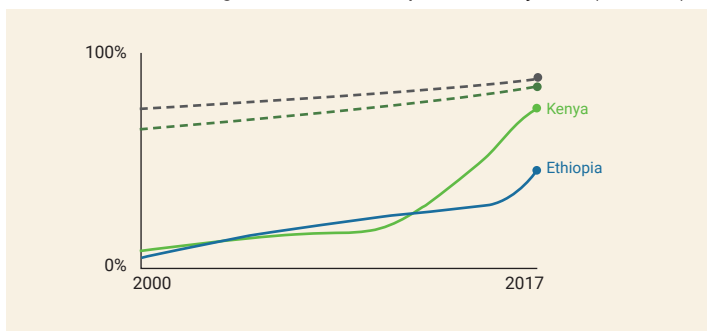






Unconnected households are marked by green circles. Existing connection points are marked with yellow circles, squares, and triangles.

...which contributed to guide investment to expand electricity access (SDG 7.1.1)



## Conclusion

The key issues that emerge from the three case studies discussed above can be synthesized in the form of the five following messages:

1. The Sustainable Development Goals framework has been significantly strengthened, and providers and partner countries actively apply SDG indicators in their results frameworks.
2. In selecting specific SDG indicators to align to, each indicator presents a varying cost of alignment related to indicator quality and intrinsic complexity, measurement inertias, and other contextual factors affecting its measurement and use.
3. Providers who synchronize their results planning cycle with partner countries' cycle are more successful in applying, measuring, and using SDG indicators in synergy with partner governments and other providers.
4. Sector and country-wide monitoring approaches are helping providers reduce the cost of SDG monitoring. The lack of results data against many indicators suggests that more consistent and coherent efforts are needed to strengthen partner countries' statistical and monitoring systems and ensure their sustainability.

Source: 10th Workshop of the OECD/DAC Results Community April 2019, Paris



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## 2.4. GENDER EQUALITY

World Economic Forum (2019) states that the world is 100 years away from complete gender equality. Sadly, India's gender gap ranks behind many developing nations. Women and girls represent half of the world's population and, therefore, half of its potential. Gender equality is essential to achieve peaceful societies with full human potential and sustainable development. Moreover, it has been shown that empowering women spurs productivity and economic growth.

Unfortunately, there is still a long way to achieve full equality of rights and opportunities between men and women. Therefore, it is paramount to end the multiple forms of gender violence and secure equal access to quality education and health, economic resources, and political life participation for women and men. It is also essential to achieve equal employment opportunities and positions of leadership and decision-making at all levels.

UN support for the rights of women began with the Organization's founding Charter. The UN Secretary-General, Mr. António Guterres, has stated that—*“achieving gender equality and empowering women and girls is the unfinished business of our time, and the greatest human rights challenge in our world.”*

Gender equality is a pre-condition to achieve the targets of several Sustainable Development Goals like poverty eradication, inequality, good health and well-being for all, decent work, and economic growth. Combating social issues and malaise like child marriage, reproductive and sexual health of women, effective participation of women at the workplace, a political role from parliament to local bodies, ownership over land, and laws and policies to ensure effective implementation of these have to be a national priority.

### 2.4.1. WOMEN AND THE SUSTAINABLE DEVELOPMENT GOALS

The United Nations is now focusing its global development on the recently-developed 17 Sustainable Development Goals (SDGs). Women have a critical role in all of the SDGs, with many targets specifically recognizing women's equality and empowerment as both the objective and as part of the solution. Goal 5, “Achieve gender equality and empower all women and girls,” is the standalone gender goal because it is dedicated to achieving these ends.

Four key aspects of gender equality identified are: (i) eradicating discrimination and violence against women; (ii) giving equal rights to economic resources; (iii) access to property ownership and (iv) women and girls' health and nutrition at all ages.

Stark gender disparities remain in economic and political realms. While there has been some progress over the decades, an average woman in the labour market still earns 20 percent less than men globally. As of 2020, only 26% of all national parliamentarians were female, as low rise from 19% in 2010.



### 2.4.2. INDIAN APPROACH TO GENDER EQUALITY

India has remained committed to the goal of achieving equality among all its citizens. India's Constitution conveys a decisive mandate for women's equality in its Preamble, Fundamental Rights, and state policy directive principles. India is also a signatory to several UN Conventions, like the **Convention on Elimination of all Forms of Discrimination against Women (CEDAW), Beijing**

**Platform for Action, and the Convention on Rights of the Child.** The nation's commitment to protect and empower its women and girls is evident. India has been striving to dispel discrimination against women in all forms. Laws against sex-selective abortion, child marriage, and sexual harassment at the workplace are being implemented.



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## The Challenges

- Women in India represent 29 percent of the labour force, down from 35 percent in 2004.
- Over 51 percent of the work done by women in India is unpaid. 95 percent is informal and unprotected, and women are not well represented in business leadership.
- Women farmers comprise 38.87 percent of agricultural labour and yet control only 9 percent of land in India.
- At 17 percent, India has a lower share of women's contribution to GDP than the global average of 37 percent.
- 47 percent of India's women do not have a bank or savings account for their use.
- In India, 60 percent of women than 30 percent of men have no valuable assets in their name.
- The rate of crimes against women stands at 53.9 percent in India. In Delhi, 92 percent of women reported having experienced sexual or physical violence in public spaces.
- 54 percent of India's women do not have cell phones, and 80 percent do not use them to connect to the internet. If as many women as men had phones, it could create US \$17 billion in revenue for phone companies in the next five years.

Source: UN India Business forum – March 2017

## The Opportunities

- The economic impact of achieving gender equality in India is estimated to be US \$700 billion of added GDP by 2025.
- Globally, women make or influence 80 percent of buying decisions and control US \$20 trillion in global spending.

- 1 in 3 private sector leaders reported that profits increased due to efforts to empower women in emerging markets.
- Women spend 90 percent of their income on their families. Economically empowered women boost demand, have healthier and better-educated children, and raise human development levels.

## Addressing Gender-based Discrimination

Women are entitled to the full and equal enjoyment of all their human rights and free from all forms of discrimination. Nevertheless, discrimination against women persists in many areas, directly and indirectly, through laws and policies, social norms and practices, and gender-based stereotypes.

Let us take a further look at how gender discrimination manifests itself in several areas, its impact, and possible sustainable solutions:



Determinants	Underlying Conditions	Impact	Sustainable Solutions
<b>Nationality</b>	In most countries, women are denied the right to acquire, change, or retain their nationality, including conferring nationality to non-national spouses.	Inability to exercise the same citizenship right as men and to pass along rights afforded to citizens. It includes the right to abode, vote, work, own land, and property and access benefits, such as education and healthcare.	All the governments need to comprehensively amend the Nationality Law, which allows women to pass their nationality to their children and spouses on an equal basis with men.
<b>Employment</b>	As per the UN-Women study, women earn between 10 and 30 percent less than men in most countries out of 83 evaluated.	Higher incidence of women's poverty, lower propensity to save and invest, more susceptible to external shocks, more likely to concentrate on lower-paid and more insecure employment.	It is essential to remove obstacles that make it hard for women to work and provide other incentives to increase the labour force's female presence. Countries that will mandate and fund family-friendly policies to address the anomalies are those who will reap the economic benefits of more.
<b>Family</b>	Husbands are the legally designated heads of households.	Husbands control vital decisions, such as choosing the family residence or obtaining official documents, and in some cases can restrict the wife's right to work or open a bank account.	Set a specific target on women's full and effective participation in leadership at all decision-making levels.
<b>Sexual Orientation and Gender Identity</b>	Seventy-seven countries criminalize same-sex relationships.	Increased vulnerability to violence, arbitrary arrest, detention, violations of the right to privacy, and non-discrimination.	Develop dedicated national action plans to prevent and address violence against women. Strengthening coordination among diverse actors required for sustained and meaningful action.



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Determinants	Underlying Conditions	Impact	Sustainable Solutions
<b>Education</b>	There are millions of adults and youth worldwide who still lack the necessary literacy skills. The majority of them are women.	Far and wide-ranging effects from reduced access to economical and productive resources to poorer health and wellbeing and more significant barriers to engagement in decision-making spheres.	Sustainable development relies on ending discrimination towards women and providing equal opportunities for education and employment.
<b>Land and Other Resources</b>	In many countries, statutory inheritance laws (i.e., written laws passed by the legislature) differentiate between women and men.	Increased vulnerability to poverty and food insecurity, limited access to resources, and credit dependency on men to secure livelihood.	Forming and Implementing laws, policies, and programs to respect, protect, and fulfill women's rights to land and other productive resources.
<b>Intimate Partner Violence</b>	1 in 3 women worldwide has experienced physical or sexual violence—mostly by an intimate partner.	Detrimental impact on women's lives and health, significant socio-economic implications for individuals, families, communities, and society.	Reduce partner violence and improve the quality of life.
<b>Female Genital Mutilation</b>	Many girls and women have experienced female genital mutilation in Africa and the middle east, where the harmful practice is most common.	Severe emotional and physical trauma, potential health risks, and possible death through loss of blood or sepsis.	



Determinants	Underlying Conditions	Impact	Sustainable Solutions
<b>Health</b>	Most of the women (married or in the union) have an unmet need for family planning.	Restricts women’s ability to choose if and when to become pregnant and determines their children’s number and spacing, which directly impacts mother and child’s health and well-being and increases maternal and child mortality rates.	Women with unmet needs should be identified, which can help planners to strengthen programs. The strengthening of family planning services can play an essential role in meeting the demands of unmet needs. Women of reproductive age group need to be counseled about all the available contraceptive methods to choose the best that suits their requirements and intentions. Governments should also provide contraceptives subsidies to make many forms available to low-income couples at little or no charge.
<b>Politics</b>	Women occupy very few parliamentary seats worldwide.	Decisions on societies’ policies are often made without women’s substantive contributions or a gender perspective and may neglect their needs.	Women should not be elected to dedicated seats but encouraged to participate in politics in much higher numbers. Gender-imposed quotas in parliament can also help in bridging the gap.

Source: UN Women portal - 08 December 2015

### 2.4.3. WOMEN EMPOWERMENT INITIATIVES IN INDIA

#### i. Eradicating Sex Selection and Post-birth Discrimination

The **“Beti Bachao Beti Padhao”** (Save the Girl Child, enable her education) is a comprehensive scheme now implemented country-wide to address the problem and allied issues of women’s empowerment in a life-cycle continuum approach.

#### ii. Access to Reproductive Health and Wellness

**Sukanya Samridhi Yojana** was launched in 2015 as a Government of India backed saving scheme to encourage the girl child’s parents to build a fund for future education and marriage expenses.



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### iii. Social Protection and Economic Empowerment

The **Deen Dayal Antyodaya Yojana – National Livelihoods Mission** aims to mobilize and organize poor women, build their skills, facilitate access to credit, marketing, and other livelihoods services, and covers 63 million women from rural areas organized into Self Help Groups (SHGs).

Economic empowerment received a big boost with the **Pradhan Mantri Jan Dhan Yojana (PMJDY)**, which led to widely expanding access to bank accounts and direct benefits under various welfare schemes, insurance services, and savings instruments term deposits, among others. India's **MUDRA scheme** to support micro and small enterprises and direct benefit transfers under the Jan Dhan Yojana seeks to empower women. Women entrepreneurs account for about 78 percent of the total number of borrowers under MUDRA.

### iv. Women's Entrepreneurship and Economic Leadership

The Government is taking extraordinary measures to develop women's skills and entrepreneurship. Over the last three years, there has been a 97 percent rise in women enrolling in long-term skill development courses. Nearly half of all candidates trained under **Pradhan Mantri Kaushal Vikas Yojana (PMKVY)** – the flagship program for short-term skill development, are women.

### v. Empowerment through Technology

Initiatives like the **Atal Innovation Mission and Women's Entrepreneurship Platform** of NITI Aayog create an ecosystem of innovation,

research, and entrepreneurship across the country, aiming to engage young girls and women.

### vi. Political Participation, Representation, and Leadership

Women's political participation and representation remains low but is steadily increasing. Representation of women in the national parliament increased from 19 percent in 2010 to 26 percent in 2020. Women now have a much higher representation in local bodies, with the 73rd and 74th Constitutional Amendments guaranteeing at least one-third representation of women in all local bodies.

### vii. Gender Responsive Budgeting

In order to promote and mainstream gender equality in legislations, social and economic policies, the Govt. of India has adopted gender budgeting as a key strategy. Gender Budgeting Cells have been established across various Central Ministries and Departments to build awareness on tools of gender analysis, planning and monitoring. Many of the State governments have come up with excellent gender mainstreaming schemes and policies in order to sustain and achieve gender transformative change and ensure meaningful participation of women in leadership, policy, decision-making processes and capacity strengthening. Some of the successful examples are listed below:

Kerala – Kerala has been one of the early adopters of gender budgeting from 2008-09 onwards. The Nodal Agency in the State for promoting Gender Budgeting is the Social Welfare Department. A Gender Advisory Committee was set up in 2008. Gender





Budget Statement was introduced reflecting allocations separately for infrastructure and programmes. Flagship programmes namely, (a) Flagship Programme on Gender Awareness including the implementation of the Protection of Women from Domestic Violence Act and (b) Flagship Programme on Finishing Schools for Women (to enhance employability of women through skill training) were also introduced.

The gender budgeting in Kerala is going strong with each passing year. In 2020-21, Rs 1,509.33 crore has been provided for women specific schemes and an amount of Rs. 2,300.54 cr for composite schemes has been made available for women. A total of Rs. 3,809.87 crore constitutes the gender budget for 2020-21, which is 18.4% of the total State plan outlay.

Odisha – The Government of Odisha introduced the process of Gender Budget Statement (GBS) in the FY 2012-13. Initially, Odisha's GBS comprised of only 100% women specific schemes and programmes. From FY 2016-17 onwards, the Gender Budget Statement was split into two parts with Part- A including schemes and programmes in which 100% provision are allocated for women and Part B having schemes and programmes which constitute at least 30% or more provisions for women and girls in budgetary allocation. To strengthen the Gender Responsive Budgeting (henceforth GRB), the State has been providing capacity building trainings to various line departments and key stakeholders on GRB. Additionally, a Gender Budget Cell for addressing various gender budgeting related concerns.

The Gender Budget Statement of 2021-22 envisions helping the government departments in identifying, prioritizing, and addressing gender concerns by formulating and implementing future gender policies, provisions and programmes, especially with the increased vulnerability due to COVID-19 and its short term and long-term impact. The total budgeted amount for Gender Budget statement has significantly gone up from Rs. 44,760.86 crores in 2020-21 to Rs. 49,145.93 crores in 2021-22, and is about 35.49% of the total expenditure of the state and 8.38% of the total GSDP of Odisha.

## Potential Areas of Focus

There is a need to strengthen initiatives for women empowerment further. Some of the focus areas are identified below:

- Vocational and technical training, life skills, and financial literacy programs for women to help them develop marketable skills and better decision-making abilities and embed them in informal value chains.
- Link women's skills to employment opportunities by bridging the gap between skills and jobs and enable women's access to decent work.
- Invest in women entrepreneurs through microfinance and bring their goods and services into supply chains for the industry.
- Enhance women's access to the internet and ICT and use this emerging market of connected women to link them to business opportunities.
- Invest in women's security against violence at home and public spaces and enable their mobility through inclusive transport.



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### 2.4.4. BEST PRACTICES FROM CORPORATES

#### i. Workforce diversity and women's empowerment in technology

In 2015, India set aside \$ 300 million globally to fund workforce diversity via scholarships to end discrimination via affirmative action to be used by 2020 and has organized a supplier connect conference for women to strengthen supply chains.

#### ii. Women-centric supply chains

Hindustan Unilever's Project Shakti is an initiative to empower rural women and create livelihood opportunities financially. Women entrepreneurs called Shakti Ammas are trained on the basic tenets of distribution management and supported by teams of rural sales promoters who coach Ammas in softer skills. Project Shakti now has over 80,000 micro-entrepreneurs across 18 states.

#### iii. Asia-Pacific Women's Empowerment Principles (WEPs) Awards

The year 2020 marked the 10th anniversary of the WEPs or Women's Empowerment Principles, which has a global network of nearly 5,000 signatories with a common mission to achieve gender equality in business.

IKEA India, the world's leading home furnishing company, has won UN Women's top prize in the Gender Inclusive Workspace category in 2020. IKEA has kept equality, diversity and inclusion at the heart of its business and created an inclusive culture where everyone is valued for their unique contribution. The company has a unique 6 months parental policy for both men and women to encourage more women to join back work after childbirth.

### 2.4.5. EXAMPLES FROM DISTRICTS

#### 1. The Child Protection Unit

The Child Protection Unit in the Aspirational District of Muzaffarpur in Bihar performs an integrated role in child rights, health, and education. This unit mobilizes the community and emphasizes gender equality, reducing mortality rates and relevant indicators on children and women.

The unit creates awareness of pre-and-post-natal, mother, and child healthcare. The community members are sensitized to using informative videos in the local language during daily panchayats and Ratri Chaupals (night meetings).

#### 2. Asha Ek Umeed ki Kiran – women empowerment centre

Under the unique initiative of the District Collector of Kondagaon, Chhattisgarh, to empower the local women by providing employment, the Asha centre was started in collaboration with District Project Livelihood College and District Skill Development Authority. The initiative's main objectives are to improve women's employability, generate awareness about various government schemes, and connect remote areas with the mainstream. The centre focuses on several economic activities such as garment stitching training-cum-production unit, handloom weaving, sanitary pads production unit, glass bangles design, and LED bulb repair & assembling, and offers employment & training to over 300 women.

### 2.4.6. INNOVATIVE PRACTICES IN INDIA'S PRIORITY SECTORS

In the ensuing discussion, we highlight some innovative practices relevant to SDGs' achievement



in India. The common elements of vision, leadership, localization, stakeholders' involvement and communication are critical to these initiatives' success.

## **i. Balabadi: The School for Kids**

**(Rural pre-school with novel school readiness program by Sodhana Institution, Vizianagaram District, Andhra Pradesh)**

**SDGs Addressed:** SDG 4

**'5 Ps' of 2030 Agenda:** This innovation falls under the 'Prosperity' category

A novel initiative emerged in Cheepurupalli Mandal of Vizianagaram District, Andhra Pradesh. Sodhana Institute innovated "Balabadi – A Pre-school focusing on school readiness in 2002" to cater to the needs of pre-school education for rural and tribal children. It ensures that children are ready for successful formal school education.

Sodhana designed the curriculum for Balabadi based on the play-way method developed by the local talented youth. Balabadi follows the philosophy of "Sahaja Abhyasana Vatavaranam," which means "Natural Learning Environment," where the children are made to study in a natural environment. Games, dances, action, socialization format of imparting primary education. Balabadi's curriculum is suited to rural children's needs to prepare them for formal school education. Since the approach is holistic development, there is a visible impact of less dropout among the tribal children where the scheme operates.

Sodhana has been recognized as a State Resource Centre for providing quality training for Teachers of Early Childhood Education (ECE) run by the Society for Elimination of Rural Poverty (SERP), Govt. of Andhra Pradesh. The Department of Women Development and Child Welfare, Govt. of Andhra Pradesh has also taken the assistance of Sodhana

for redesigning the curriculum for Anganwadis in Andhra Pradesh. It ensures the replicability of the Balabadi initiative for providing early childhood care and education.

*Source: Centre for Innovation in Public Systems (CIPS), November 2014*

## **ii. 'Irrigation Water Management': Mission Kakatiya, Telangana**

**SDGs Addressed:** SDG 6 & 9

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People and Prosperity' category.

### **Background of the Project**

Mission Kakatiya is a flagship program under the Telangana government to restore minor irrigation water sources like ponds and tanks. The objective is to enhance the development of minor irrigation infrastructure, strengthen community-based irrigation management in a decentralized manner, and adopt a comprehensive program to restore tanks and water sources. This intervention will effectively utilize 255 TMC of water allocated for the minor irrigation sector under the Godavari and Krishna river Basins. The Government also planned to restore 9,306 Tanks every year (20 percent of full tanks) with an eventual target of restoring all 46,531 tanks in 5 years, in a phased manner.

The minimum ayacut that can be rinsed with the above-allocated water is about 20 lakh acres. However, the ayacut now being irrigated is only about 9 to 10 lakh acres under Minor Irrigation tanks in the State. There is a 'gap ayacut' of about 10 lakh acres. An 'ayacut' is an area served by an irrigation project such as a canal, dam, or tank.

The reasons for this 'gap ayacut' under Minor Irrigation tanks are due to:

- Loss of tanks' water storage capacity due to the accumulation of silt in tank beds over a long period.



## SESSION-2: SDGs - KEY ELEMENTS IN INDIA

- Dilapidated sluices, weirs, and weak bunds.
- Defunct feeder channels.
- The dilapidated condition of Irrigation canals.

Gram Sabhas were conducted, and the proposed plans were discussed with the villagers. Farmers were motivated to cooperate and were suggested to deposit the silt for field preparation. Several district level coordination committees were formed. Emphasis was given on improvement in delivery time of services. Steps like tank desiltation, restoration of the feeder channels, re-sectioning of irrigation channels, repair of the bund, weir, and sluice, raising of FTL (Full Tank Level) wherever required were carried out.

### Achievements

The intervention helped increase the storage capacity of tanks and other waterbodies, especially making water accessible to small and medium farmers. The intervention helped increase the sources' water retention capacity and improve the on-farm moisture retention capacity. The intervention bridged the 63 percent ayacut gap. It also helped stabilize ayacut under minor irrigation. The soil's nutritive value also improved appreciably that made diversification of high-value crop farming or intensification via loop irrigation possible. Development of fisheries and livestock, rise in the ground water levels in that area; plantation of palm trees on the slopes added the income generation opportunities for the rural people.

Through public participation, ownership was created, and this helped in the long-term sustainability of the interventions. The restoration and maintenance of water resources should be a continual process, and local people should be trained to manage their resources.

### Sources:

1. *Best Practices in Water Management*, by NITI Aayog with the support of TERI University, New Delhi
2. *Mission Kakatiya – Government of Telangana*

### iii. Watershed Management: Dhara-Vikas, Sikkim

**SDGs Addressed:** SDG 6, 9 & 12

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People, Planet and Prosperity' category.

### About the Project

The main objective of Dhara Vikas Yojna is to ensure water security in the water-scarce areas, to enhance the hydrological contribution of the mountainous ecosystem as a water tower for the people, and to ensure disaster risk management by reducing landslides and floods. Dhara Vikas aims to revive and maintain the dhara (springs) in Sikkim's South and West districts by using rainwater harvesting, geohydrology, and Geographical Information System (GIS) techniques.

The key stakeholders in the Dhara Vikas initiative are:

- △ Nodal agency: Department of Rural Management and Development
- △ Government departments:
  - Department of Forest, Environment and Wildlife Management
  - Department of Science and Technology and Climate Change
  - Department of Mines and Geology
  - Indian Space Research Organisation, Department of Space, Bengaluru
- △ Private institutes:
  - G.B Pant Institute of Himalayan Environment and Development
  - World Wildlife Fund (India)



- Gesellschaft für Internationale Zusammenarbeit (India)
- Peoples' Science Institute, Dehradun
- Chirag, Nainital
- Arghyam, Bengaluru
- Advanced Centre for Water Resources Development and Management, Pune
- Tolani Maritime Institute (TMI) India, Sikkim
- Bhabha Atomic Research Centre, Mumbai

#### △ Beneficiaries:

- People of South and West districts in Sikkim

Some of the measures taken include adopting a landscape-level approach for reviving springs, streams, and lakes. Community participation and community-driven initiatives were taken for successfully implementing pilot projects for spring-shed development. The collaboration was done with ongoing programs like MGNREGA for continuous sustainable funding and support. Skills and knowledge transfer were essential elements that ensured success at scaling up a level. Use of GPS and laying of contour trenches were also carried out for marking of the prime areas.

### Achievements

Dhara Vikas has created a significant impact by recharging lakes and revived as many as 50 springs in Sikkim. It has also led to the reforestation of seven hilltop forests at Simkharka, Sadam, Tendong, Maenam, Gerethang, Chakung, and Sudunglakha. It has brought about 900 million litres of annual ground water recharge and the creation of the village spring atlas web portal ([www.sikkimsprings.org](http://www.sikkimsprings.org)), which provides information on 700 springs. It has also developed seven master trainers as an in-house cadre of para-hydrogeologists. An average of 15 percent increase in crop yield and a 25 percent increase in the cultivation of irrigated crops such

as paddy, tomato, and vegetables. Another notable impact is the improvement in sanitation.

It got awards and national recognitions such as the Prime Minister's Award for Excellence in Public Administration (2011–2012) to Rural Management and Development Department (RMDD), Government of Sikkim and National Groundwater Augmentation Award (2010–2011) to WWF, India for technical support to MGNREGA–Dhara Vikas of RMDD; given by the Ministry of Water Resources, Government of India.

Dhara Vikas has initiated an environmental isotopic fingerprinting study of springs in Sikkim to increase mountain aquifers' knowledge. It is a highly educative intervention that could be replicated in different parts of the country.

#### Sources:

1. *Selected Best Practices in Water Management, Prepared by NITI Aayog with the support of TERI University, New Delhi*
2. *Social Sector Service Delivery: Good Practices Resource Book 2015, NITI Aayog, Government of India*

## 2.5. ICT FOR WOMEN – CREATING GENDER-SENSITIVE E-SPACES FOR MGNREGA

The ICT Ecosystem project for implementing the Mahatma Gandhi National Rural Employment Act in Rajasthan was launched in the year 2009 by One World Foundation, India in collaboration with the Ministry of Rural Development (Government of India), Government of Rajasthan, and the United Nations Development Programme. This project was officially known as the 'Knowledge for Community Empowerment and Enhanced Livelihood Opportunities.' The primary objective of this project was to leverage ICT to improve the delivery of services under MGNREGA.



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This initiative's thrust was to empower sixty percent of the workforce, who were women, by improving their access to information regarding their entitlements set out by the Act. An end-to-end ICT framework was created by user-friendly technologies such as Soochna Seva Kendras (Information Kiosks), GPS verified attendance tracking tool, community radio, and SMS job card. This ICT Ecosystem was designed and developed, keeping the women beneficiaries' existing capacities as a pilot in 20 villages of Bhilwara and Udaipur's rural Rajasthan districts.

*Source: Center for Innovation in Public Systems (CIPS)*

### 2.6. GENDER EQUALITY: INTERNATIONAL BEST PRACTICES

#### **i. Gender mainstreaming and climate resilience in Zambia's cashew sector: Insights for adaptation planners**

The Cashew Infrastructure Development Project (CIDP) in Zambia demonstrates that gender mainstreaming on a substantial scale is possible in large-scale agriculture and poverty reduction projects. Established as a multi-stakeholder, public-private partnership initiatives involving men and women to address gender barriers and enhance women's role in the value chain have contributed to climate resilience and rural development goals.

The CIDP has incorporated gender mainstreaming steps into all stages of the project cycle. A detailed gender analysis was used to shape the emphasis and activities of the project. The project strategically employed proactive methods to facilitate women's uptake of cashew cultivation by securing land ownership/rights, increasing women's knowledge through demonstrations, and working through cooperatives to improve access to resources. This gender mainstreaming target of ensuring

half the beneficiaries shall be women ensured that the project transformed gender norms and roles beyond the project's life-cycle. Impacts by way of increased incomes, negotiating power, and family dynamics have been felt by the Western Province women where the project was implemented.

Actions at the policy level are needed to encourage further implementation of gender mainstreaming in projects, leading to gender-responsive results in the entire agriculture sector.

There is evidence of gender-based barriers to the uptake of new farming practices like cashew cultivation. CIDP highlights possible approaches to overcome them, including collaborating with traditional authorities and supporting cooperatives. Lastly, tasks along the value chain are distinct for men and women. There may be opportunities to improve livelihood opportunities, especially for women, by supporting nurseries and processing facilities and on-farm adaptation practices.

#### **ii. Transformative Women Leadership for Inclusive and Participatory Water Management**

The transboundary Ganges-Brahmaputra-Meghna (GBM) basins provide food, water, and energy to a large population. However, unregulated infrastructure developments, unsustainable land-use practices, and climate change pose a threat to the river system. Conflicts over natural resources cause poverty and marginalization of riverine communities. Women are adversely affected by how water resources are managed, dealing with flashfloods, temporary displacement, and other water-related shocks, including water scarcity in summer months. The Transboundary Rivers of South Asia (TROSA) is a five-year (2016-2021) regional program that embraces gender and



human rights-based approach and facilitates communities' participation in water governance by advocating for their rights and shape decision-making.

The initiative promotes inclusive trans-boundary water governance, allowing women, youth, and marginalized groups to partake in decisions and policy making processes undertaken by Government and the private sector. Following TROSA partners' interventions, women have been educated and organized into Women's Water User Groups (WWUG), Village Development Management Committee (VDMC), and women-led citizens' forums to find solutions to water-related issues and participate in planning processes. Outreach and training activities have also been organized around International Women's Day, Water Day, and River Day. Opportunity for knowledge exchange platforms and training has helped learners improve access to information, government schemes, and programs.

These opportunities have made women more confident to take leadership roles in their communities around water-related decision-making. The initiative also helped influence political leaders to put an embargo on boulder mining for flood protection and river ecology. For example, in the Saralbhanga basin, improved people-to-people dialogues led by women leaders and **CSOs resulted in the revival of a traditional and indigenous irrigation system benefiting around 15,000 farmers, safeguarding ecosystem services for river-based communities.** Moreover, the project has paved the way for transboundary cooperation around water between India and Bhutan, involving stakeholders from the government, academia, CSOs, and local communities.

## 2.7. INSTITUTIONAL STRENGTHENING FOR SDGs

Institutional Capacity is a key to success in achieving the 2030 Agenda for sustainable development. The multi and cross-sector nature of the Sustainable Development Goals covering multiple policy areas require strong collaboration among all parts of government, institutions, the business sector, and the Civil Society (CSO). Sustainable Development Goals (SDGs) across the globe require different approaches and a high level of contextualization. In this endeavour, government officials have a pivotal role to play. They are a permanent stakeholder, and any developmental initiative's long-term sustainability depends on their commitment.

Therefore, it is imperative that institutional stakeholders at all levels are provided with the knowledge and skills and encouraged to build partnerships to attain the SDGs. Transformation and change led by top leadership can help reduce delays and turf battles. Several countries have created new superstructures to provide legitimacy and coherence for the implementation of Agenda 2030. Indonesia, India, Germany, and many other nations have evolved mechanisms for vertical and horizontal integration by creating dedicated units in the existing structure for SDGs. NITI Aayog is the overseeing and designated agent on behalf of the Government of India.

At the individual level, there are three main pillars of bureaucratic intervention for implementing SDGs: first 'ability' of the officials that includes awareness, knowledge, and skills; second is 'willingness' that depends on personality, attitude, experiences, priorities, and life situation; third is an 'environment' that provides for resources, appropriate systems and procedures, political direction and societal



# SESSION-2: SDGs - KEY ELEMENTS IN INDIA

pressure. Further, these issues affect various levels of officials in diverse ways. A proper capacity-building intervention needs to consider these variations and coherently address them.

In India, civil services and other public officials work in a democratic setup and are affected by the shifting priorities aligned with the electoral cycle. Political commitment to the implementation of SDGs is a prerequisite, and this has implications regarding the design of capacity-building intervention. A multi-layered governance structure with distinct stages of capacities makes the situation a lot more complicated. However, requirements of politico-economic reality and global goals as enunciated in the 2030 Agenda are very much aligned.

## Discussion Points

1. How can the guiding principle of 'Leave No One Behind' be put into practice in implementing the 2030 Agenda in different development contexts (e.g., in India in aspirational districts, urban slum areas, geographically remote locations)?
2. The commitment to 'Leave No One Behind' is an integral corner stone of the 2030 Agenda for sustainable development. Since the beginning of SDGs and their monitoring and voluntary national reviews, how have governments integrated the LNOB commitment into their development program design, practices, and VNRs?

## Multiple Choice Questions

1. Which of the following Statements is FALSE?  
The United Nations approach to Leave No One Behind (LNOB) seeks to
  - a) Combat discrimination and inequalities
  - b) Provide access to services and justice and promote decent work for all
  - c) Encourage parents of the girl child to build a fund for future education and marriage
  - d) Ensure active and meaningful participation of all stakeholders, particularly the most marginalized
2. Arrange the following steps that are involved in designing an LNOB framework
  - Step-2 Building resilient policy instruments
  - Step-4 Implementation of policy instruments
  - Step-1 Finetuning
  - Step-3 Evaluation and feedback
  - Step-5 Identification of most valuable and reaching out
3. What are the three levers of realizing the opportunity to Leave No One Behind?
  - a) People, Prosperity, and Peace
  - b) Examine, Empower, Enact
  - c) Laws, Policies, and Budgets
  - d) Nutrition, Education, and Health
4. Which of the following is a key aspect of 'Gender Equality'?
  - a) Ensure healthy lives and promote well-being for all at all ages
  - b) End hunger, achieve food security, improve nutrition and promote sustainable agriculture
  - c) Reduce inequality within and among countries
  - d) Women and girls' health and nutrition at all ages







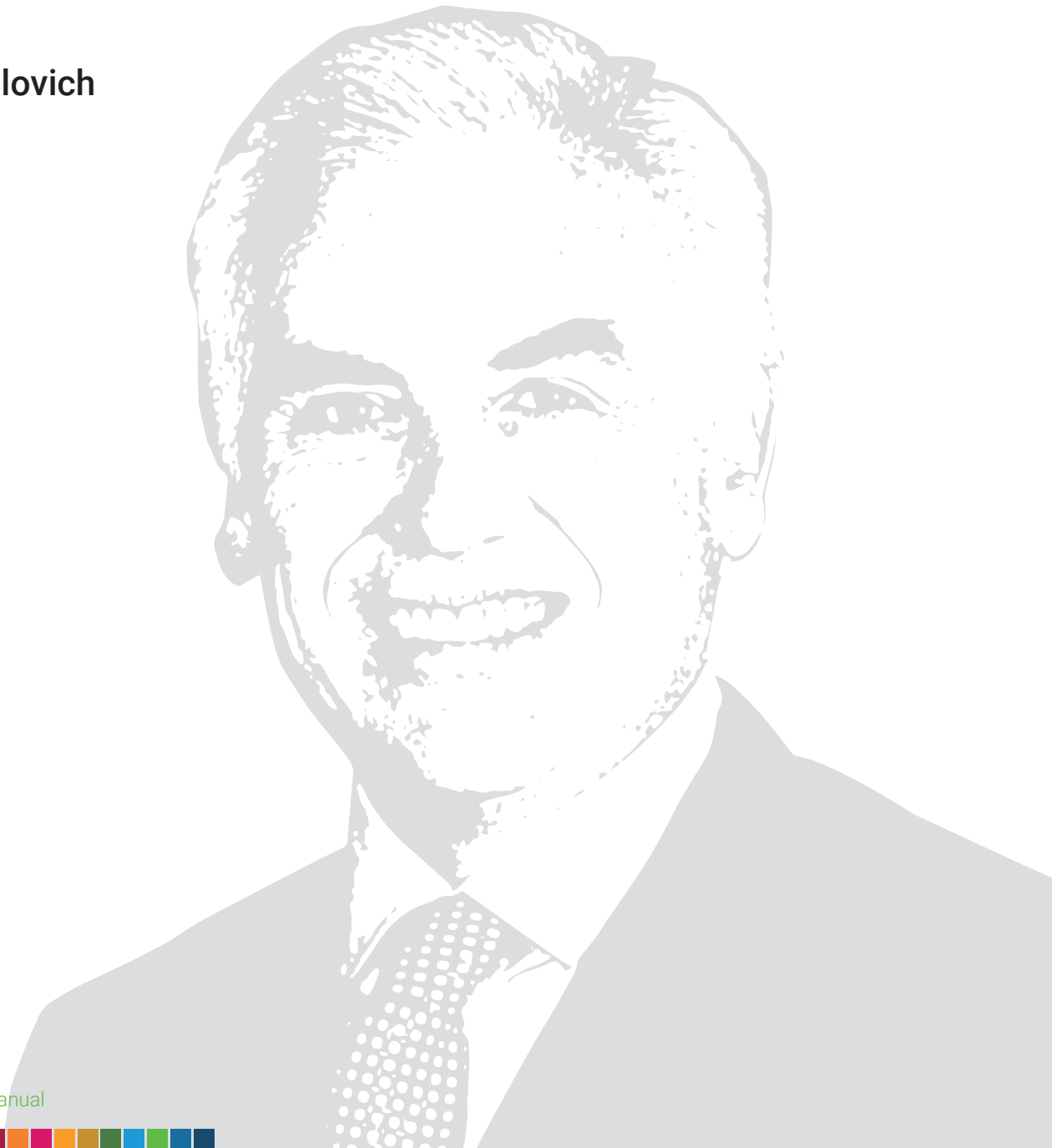
# LOCALIZING SDGs IN INDIA



“The SDGs represent a clear imperative. Their achievement would mean greater productivity, increased employment and stronger economic growth”



- John Danilovich



# SESSION-3: LOCALIZING SDGs IN INDIA



## OVERVIEW

The session gives an overall view of some of the works being done by various states and UTs and their performance as reflected in the SDG India Index baseline report by NITI Aayog. The participants are exposed to relevant governance frameworks for implementing SDGs in India and the different states' progress.

## OBJECTIVES

- Provide a brief look into what various States and UTs are doing.
- Understand the institutional framework for SDGs in India.
- Focus on institutional mechanisms to localize SDGs.

## KEY MESSAGES

- India is the key country that will determine the success or failure of SDGs; in the same way, SDGs' success in India is dependent on the progress made with less developed regions and less privileged sections of the population.
- The localization of SDGs requires understanding, adapting, planning, implementing, and monitoring the SDGs from national to local levels by relevant institutions.
- A process of country-wide sensitization and awareness development to all stakeholders is at the core of the coordination process among various government levels to implement the 2030 Agenda for SDGs.
- Effectiveness in policy coherence requires knowledge and awareness to design and manage appropriate implementation strategies while engaging multiple stakeholders.

## RECOMMENDED READINGS

- <https://niti.gov.in/content/localizing-sdgs-early-lessons-india>
- [https://sustainabledevelopment.un.org/content/documents/26279VNR\\_2020\\_India\\_Report.pdf](https://sustainabledevelopment.un.org/content/documents/26279VNR_2020_India_Report.pdf)
- [https://sustainabledevelopment.un.org/content/documents/commitments/818\\_11195\\_commitment\\_ROADMAP%20LOCALIZING%20SDGS.pdf](https://sustainabledevelopment.un.org/content/documents/commitments/818_11195_commitment_ROADMAP%20LOCALIZING%20SDGS.pdf)

## ADDITIONAL READINGS/VIDEOS

- <https://youtu.be/YZqSgguqnXE> (RSTV program- 'In Depth-India's Sustainable Development Goals)



# SESSION-3: LOCALIZING SDGs IN INDIA

## 3. THE LOCALIZATION OF SDGs IN INDIA

'Localizing' is the process of considering subnational contexts in achieving the 2030 Agenda for sustainable development, from the setting of goals and targets to determining the means of implementation and using indicators to measure and monitor progress. Localization relates to how the SDGs can provide a framework for local development policy and how local and regional governments can support the SDGs' achievement through action from the bottom up, and how the SDGs can provide a framework for local development policy.

While the SDGs are global, their achievement will depend on our ability to make them a reality in our cities and regions. All SDGs have targets related to local and regional governments' responsibilities, particularly their role in delivering essential services. That is why local and regional governments must be at the heart of the 2030 Agenda for sustainable development.

### 3.1. THE INDIAN APPROACH

The localization of SDGs is crucial to any strategy to achieve the goals under the 2030 Agenda for sustainable development.

#### State Governments – Pivots of Localization

The State governments play a critical role in the development of the country within the federal polity. The federal framework is designed to realize balanced and equitable social and economic development in a diverse country like India, with States assuming a leading role in a decentralized governance system to utilize the available resources more efficiently to meet their local populations' aspirations. The States represent a unique spectrum of demographic and economic

variation. States have the power and functions to set up and execute policies with almost all SDGs and their associated targets.

#### Institutional Mechanisms to Localize SDGs

##### National Coordination

NITI Aayog has been designated as the government institution responsible for the country's SDGs' overall coordination and monitoring. NITI Aayog, in close collaboration with the Ministry of Statistics and Program Implementation (MoSPI), is responsible for the development of the baseline data on the National Indicator Framework. The Central Ministries, State/UT Governments, and international development organizations such as the UN system, think tanks, and civil society organizations are also a part of driving the adoption, implementation, and monitoring of the SDG agenda.

##### Role of the Indian Parliament

The Parliament of India has taken exemplary initiatives to propel the SDG agenda forward. The Public Accounts Committee (PAC) of the Indian Parliament exercises legislative oversight on the SDG agenda's progress through periodic reviews of NITI Aayog and related line ministries.

##### Institutional Structures at the Subnational Level

Implementation of SDGs requires a whole-of-the-government approach, and both horizontal and vertical convergence of multiple government agencies at different levels is essential. However, the Subnational governments should not be seen as mere implementers of the Agenda 2030 for sustainable development. Subnational governments are policymakers, catalysts of change, and governments' best place to link the global goals with local communities.



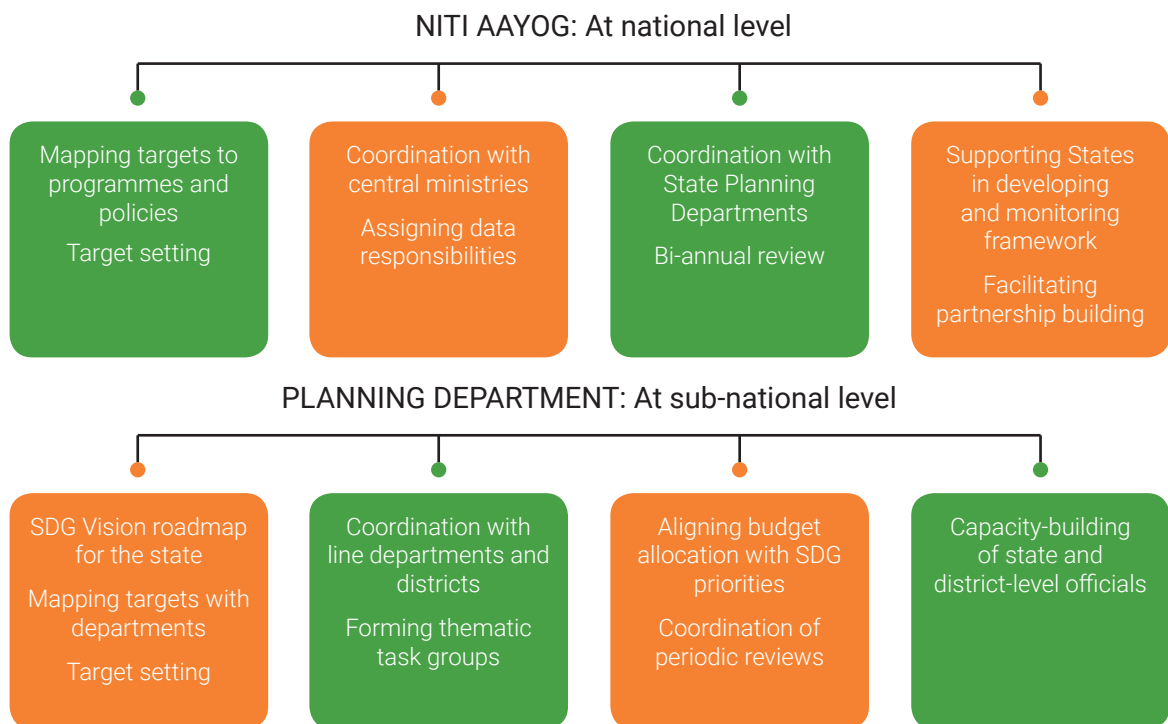
The States and UTs of India have created discrete institutional structures to implement SDGs in their specific context. All States and UTs have identified and tasked nodal departments for the implementation of SDGs. Departments dealing with planning and finance have been given this nodal responsibility. Several States have also created nodal mechanisms within every department and district to make coordination, convergence, and data management more precise and predictable.

Further, given that the SDGs are highly interlinked, and implementation and assessment of results often need multi-sectoral focus, States have constituted working groups for each of the SDGs, headed by the senior-most officer from a nodal department.

As per the India VNR 2020, all States have also created professional units on SDGs in the shape of an SDG cell in the nodal department with technical expertise and experience. Key activities of the SDG cells/teams include preparing knowledge products and progress reports, organizing capacity-building programs, providing inputs as required from time to time, and playing a support-oriented role in SDG interventions.

A country-wide sensitization and awareness development of all stakeholders has also been at the core of the coordination process. Effectiveness in policy coherence requires knowledge and awareness to design and manage appropriate implementation strategies while engaging multiple stakeholders. NITI Aayog, in partnership with the

## NODAL BODIES FOR INSTITUTIONALISING SDGs AT THE NATIONAL AND SUB-NATIONAL LEVEL



Source: India VNR Report, 2020

# SESSION-3: LOCALIZING SDGs IN INDIA

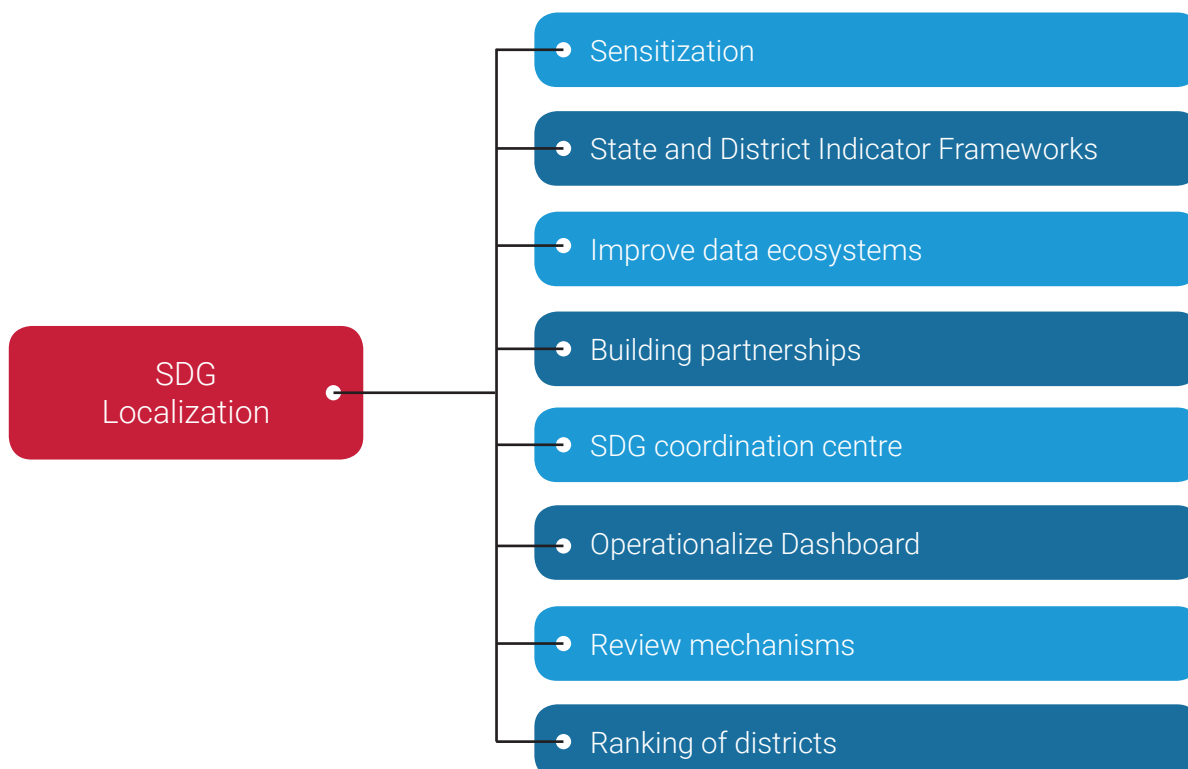
United Nations and other knowledge partners, initiated sensitization and awareness building measures from an early stage. It has conducted a series of national and subnational consultations on SDGs and their implementation strategies, involving Central Ministries, State Governments, local governments, civil society organizations, academia, think tanks, international organizations, and other stakeholders. The rich leadership, creativity, and innovations demonstrated by the States and Union Territories were fully displayed in these consultations.

NITI Aayog has vigorously pursued advocacy with States and UTs to heighten the thrust on SDGs. The States have devised their strategies for sensitizing

elected representatives and officials at the State/ district/local levels, CSOs, and communities. Key elements distinguishing these subnational initiatives are as follows:

- Complementing the national initiatives in terms of outreach by including the district and local level official functionaries, civil society, and other stakeholders.
- Continuing the conversation in local languages, bridging communication gaps, and linking to local perceptions, knowledge, and experiences.
- Using local knowledge and cultural artifacts and generating local IEC materials for multiplying outputs.

## STEPS IN SDG LOCALIZATION AT THE SUB-NATIONAL LEVEL (STATES/UTs)



### 3.2. INITIATIVES FROM THE STATES

Most of the States and Union Territories (UTs) have provided details to the NITI Aayog on the work done or carried out on the SDGs. The details provided have been duly captured in the report of NITI Aayog, "Localising SDGs Early Lessons from India 2019". This section provides illustrations with details of the same.

**Andhra Pradesh** has worked on aligning all the schemes and departments to SDGs. It is also working on preparing outcome budgets based on the SDGs to identify resource gaps. A Real-time Outcome Monitoring System (ROMS) has been setup to periodically monitor 212 indicators identified for SDG reporting and provided by the relevant departments. The State brought out its SDG baseline report in 2015, and SDG annual status reports consistently after that. It is available in the public domain to ensure transparency.

**Arunachal Pradesh** has merged the Department of Finance and the Department of Planning to form the Department of Finance, Planning, and Investment. The State Annual Development Agenda is prepared to set clear priorities for the various departments. The State is preparing outcome budgets with all the schemes grouped according to the 62 SDG indicators stated by NITI Aayog in 2018. In terms of capacity-building, the Government has worked towards sensitizing government officials at different SDG levels through workshops.

In **Assam**, the Government has institutionalized SDGs-oriented planning and has focused on aligning the SDGs with the budgets. Along with preparing a monitoring framework for broad outcomes and detailed project monitoring, Core Outcome Monitoring Indicators were developed. A Monitoring Dashboard will be setup for the 97

programs which have been identified. Several sensitizations and capacity development workshops and conferences at various government levels involving multiple experts, the private sector, UN agencies, and other stakeholders have been held.

**Bihar** held consultations with all the departments for the formulation of SDG Action Plan 2020-25. An umbrella program '7 Nischay' (or seven resolves) aims to address challenges in multiple sectors using an inter-sectoral approach by focusing on skill development, entrepreneurship, provision of essential services such as water, streets, drains, and toilets to achieve the encompassing vision of 'Development with Justice.'

In **Chhattisgarh**, the State Planning Commission acts as the nodal agency for SDG implementation and monitoring, and has established an 'SDG Cell' under its ambit. It is also concerned with government officials' capacity-building through training sessions in the Academy of Administration and State Institute of Rural Development.

**Gujarat** has prepared a strategic plan for implementing the SDGs and a Role Matrix on various stakeholders' roles and responsibilities. The state is working to align the SDGs to its outcome-based budgets. About 100 senior district level officers, including District Planning Officers and District Statistical Officers from all districts, have been trained on localizing SDGs at a sub-state level.

**Haryana** plans to develop a real-time reporting and monitoring tool in a mobile application and an online SDG Dashboard. The SDG Dashboard will be aligned with the Chief Minister's Monitoring Dashboard. The State government has not only mapped all schemes with SDGs but is also



## SESSION-3: LOCALIZING SDGs IN INDIA

working towards the preparation of SDG-based District Budget snapshots. Various sensitization workshops and roundtable meetings for raising awareness of government officials on SDGs have been conducted so far.

**Himachal Pradesh** held consultations with various thematic groups formed by the government and many stakeholders including farmers, representatives of the industry association and civil society while preparing their vision document. The State plans to develop a dashboard for monitoring the progress of the 138 critical indicators identified for SDGs. While the State has aligned budgets to SDGs since 2016-17, detailed fund gap analysis has been done to achieve these goals, and thirty new schemes were introduced in 2018-19. Himachal Pradesh has conducted numerous training and capacity-building programs with the State Training Institutes on SDGs.

**Jammu and Kashmir** constituted an Apex level Committee, headed by the Chief Secretary, to oversee and monitor SDG implementation progress. The Department of Planning, Development, and Monitoring has been designated as the nodal department. An SDG Cell has been constituted in the Directorate of Economics and Statistics. A team of government officials from Jammu and Kashmir has been given training at the National Statistical System Training Academy.

**Jharkhand** has assigned the coordination for the implementation of the SDG targets to the Department of Planning-cum-Finance. All the nodal departments concerned with their goals are responsible for monitoring the respective goals and linking the participating departments. Jharkhand has conducted various training workshops for its officials. The state has also

taken up the preparation of modules for orientation of the officials in Panchayati Raj Institution in health, water and sanitation, education, and child protection with dedicated sections on SDGs.

In **Karnataka**, goal-wise committees for every SDG have been set up and the concerned departments for the goals are members. Karnataka Development Program (KDP) at the State and district level conducts a monthly review of NITI Aayog's 62 priority indicators from the SDG India Index Report of 2018. Karnataka has prepared modules for the capacity building of government officials and elected representatives.

**Kerala** is working towards the effective use of the draft National Indicator Framework (NIF) to monitor SDGs by identifying indicators with very little or no periodic data and attempting to make them available in the State's surveys. The Kerala State Planning Board is expected to guide the preparation of Annual Plans to mapping schemes with SDGs, which has been done. The Kerala Institute of Local Administration (KILA) is the training and capacity-building partner on SDGs in the State and has set up the 'Centre for SDGs and local governments.' The institute has designed tools for various stakeholders and has organized capacity-building programs.

**Madhya Pradesh** has an SDG Monitoring Cell within the State Planning Commission. It plans to develop an SDG dashboard similar to the Monitoring Dashboard available for tracking specific programs and schemes in the state. Madhya Pradesh is conducting an extensive sensitization process for working groups from 54 government departments and has undertaken a state-level training program on including SDGs in the decentralized integrated planning process.





**Maharashtra** has mapped schemes to SDGs into three categories (High, Medium, and Low) depending on the strength of their association with SDGs. Maharashtra has collaborated with the United Nations in India to set up the Action Room to Reduce Poverty, responsible for monitoring SDGs and planning for an independent SDGs Implementation and Monitoring Center. YASHADA (Yashwantrao Chavan Academy of Development Administration), the State-level Administrative Training Institute, also includes an academic curriculum on SDGs in its existing government training modules for officers. In collaboration with the United Nations in India, a sensitization and capacity-building workshop on 'enhancing Capacities for Institutionalizing SDGs' was held for the State government's senior officers. An important measure taken is the availability of a sustainable stream of funds at the district level for training and capacity-building on SDGs.

**Meghalaya** has an SDG cell for overseeing the preparation of the State Vision document and SDG implementation. Meghalaya has mapped its government schemes against SDGs, which can help coordinate various government departments working together on a common agenda.

**Mizoram** has designed a dedicated SDG Cell in the Research and Development Branch of the Planning and Program Implementation Department. A High-level Monitoring Committee for SDGs under the Chief Secretary has been constituted to monitor SDGs' implementation. The District Planning Committee in each district has been given the charge of monitoring SDGs implementation. A landscape analysis to identify line departments, schemes, and programs responsible for achieving the targets has been done. A Technical Committee for assessing line Departments' capacity to

implement programs to achieve SDGs has also conducted training for nodal officers of all government departments, district level officers, and selected NGOs.

**Nagaland** has established an SDG Cell in the Planning and Coordination Department, and twenty-three departments have been identified for SDG implementation.

In **Odisha**, an SDG Core Team has been set up in the Planning & Convergence Department, and SDG cells in various concerned departments have been created. The SDG Cell formed in different departments will monitor the progress of implementation of SDGs. The Odisha State Indicator Framework (OSIF) has been prepared in which there are 367 OSIF Indicators (269 from NIF and 98 State-specific indicators). Numerous brainstorming sessions, training programs, and orientation programs on SDGs have also been conducted.

**Punjab** has constituted an SDG cell in Economic and Statistical Organization, Punjab, for monitoring SDGs. State-specific indicators and a Department Information system Architecture (DisA) are being prepared to enable each department to monitor the State's related SDGs. A State-level Task Force for Monitoring SDGs has been created with the Finance Minister as the Chairperson.

**Rajasthan** has set up the 'Centre for SDG implementation' at the Directorate of Economics and Statistics. The state and district level committees are responsible for guiding the implementation and monitoring of SDG initiatives. The State-level Implementation and Monitoring Committee for SDGs provides suggestions regarding strategies and monitors SDGs' progress and activities. Rajasthan is planning to link all state



## SESSION-3: LOCALIZING SDGs IN INDIA

and central schemes' budget heads with SDGs. Capacity building levels for officials at the state and district level and in Panchayati Raj Institutions and elected representatives of local governments have been carried out.

In **Tamil Nadu**, a High-Powered Committee headed by the Chief Secretary is overseeing SDGs' implementation for which the Planning & Development Department and State Planning Commission are responsible. A web portal and dashboard are being designed and developed by the Tamil Nadu e-governance Agency to better monitor SDGs' implementation. The State Institute for Rural Development has been providing SDG related training to officials and Master Trainers of departments and districts involved in the same.

**Telangana** has set up thematic working groups based on the five Ps: People, Planet, Prosperity, Peace, and Partnerships and developing a monitoring framework for the SDG indicators. It has mapped the schemes and their budget estimates with each SDG indicator. A Centre for Sustainable Development Goals has been set up at MCRHRD Institute of Telangana to build and provide inputs to the state government concerning the formulation of strategies to achieve the targets relating to SDGs in the state.

In **Tripura**, Planning (P&C) and Planning (Statistics) Departments are involved in preparing, implementing, and monitoring SDGs. A High-level Monitoring Committee is responsible for overseeing the progress of the SDGs. As of early 2019, Tripura had identified 89 indicators covering all the SDGs excluding SDG 14, which has been included in the Vision-2030 document of the state. Targets have been assigned for each indicator for 2022-23 and 2030-31, with 2016-17 as the baseline year.

In **Uttar Pradesh**, the implementation of SDGs is coordinated by the Planning Department, and nodal departments are identified for 17 goals. Based on the National Indicator Framework, Uttar Pradesh has identified several monitoring indicators. Preparation of budgetary requirements for Central and State-sponsored schemes is also done based on the SDG framework. The Planning Department's training wing and the nodal departments, and the State Administrative Training Institute, are involved in organizing capacity-building programs for the officials at the State level.

**Uttarakhand** has designated the Directorate of Economics and Statistics as the nodal agency for SDGs in the state. A Centre for Policy and Good Governance (CPGG) was established on SDGs. A detailed assessment of the state's budgetary allocations for SDGs has been conducted along with an Outcome Budgetary exercise. Sensitization programs are organized for Government officials.

In **West Bengal**, the Department of Planning and Statistics is the nodal department for coordinating and monitoring SDG implementation. It has developed a state Vision and Mission, and short and long-term plan with targets for 2020, 2025, and 2030. West Bengal has identified 585 indicators for monitoring the SDGs, which are reviewed by District-level Monitoring Committees.

In **Andaman and Nicobar Islands**, the Planning Department is responsible for ensuring the implementation of SDGs, and the evaluation cell in the department is monitoring the progress of the SDGs. All schemes are mapped to the SDGs, and associated departments and the nodal department for each SDG are assigned. Regular data collection and review are taken care of by senior officials in the administration. Officials are undergoing



a sensitization program in all the government departments.

In **Chandigarh**, all departments responsible for implementing the SDGs work under the Advisor to the Administrator and the SDG Central Monitoring Cell, which the Finance Secretary heads. The sector-wise budgetary allocation has been determined, and this will be utilized in identifying the resource gap. The Finance Department has conducted department training programs for designing indicators for the targets set for 2020, 2025, and 2030. Training to prepare the action plan for SDG implementation has also been carried out.

In **Delhi**, a Steering Committee headed by the Chief Secretary and nine thematic working groups has been created under the Administrative Secretaries/ Heads of significant departments. An IT application for real-time monitoring of schemes and programs has been designed and implemented. It was also planned that the SDG targets would be linked to the outcome budget and the approved budget of 2019-20 spoke about efficient monitoring and review of

SDGs. In this process, all the schemes, programs, and projects have been mapped to the SDGs. Delhi is involved in designing and consistently conducting capacity-building workshops for government officers.

**Lakshadweep** has selected the Directorate of Planning, Statistics, and Taxation as the nodal department for coordinating visioning, implementation, and monitoring of SDGs' progress. Training programs have been conducted for officials dealing with the data for monitoring of the SDG targets.

In **Puducherry**, the Department of Planning and Research is the nodal department for implementing the SDGs. The Union Territory prepared its Vision document in line with the SDGs and has mapped all its schemes and departments against SDGs. A High-Level Steering Committee is involved in the implementation and monitoring of SDGs.

*Source: Localizing SDGs early lessons from India 2019, NITI Aayog and United Nations*



# SESSION-3: LOCALIZING SDGs IN INDIA

## Way Forward



- Mapping of schemes to departments and Goals in States/UTs where it is yet to be completed.



- Preparation of outcome-based budgets that are aligned to the SDGs needed in some states.



- Preparation of a Vision 2030 document in line with the Goals where required.
- Ensuring transparency by implementing a dashboard for monitoring the progress of the targets for SDGs which the public can view.



- Identification of indicators to monitor progress which is State-specific or based on the National Indicator Framework (NIF) and preparation of State Indicator Framework.



- Mapping of schemes/programs according to SDGs/targets needs to be reviewed/revise from time to time.
- Budget allocations to be aligned to the SDGs and shortfall be bridged.
- Customized strategies/interventions for 'Leave No One Behind' need to be designed/adopted.
- Critical issues of interconnectedness/trade-offs across SDG targets need to be identified and addressed.
- Important governance issues may be identified/acted upon to address issues of inequality as well as those of rights and entitlements as appropriate based on case studies.



## **Discussion Points**

1. An integrated multi-level and multi-stakeholder approach is needed to promote transformative agendas at the local level. Who are these stakeholders, and how can they contribute to fostering transformative plans at the local level?
2. In a context of scarce resources, local budgets should be efficiently aligned with the priorities identified and established in the local or regional development plans. How can we achieve this?
3. What role can urban and rural local bodies play in implementing the 2030 Agenda for sustainable development?

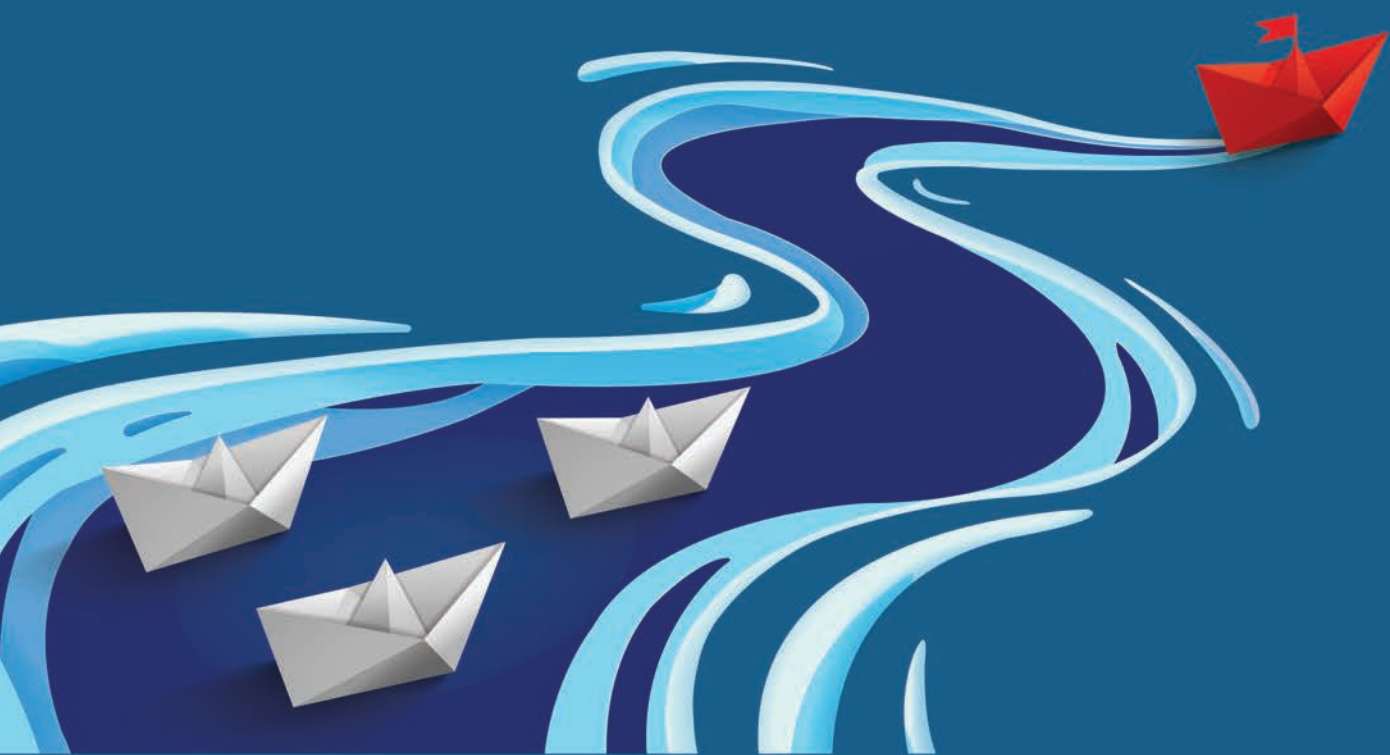


# SESSION-3: LOCALIZING SDGs IN INDIA

## Multiple Choice Questions

- |  |  |
|--|--|
| <p>1. The nodal body for institutionalizing SDGs at the sub-national level is</p> <ul style="list-style-type: none"><li>a) Local and Regional Government</li><li>b) NITI Aayog</li><li>c) Planning Department</li><li>d) Ministry of Statistics and Program Implementation</li></ul>   | <p>3. Which among the followings is not a step in SDG localization at the Sub-National Level in India (States/UTs)</p> <ul style="list-style-type: none"><li>a) Sensitization</li><li>b) Building partnerships</li><li>c) Review mechanisms</li><li>d) Horizontal and vertical convergence</li></ul>   |
| <p>2. Preparing an SDG vision roadmap for the State is one of the activities in SDG localization that enables</p> <ul style="list-style-type: none"><li>a) Mapping targets with departments</li><li>b) Forming thematic task groups</li><li>c) Coordination of periodic reviews</li><li>d) Capacity building of state and district level officials</li></ul> | <p>4. One of the strategies for sensitizing communities on SDGs is</p> <ul style="list-style-type: none"><li>a) Using local language and cultural artifacts and generating local IEC materials</li><li>b) Continue the conversation in local languages, bridge communication gaps and link to local perceptions, knowledge and experiences</li><li>c) Strengthening the outreach of district and local level functionaries, civil society and other organizations</li><li>d) Designing and managing an appropriate implementation strategy</li></ul> |





# LEADERSHIP FOR AGENDA 2030

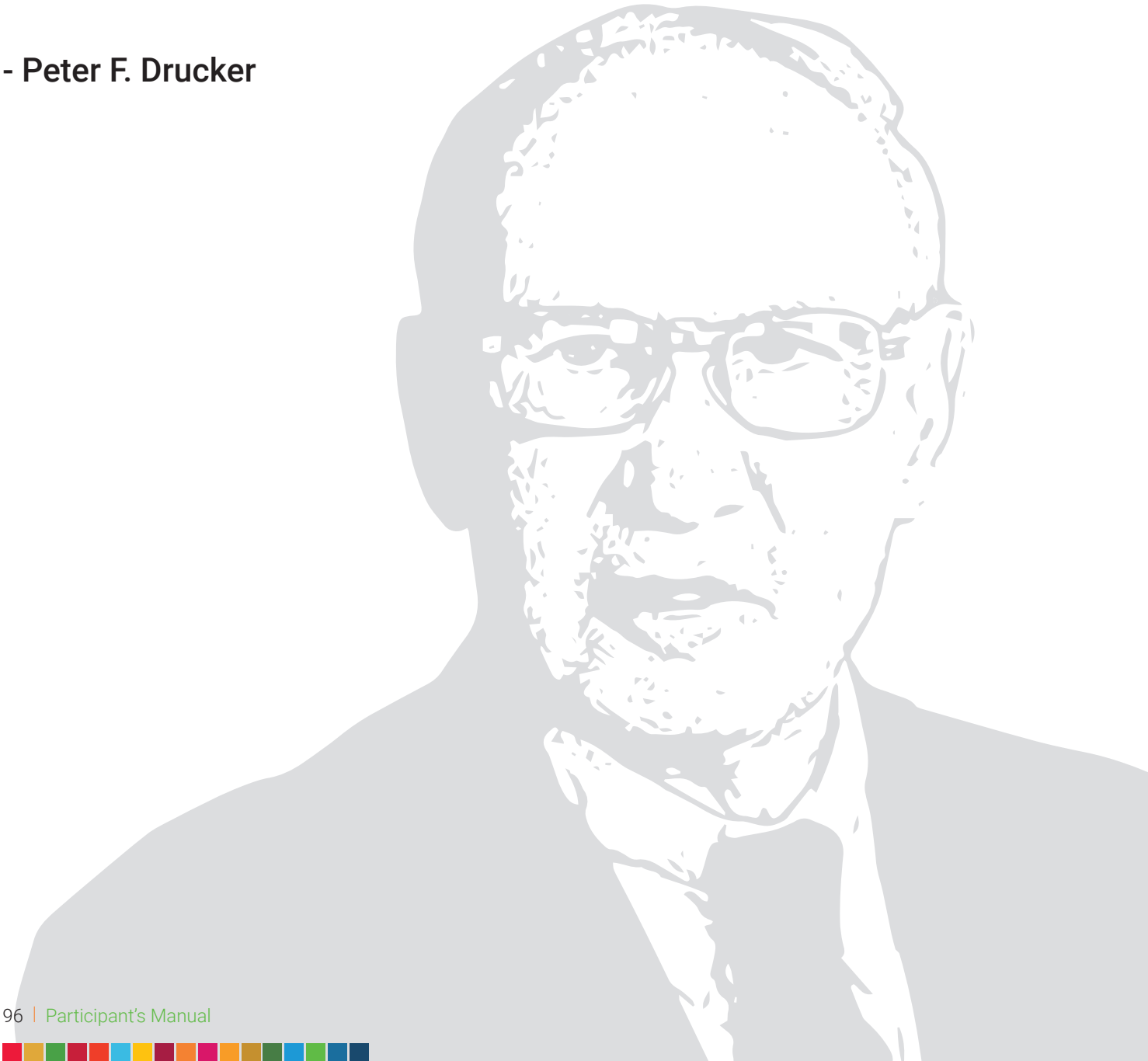
SESSION 04



“Leadership is lifting a person’s vision to higher sights, the raising of a person’s performance to a higher standard, the building of a personality beyond its usual limitations.”



- Peter F. Drucker





# SESSION-4: LEADERSHIP FOR AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT



## OVERVIEW

The session examines the type of leadership required to achieve 2030 Agenda and the collaborative framework at various levels to achieve this within the states and UTs. To successfully implement projects relating to the SDGs, it is also necessary to have a clear idea of who the key stakeholders are and who is crucial for successfully implementing the projects.

## OBJECTIVES

- Study the role of stakeholder analysis in the implementation of various SDG projects.
- Understand the importance of partnerships, explicitly considering SDG 17, which focuses on strengthening the means of implementation.
- Recognize the need to collaborate within and across societal sectors that allow the smartest use of the resources to deliver transformational change.

## KEY MESSAGES

- Institutional strengthening and proactive leadership are essential for the effective implementation of the 2030 Agenda for sustainable development.
- Collaboration across the Government Institutions at central, state, and district-level requires a change of mindset and new kind of incentives and these incentives for various actors.
- Pandemic has made it abundantly clear that collaboration and coordination, coupled with a multi-disciplinary approach, can only bring policy coherence. It will help in resource optimization as well as provide opportunities to learn from various perspectives.

## RECOMMENDED READINGS

- <https://www.brookings.edu/blog/up-front/2018/04/24/a-new-type-of-leadership-from-national-governments-is-essential-for-success-of-the-sdgs/>
- <https://www.undp.org/content/dam/undp/library/capacity-development/English/Singapore%20Centre/PSMotivation+SDGs.pdf>
- <https://gggi.org/report/localising-sdgs-early-lessons-from-india/>
- [https://niti.gov.in/writereaddata/files/LSDGs\\_July\\_8\\_Web.pdf](https://niti.gov.in/writereaddata/files/LSDGs_July_8_Web.pdf)
- [https://sustainabledevelopment.un.org/content/documents/2545MSP\\_Guidelines.pdf](https://sustainabledevelopment.un.org/content/documents/2545MSP_Guidelines.pdf)

## ADDITIONAL READINGS/VIDEOS

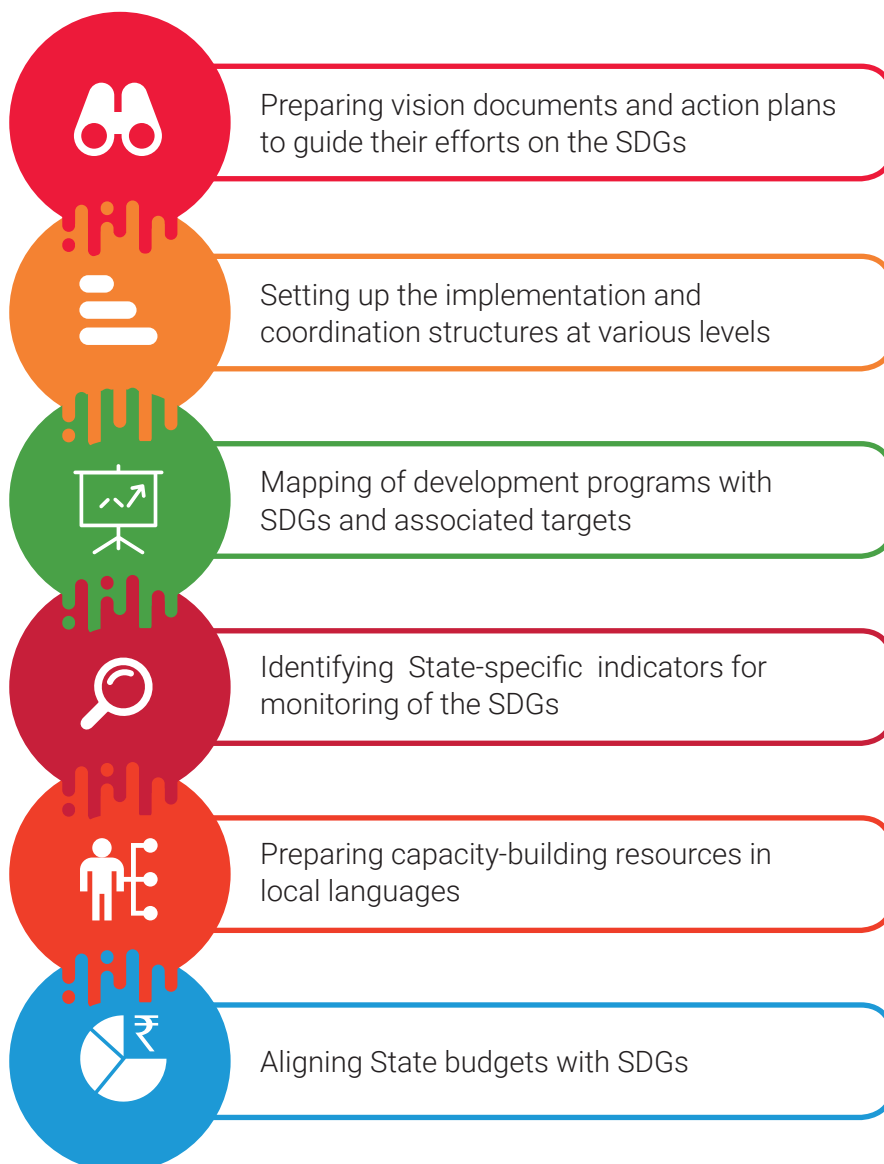
- <https://thepartneringinitiative.org/news-and-views/tpi-blog/solving-the-partnership-puzzle/>
- <https://www.youtube.com/watch?v=kROW3cXOxvk> (Partnerships, Power, and the SDGs: a UNRISD Seminar)
- <https://thepartneringinitiative.org/>

# SESSION-4: LEADERSHIP FOR AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT

## 4.1. BRINGING ON BOARD MINISTRIES, STATE GOVERNMENTS AND UTs

Localizing SDGs is of paramount importance. In the federal governance structure, the States and Union Territories play a crucial role in executing the SDGs, while NITI Aayog and Central Ministries support them in this endeavour.

Range of activities by States and Union Territories in localizing SDGs are as follows:



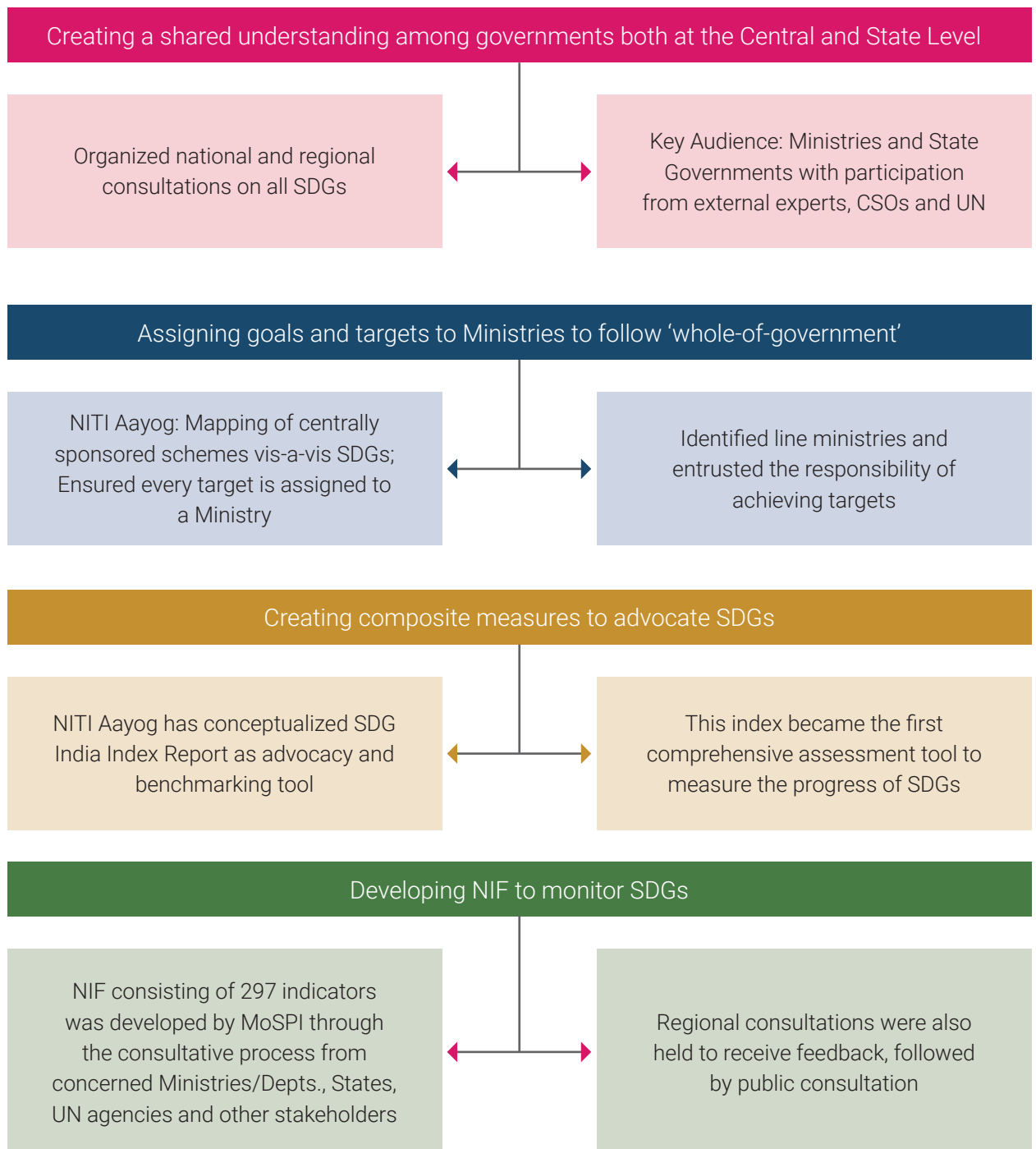
Source: NITI Aayog - Localizing SDGs early lessons from India, 2019

Sustainability can only be achieved through active intervention by the Government to move the system to a socially desirable outcome.



## 4.2. RAISING AWARENESS AND ADVOCACY

Awareness generation among stakeholders is critical to reaching targets set in the SDG 2030 Agenda. The Government of India sensitized various government and non-government partners by:



# SESSION-4: LEADERSHIP FOR AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT

## 4.3. COLLABORATIVE LEADERSHIP

Collaborative leadership has been defined as a management practice that aims to bring managers, executives, and staff out of silos to work together.. In such workplaces, there is sharing of information and collective responsibility. As per the article – “Are You a Collaborative Leader?” by Herminia Ibarra and Morten T. Hansen (*Harvard Business Review*) the collaborative leaders consistently take various opinions and ideas among teammates to build strategies and solve problems. It results in the employees becoming more engaged in the process, building trust and ownership for the work done. Collaborative leadership allows managers and executives to create an inclusive environment that encourages creativity and productive work culture.

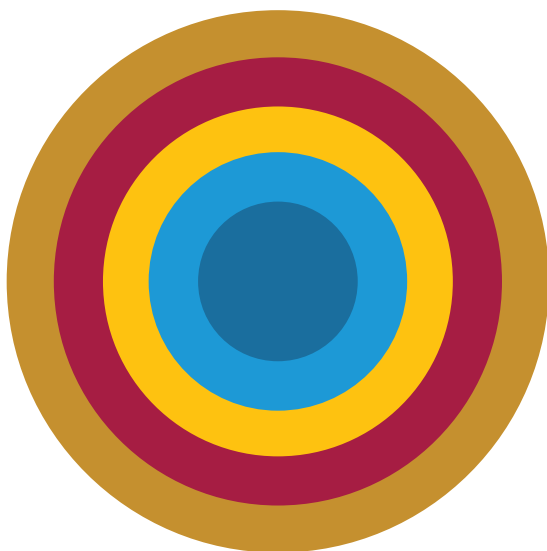
Leadership needs to be understood as an inclusive, collaborative, and reflective process entrenched in values and ethics. A leader should understand him/herself and the world around him/her to work successfully with others to change. Effective leadership for sustainable development is the need of the hour.

The success of SDGs depends on the rigorous efforts of all the stakeholders involved, including that of the government and administration at all levels, business sector, society, and individual citizens.

Achieving sustainable development involves complex, inter-related challenges. It is opined that leaders play a role in creating opportunities that allow for creative participation. Leaders need to recognize the potential for new viable solutions that can come from conflict and uncertainty. The leadership at the national, sub-national, and organizational levels must focus on leadership styles that can create a sense of shared responsibility regarding the goals, long-run orientation, and work towards establishing systems to ensure persistence in achieving the goals. Leaders must comprehend the need for collective efforts at all levels, exhibit a willingness to learn, and promote ethical behavior and standards.

### Achieving the SDGs requires leaders to:

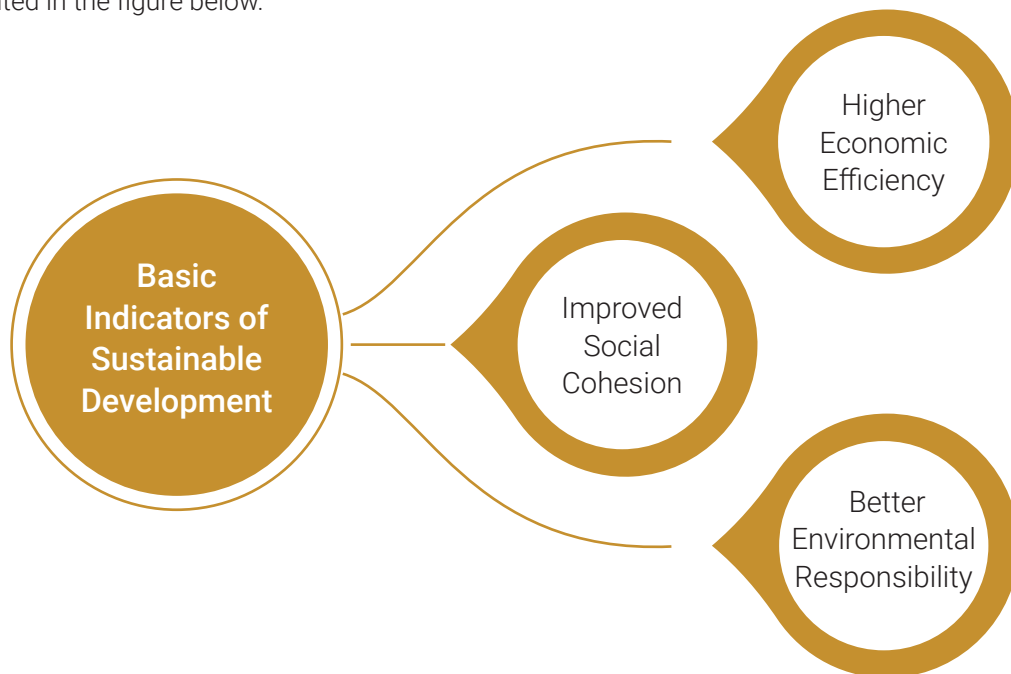
- Manage resources
- Have a vision and be ethical
- Focus on long-term goals without compromising values and principles
- Involve all the stakeholders in the governance process



■	CIVIL SOCIETY
■	PRIVATE SECTOR
■	PUBLIC SECTOR
■	GOVERNMENT
■	COUNTRY



Effects of such leadership, coupled with all concerned stakeholders' coordination and participation, are represented in the figure below.



Achieving sustainable development sees planning, implementation, and monitoring the strategies as three critical responsibilities of a leader. Strong leadership, a clear implementation plan, and all government departments and other stakeholders' involvement are vital in ensuring that the Sustainable Development Goals are achieved at national and international levels.

The performance of any country in achieving the SDGs and associated targets mainly depends on its leadership. Effective leadership leads to appropriate public policy formulation and implementation and exemplary public service delivery to meet the citizens' demands.

The exciting aspect about the SDGs is the pressure on collaboration and the private sector's role in achieving the SDGs. With the private sector becoming an essential player in achieving the Sustainable Development Goals, innovative leadership and management are required for

private organizations in all industries to integrate these goals into strategic plans and operational activities to realize them by 2030.

India is home to one-sixth of the global population, and its progress on the SDGs is critical for the success of the worldwide agenda. The Government of India has been working on various policies and strategies to ensure the success of the SDGs. NITI Aayog has also been looking at multiple collaborations with organizations on numerous areas relating to the SDGs.

The need for cooperation between States on capacity-building for SDGs needs to be emphasized. It is also essential to ensure that various departments/Ministries within states are collaborating and sharing information on the SDGs, which are interlinked as the achievement of the targets for one SDG would depend on the achievement of targets for other SDGs as well.



# SESSION-4: LEADERSHIP FOR AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT

## 4.4. MULTI-STAKEHOLDER PARTNERSHIPS

Multi-stakeholder collaborative action is essential to achieve SDGs at the Universal/National/State level. Working in collaborations within and across societal sectors allows the smartest use of the resources we have and can deliver transformational change that would be impossible without collective action. Let us understand it better by taking an example of the COVID-19 pandemic and the multi-stakeholder partnership's role in combating the same.



### COVID-19 Pandemic & Multi-Stakeholder Partnership

Multi-stakeholder collaboration is an important mechanism to address the challenges of COVID-19. It will be essential to 'build back better' as societies begin to recover and build more sustainable, resilient, and inclusive communities. Some of the critical areas to focus on under multi-stakeholder partnership include:

**Policy/regulation/taxation:** From a public health perspective, many policies and regulation changes are rapidly being put in place to prevent, contain, and control the virus's spread. In response, measures to counter the societal and economic impact of the response are needed. Some regulations are eased for business, administrative deadlines are extending, and approval for essential activities is quickly tracked.

**Influence/behavior change:** Behavior change communication has been of paramount importance, particularly about hand-washing and social distancing. Grounded in evidence from the scientific community, public service announcements from Ministries of Health in partnership with relevant actors including media and creative agencies, international organizations, and local civil society groups have been crucial in disseminating the messages to all parts of society.

**Innovative technologies:** Innovation from private companies and public facilities have included drones to deliver essential supplies, artificial intelligence to assist contact tracing, and 3D printing of single-use medical equipment. The pandemic has provided endless opportunities for new technologies to be explored and deployed at a scale and speed that would be impossible without effective collaboration.

**Access to evidence, information, and data:** Research scientists within academia, public health systems, and companies are working to pull together data from a range of usual and unusual sources. The data from airlines about passenger travel have allowed countries to predict when to expect a significant increase in cases. New sources outside the traditional government health system include apps that, by having millions of people report their state of health each day, can allow the



most accurate tracking of the spread of COVID-19. The need for contact tracing has led to examples of cooperation between governments and mobile service providers to pinpoint the movements of those who have tested positive – it will be essential to partner with the right stakeholders to balance public health management and privacy rights.

**Re-organization of value chains:** Large disruptions in value chains will increasingly give rise to alternative means of producing, storing, and delivering products and services. How effective these are will depend on the quality of partnerships between producers, suppliers, and retailers with policymakers. They organize themselves into (and strengthen existing) industry groups, unions, and other cooperative entities.

**Reallocation of resources:** Globally, funds are being raised, including the UN-COVID-19 Multi-Partner Trust Fund. The Global Fund to fight Tuberculosis, AIDS and Malaria has repurposed their funding allocations to the irrecipient countries that go immediately towards COVID-19, without having to wait for donor clearance. Private funders and foundations are pivoting entire funding packages to respond to the crisis with far simplified, easy access, flexible financial support for charities on the frontline. Large international non-governmental organizations more used to deployment in humanitarian hotspots – including Médecins Sans Frontières, EMERGENCY, and INTERSOS – have been working with Italian public health workers.

## Driving the Cooperation

There is an urgent need to align the efforts by driving cooperation through collective action and drawing on the partners' goodwill. For this, governments must set a clear vision and direction –a 'polar star' that can develop action aligned to

the vision and contribute to multi-stakeholders or a particular partner's interest.

Buy-in and validation from individuals and organizations from across the shared vision sectors are critical to ensure action. In the current pandemic crisis, a collective fear is a massive incentive for action. However, buy-into the polar star vision relies on people trusting the Government and being willing to follow its lead.

People and organizations must be adequately informed and have access to accurate and precise data interpretation.

Partnerships are crucial for reaching the SDGs because the global community needs to act coherently and create synergies. Finally, coordination of efforts to ensure we can together deliver more than the sum of our parts and maximize our impact needs to be outlined. In many countries, government leaders' early misinformation and over-complacency resulted in a misguided or far too slow response by society.

## A post-COVID world

In usual times, in most countries, we see a battle among individual interests, public interests, and corporate interests. We see some individuals and businesses 'winning' at the expense of the rest of society or the environment, resulting in inequalities, insufficient investment in the public system, and environmental degradation. The current crisis's weight and urgency have proven sufficient to force a realignment of those interests in the immediate term, resulting in plenty of evidence of individual and collaborative action for the betterment of all.

After all, while COVID-19 may be stressing us now, extreme weather events and fires across the globe show that climate breakdown has already begun



# SESSION-4: LEADERSHIP FOR AGENDA 2030 FOR SUSTAINABLE DEVELOPMENT

and, if unchecked, will cause a crisis of orders of magnitude greater than COVID-19. Talk of a 'return to normal' obscures that 'normal' is, for vast numbers of people in the world, already a state of crisis, and 'normal' has us on the trajectory towards climate disaster.

The new normal must be a far more resilient, inclusive, and sustainable one. Moreover, that can only be achieved if all society sectors can realign and collectively develop and commit towards an ambitious, shared vision for the future we want. COVID-19 has already shown that this approach is possible. However, now we need leaders from all social sectors to step in and demonstrate the extraordinary leadership and commitment necessary to make it happen.

## Discussion Points

1. As we eventually move past the crisis, how can we, individually and collectively, ensure both learn the lessons from COVID-19 and build on the momentum created by us all working together? How do we avoid the 'shock doctrine'?
2. How can we best seize the opportunity to reform our societies in ways that hard wire the alignment of interest across all social sectors towards the SDG vision of a prosperous business, flourishing community, and a thriving environment?

## Multiple Choice Questions

1. One of the activities taken up by States/UTs in localizing SDG is
  - a) Creating a shared understanding among governments both at the Central and State level
  - b) Developing NIF to monitor SDGs
  - c) Setting up the implementation and coordination structures at various levels
  - d) Assigning goals and targets to Ministries to follow 'whole-of-government.'
2. Multi-stakeholder partnerships to address the challenges set by Covid-19 pandemic focus on the following critical area
  - a) Higher economic efficiency
  - b) Access to evidence, information and data
  - c) Better environmental responsibility
  - d) Improved social cohesion
3. Creating composite measures to advocate SDGs in India refer to
  - a) Conceptualization of SDG India Index as advocacy and benchmarking tool
  - b) Consultation with concerned Ministries/ Departments, UN agencies and other stakeholders
  - c) Identification of line Ministries and entrusting the responsibility of achieving targets
  - d) Organization of national and regional consultations to receive feedback
4. The critical components for achieving SDGs at the national and international level are
  - a) Planning, partnership and monitoring
  - b) Planning, implementation and monitoring
  - c) Coordination, advocacy and convergence
  - d) Advocacy, leadership and participation







# BEST PRACTICES FROM THE FIELD

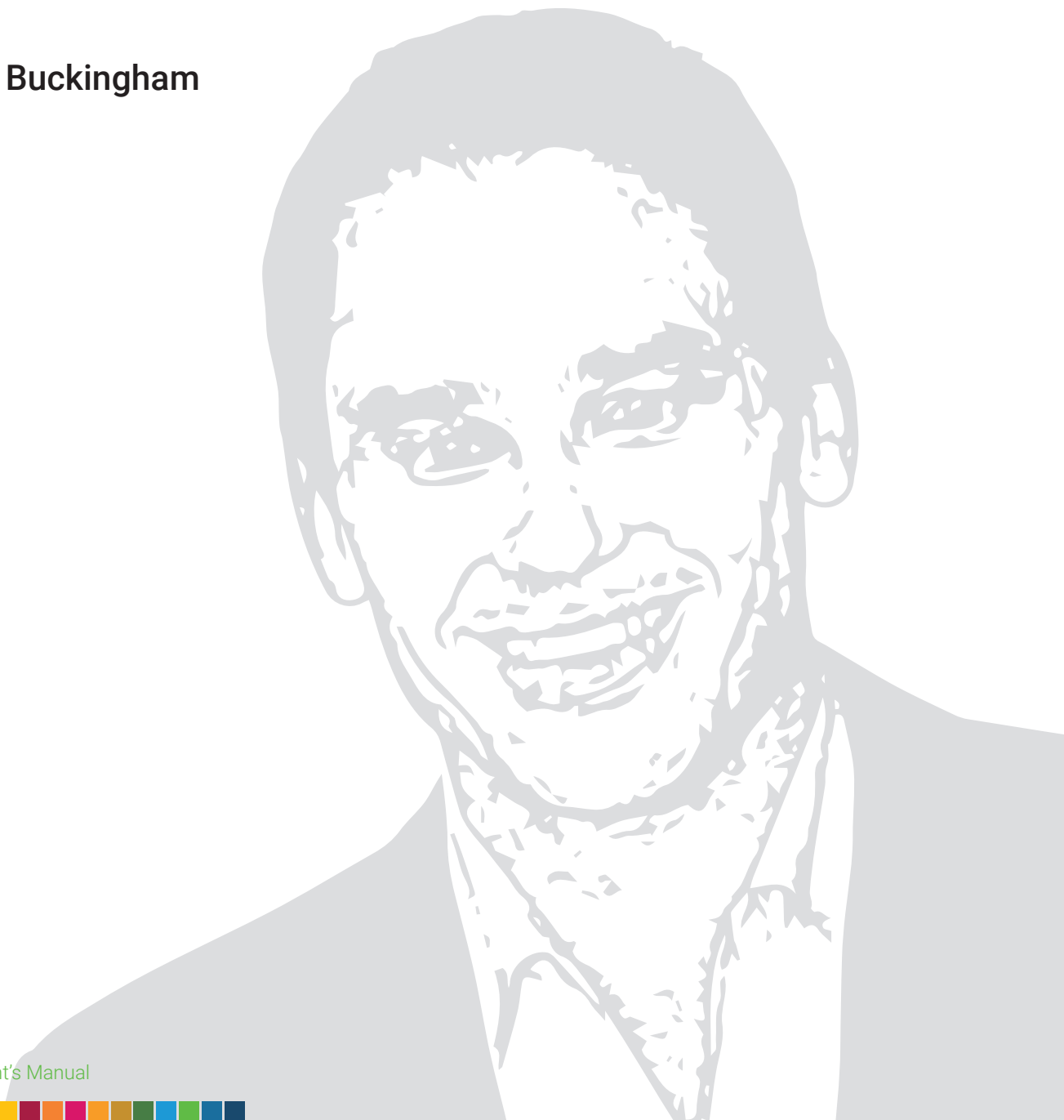
SESSION 05



“Best practices and innovation can be sown throughout an organization, but only when they fall on a fertile ground.”



- **Marcus Buckingham**



# SESSION-5: BEST PRACTICES FROM THE FIELD



## OVERVIEW

This session will provide a platform for gaining diverse perspectives about change, training, and investments. The field exposure helps the participants chalk out a road map for replicating and institutionalizing the innovative practice(s) in their States/UTs by taking due cognizance of the local context and adapting it accordingly. In addition to this, the participants will also study various International, National, State, and District level best practices.

## OBJECTIVES

- Expose participants to innovative practices relevant to the needs for effective implementation of SDGs in their respective States/UTs.
- Build KSAs (Knowledge, Skills, and Abilities) of the participants on various aspects of successful project implementation. These include domain, processes, technology, people, and policies.
- Gain more in-depth perspectives into the structured system-centred around that demonstrated practice.
- Reflect on the various aspects/topics discussed and relate them to the respective State/UT status.

## ADDITIONAL READING:

1. Indian Solutions for the world to achieve SDGs (<https://smartnet.niua.org/sites/default/files/resources/60786.cs641sdgsreportweb.pdf>)
2. Scouts in Denmark are achieving the SDGs through environmental sustainability (<http://www.teachsdgs.org/blog/scouts-in-denmark-are-achieving-the-sdgs-through-environmental-sustainability>)
3. [http://www.cips.org.in/documents/Published\\_Documents/e-books/2015/Health/Telemedicine/telemedicine-in-tripura.pdf](http://www.cips.org.in/documents/Published_Documents/e-books/2015/Health/Telemedicine/telemedicine-in-tripura.pdf)
4. [https://nceg.gov.in/sites/default/files/case\\_studies/Digital\\_Land.pdf](https://nceg.gov.in/sites/default/files/case_studies/Digital_Land.pdf)
5. <https://www.newindianexpress.com/states/odisha/2020/jan/07/read-to-lead-benefits-odisha-tribal-students-2086198.html>
6. <http://www.tspmt.com/vol6-july2016/14.Bimal%20Charan%20Swain.90-94.pdf>
7. [http://www.cips.org.in/documents/Published\\_Documents/e-Books/2015/Health/Aravind-Eye-Care/Aravind-Eye-Care.pdf](http://www.cips.org.in/documents/Published_Documents/e-Books/2015/Health/Aravind-Eye-Care/Aravind-Eye-Care.pdf)
8. [https://www.wgea.gov.au/sites/default/files/documents/Aurecon\\_elevating\\_women\\_in\\_STEM.pdf](https://www.wgea.gov.au/sites/default/files/documents/Aurecon_elevating_women_in_STEM.pdf)
9. <https://www.wgea.gov.au/newsroom/latest-news/bridging-the-gender-gap-with-aurecon>
10. [https://en.wikipedia.org/wiki/Workplace\\_Gender\\_Equality\\_Agency](https://en.wikipedia.org/wiki/Workplace_Gender_Equality_Agency)
11. <https://arogya.karnataka.gov.in/Forms/Aboutus.aspx>
12. <https://publicadministration.un.org/en/Research/Case-Studies/unpsacases/ctl/NominationProfilev2014/mid/1170/id/531>

# SESSION-5: BEST PRACTICES FROM THE FIELD

## RECOMMENDED READINGS

### Case Studies:

1. SDG7: Affordable and Clean Energy  
The National Clean Energy Fund (<http://sdghelpdesk.unescap.org/sites/default/files/2018-03/India%20Energy%20The%20National%20Clean%20Energy%20Fund.pdf>)
2. SDG 11: Sustainable Cities and Communities  
Green Buildings: A path to a sustainable society (<http://sdghelpdesk.unescap.org/sites/default/files/2018-03/India%20Green%20Buildings-Surat.pdf>)
3. Innovative Toilet Concepts for Urban India  
(<https://smartnet.niua.org/sites/default/files/innovative-toilet-concepts-for-urban-india.pdf>)
4. Amaravati – Innovative & Inclusive Land Pooling Scheme [https://smartnet.niua.org/sites/default/files/resources/apcrda\\_lps\\_book\\_8th\\_april.pdf](https://smartnet.niua.org/sites/default/files/resources/apcrda_lps_book_8th_april.pdf)
5. 10 Innovative Approaches to improve the Urban WASH Sector in India  
[https://smartnet.niua.org/sites/default/files/10-innovative-approaches-to-improve-the-urban-wash-sector-in-india\\_compressed.pdf](https://smartnet.niua.org/sites/default/files/10-innovative-approaches-to-improve-the-urban-wash-sector-in-india_compressed.pdf)
6. SDG 1: No Poverty  
Financial education for the old age protection [https://www.colpensiones.gov.co/beps/index.phphttps://www.colpensiones.gov.co/Documentos/informes\\_de\\_gestion](https://www.colpensiones.gov.co/beps/index.phphttps://www.colpensiones.gov.co/Documentos/informes_de_gestion)
7. SDG 2: Zero Hunger  
Agro ecological City: the engineering helping to build another economy  
Source: <https://esf.org.br/projetos/>
8. SDG3 - Good Health and Well Being  
Accelerating access to quality care for children with suspected tuberculosis through improved diagnostic strategies  
News stories: FIND awarded for expanding pediatric TB diagnosis in India: <https://www.finddx.org/news/find-awarded-expanding-paediatric-tb-diagnosis-india>. Sabir's long road to TB diagnosis: <https://www.finddx.org/news/sabirs-tb-diagnosis/Articles>: Gene Xpert: transforming the diagnosis of pediatric TB in India / US Agency for International Development – September 2017. Drug-resistant TB higher among children than expected: report / Hindu, Delhi – July 2017. India rolls out new TB diagnosis aimed at catching child cases / Devex – September 2017.
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Accelerated Action for Impact (AAI): Improving maternal and child health in Kebbi State, Nigeria  
Source: <https://www.unicef.org/nigeria/sites/unicef.org.nigeria/files/2019-07/AAI%20Overview.pdf>
10. SDG 4: Quality Education  
Inspire's Structured Training and Education Program (STEP) [www.inspire.org.mt](http://www.inspire.org.mt) [www.know-ur-rights.com](http://www.know-ur-rights.com)
11. Leaders who transform: Ensuring an inclusive and equitable quality education  
Source: <https://g1.globo.com/ce/ceara/especial-publicitario/unifor/ensinando-e-aprendendo/noticia/2018/10/03/alunos-desenvolvem-projeto-de-reintegracao-social-com-idosos.ghtml>  
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12. SDG 5: Gender Equality  
Affirmative Actions for Equality, Non-Violence, and strengthening Women's Leadership in Quintana Roo  
<http://www.equidad.org.mx/>
13. SDG 6: Clean Water and Sanitation  
Accelerating the Achievement of SDG6 in five countries: A Discussion paper (<http://inweh.unu.edu/wp-content/uploads/2017/01/SDG-Discussion-paper.pdf>) <http://sdgpss.net/en/>
14. SDG 12: Sustainable Consumption and Production  
The sustainable chain in search of a better world: adopt this idea  
<https://www.uemasul.edu.br/portal/>
15. SDG 16: Peace, Justice, and Strong Institution  
The DEDICA Program- Defense of the Rights of Children and Adolescent  
<http://amigosdohc.org.br/project/programa-dedica> <http://dedica.org.br/home/>



## CASE STUDIES

### 5.1. IMPLEMENTATION OF TELEMEDICINE IN TRIPURA

**SDGs Addressed:** SDG 3

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People' category.

#### Summary

To provide health services in the remote rural areas, the Government of Tripura introduced a novel healthcare project in 2005 built over a telecommunication and information technology backbone. A multi-disciplinary, multi-stakeholder model executed by the Ministry of Health & Family Welfare, Ministry of Information and Technology, Indian Institute of Technology (IIT) - Kharagpur, and WEBEL Electronic Communication Systems Limited, Kolkata demonstrated the impact of telemedicine.

Accessibility, affordability, and qualitative provision of healthcare are the three main problems of the healthcare system in a country like India. India boasts of a broad public as well as private health infrastructure. India's multi-tiered public health system is equipped to handle an ascending order of complexity and variety of medical conditions. Primary, Secondary, and Tertiary health services are provided through Health Sub-Centers, Primary Health Centers, Community Health Centers, and the District Hospitals. Despite this extensive healthcare delivery network, public health services in the country are in a state of crisis. It is evident when one looks very carefully at the overall illness burden and some specific mortality and morbidity indicators.

#### The Situation

The health infrastructure in the State of Tripura

is very dismal due to a mismatch between the availability and the required infrastructure. A startling shortfall is seen in much needed primary healthcare facilities such as Sub Center (SC) and Primary Health Center (PHC). While the facilities to deliver healthcare at the rural level are inadequate, a more significant concern is the shortage of trained specialists, particularly for high-risk pregnancy and neonatal cases in secondary and tertiary care facilities. Many people from Tripura seek specialists both in secondary and tertiary level care from other States because of the non-availability of quality public or private medical services in most of the districts.

#### Strategy

The initiative to introduce telemedicine in the State of Tripura was taken in 2005. Department of Information Technology, Government of India, sponsored a pilot Telemedicine project for development and implementation in the State's Government Hospitals. The project was developed in collaboration with the Indian Institute of Technology (IIT) - Kharagpur, to build the technology required for Telemedicine's introduction.

#### Results and Impact

The disciplines covered under this service are medicine, radiology, orthopaedics, paediatrics, gynaecology, surgical, and dermatology. In the initial years, more than 50 percent of patient referrals were for cases of general medicine. However, for the last few years, there was a significant increase in radiology and orthopaedics consultations. It is also heartening to see that every year the number of patients treated through telemedicine is increasing. The State Government is also proactive in the sustenance of the services. After completing the project period, the State government took

# SESSION-5: BEST PRACTICES FROM THE FIELD

a unique initiative for arranging funds from the National Rural Health Mission (NRHM) to maintain the systems and support the trained workforce to the telemedicine centres. The telemedicine record shows that from June 2005 to March 2013, more than 30,000 patients were treated/consulted, covering the major disciplines such as Medicine, Radiology, Orthopedics, Pediatrics, Gynecology, Surgery, and Dermatology. Over 1,18,654 patients were treated from June, 2009 up to 31st March, 2018.

## Replicability

In today's COVID-19 scenario, the policy for telemedicine has been approved at the national level. This approval has paved the way for replicating this experience and other telemedicine initiatives in the country.

Telemetric's Telemedicine system, a peer-to-peer tele-consultation system in government hospitals of Tripura, is backed by databases and data conferencing.

Since its inception, the doctors at the sub-divisional hospitals and primary health centers were linked to tertiary care centers in Agartala via lease line of BSNL for State-wide Area Network (SWAN) for data communication and video conferencing. Expansion took place in three stages connecting 16 SDHs/CHCs/PHCs with their three resource centres, i.e., G.B. Pant Hospital, IGM Hospital & Regional Cancer Hospital.

The Telemedicine facility can be utilized for distance and continuing medical education, training of isolated or rural health practitioners, video conferencing for administrative purposes, and other relevant utilizations. The facility allows peer applications and enables different instruments

like ECG recorders, X-Ray film scanners, and others to be integrated with the system. To ensure proper compliance and ease of entering data, it has a structured form-based data entry module for different categories of diseases, supporting statistical report generation. The system enables backup and report generation while ensuring the confidentiality of patients' personal information. Internet browser-based Graphical User Interface for patient's data access like video, audio, texts, and graphics, and it is possible to visualize and annotate human profile and medical images.

This Tele-consultation model improves access to speciality healthcare services and quality care to underserved rural, semi-urban, and remote regions. It helps in faster knowledge transfer by enabling medical experts' access to a large population by reducing clinical travel.

*Source: Centre for Innovations in Public Systems (CIPS)*

## Case Study for the Participants

A few years ago, a young boy Madhav, suffered an accidental injury of the knee and was having difficulty walking for the past months. His family was having difficulty approaching suitable doctors as they lived in a remote place in Amarpur, and the nearest sub-divisional hospital was 30 Kms away. When they managed to reach the hospital, with an utter shock, they found that this 25-bed critical access hospital does not offer an intensive care unit due to lack of adequate infrastructure. No specialist (Orthopedic Surgeon in this case) was also not available to take care of their son, which added to their disappointment. The Chief Medical Officer always tried to fill up the vacancies, which had never been easy.



That is when the Chief Medical Officer investigated 'Telemedicine' and found the services to be a much more economical way to go, more fiscally responsible for filling the gap quickly. He made no delay in installing the system in the hospital. Staffs and nurses received special training in interacting with the specialist doctors through tele-consultation and understood how the remote physician and patient could see and communicate with each other. The physician can ask questions, zoom in and zoom out, and pan the scene using a high-definition camera. The physician also can read all bedside monitors, including ECG. The CMO observed that staff nurses had gained more confidence in their everyday duties as well. They demonstrate more autonomy by not turning immediately to a doctor for things within their nursing scope. Patient satisfaction scores also have improved.

### *Focal Point*

This study's main objective is to discover how several stakeholders can be motivated and engaged in conceptualizing and implementing this project. The stakeholders include government and the various departments that are responsible for conceptualizing, approving finances & viability, the hospital providers, i.e., the ophthalmologist, administrative team, Tele-consult implementation team, the front office team, the optometrist, the nurse, the referring doctors who are located remotely or even the social health activist.

### *Learning Objectives*

- Derive a unique mix by optimally mapping, and implementing the various processes, integrating all facilities' function.
- Harness technology helps to facilitate efficiency and reduced costs.
- Use Analytics to enhance decision-making, thus helping the hospital scale-up and cater to different and diverse patients' sets without compromising quality and service delivery.
- Hospital's funding structure, which not only helps to meet its operational cost but also generates a surplus.

### *Proposed Discussion Questions*

- Is this replicable in your State? If yes, explain how. If no, give reasons.
- What factors do you think have contributed to the success and sustainability of Telemedicine?
- How to create an effective feedback mechanism that essentially captures the patients' pleasure and difficulties?
- What could be the challenges in replicating this model elsewhere?

# SESSION-5: BEST PRACTICES FROM THE FIELD

## 5.2. "DIGITALLAND" (COMPREHENSIVE SYSTEM OF LAND MANAGEMENT), BOARD OF REVENUE, UTTAR PRADESH

**SDGs Addressed:** SDG 15

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People and Planet' category.

### Summary

Uttar Pradesh has 18 divisions, 75 Districts, and 350 Tehsils spread across a 2.35 crore hectare land, divided into 1,08,848 revenue villages with 7.65 crore plots, 11.19 crore owners and 3.38 crore Khatas in Khatauni (RoR) and 2486 Revenue Courts with 11.24 Lakh Revenue Court Cases.

### The Situation

- **Manual Records:** The manual management of records led to potential errors, and there was a lack of transparency resulting in harassment of farmers and citizens. It was also challenging to correlate or link it with other databases due to its nature and sheer volume.
- **Lack of Transparency and Accountability:** The scope of corruption increased, as the Registry of lands, Mutation, and other paperwork was based on manual reports provided by various officers in the chain. If in the Record of Rights, a mutation of disputed land was done, it was difficult to trace back the error point, whether it was a data entry error or false report by the officer or due to collusion with the buyer or seller.
- **Data entry and reconciliation of the data:** The data entry and its reconciliation with the manual records was a huge challenge and required the active involvement of the entire Revenue Administration in the State, who had to do this extra work in addition to their regular duties.

- **Registry and Documents:** Courts throughout the State had to be convinced to accept the registry and mutation documents containing the Revenue Inspector's (Computer) digital signature as admissible evidence for cases.
- **Lack of solutions to secure and validate data:** Maintenance of data on different client servers caused mismatch and errors. The authenticity of the data uploaded could not be verified. There were time-lags in integrating the data on other client servers.
- **Integration of resources:** Shifting to an online system meant massive pooling of resources in terms of digitally literate workforce, financial resources for the creation of online databases for records of court cases, scanned maps, the record of rights, setting up the infrastructure for back-end integration of all such databases, the arrangement of enough clouds to rage space and capacity-building of employed data entry operators to work on the new system.

### Strategy

'Digital Land' is a project conceived and implemented by the Government of Uttar Pradesh for Digitization of Land Records, with technical support of NICUP State Centre. It represents a paradigm shift model from a department-centric closed approach to a citizen-centric open approach and from a process-oriented system to a service-oriented system. It is an integrated and interoperable solution for extending e-Services related to the rural land of Uttar Pradesh.

The unique feature of the 'Digital Land' project of UP is the concept of assigning a unique 16-digit code for every field or revenue plot (Gata) in the State. Like the Aadhaar number of the plot, these unique codes have been assigned to every plot





(about 7.65 Crore) in UP (except for villages under Consolidation or Survey). The first six digits of this Unique code are the town's revenue village code where the plot is situated (same as allotted by the Registrar General of India for Census). The next four digits (7th to 10th) display the plot number, whereas the subsequent four digits (11th to 14th) indicate its division's status. The last two digits (15th and 16th) show the category of the land.

The project comprises of online web applications of Land Records, Revenue Court Cases, Bhu-Naksha (Digitized Cadastral Maps), Khasra (Field book with Crop details), Online Mutation (for recording Succession or Virasat), and Anti-Bhu-Mafia Portal (for action against land grabbers). All these applications have been integrated on a single platform and integrated with/being utilized by applications of other departments like Registration (for sale/purchase of land), Food and Civil Supplies (for Foodgrains Procurement), Agriculture (for Farmers' Loan Waiver Scheme, Soiltesting, Agriculture Survey, and Pradhan Mantri Kisan Samman Nidhi Yojna), Forest (for creating Land Bank and Compensatory forestation), CM Office (for review of public grievances- Jan Sunwai), e-District (for the issue of solvency, income, domicile and caste certificates) and Banks/ Financial Institutions (for recording mortgage) through web services/user-login.

## Results and Impact

This entire data generated in the Digital Land project's applications are being made available online to the common public and other stakeholders through several points of online services, including more than 85000 Common Service Centers and Lokvani Kendras. The "Digital Land" project generates revenue of crores of rupees

for the service providers and the Department by distributing digitally signed Khatauni (Record of Rights or RoRs). About one crore users are being benefitted from this e-Gov initiative every day.

'Digital Land' also made it possible to transfer various subsidies, relief funds and other benefits directly into the bank accounts (DBT) of actual beneficiaries. It is possible to identify, sort and filter genuine beneficiaries under any scheme depending on their land holding size. On 24th February, 2019, under PM Kisan Samman Nidhi Yojana (PMKSNY) scheme, Rs. 2000/- each was transferred into the bank accounts of more than one crore beneficiaries in UP by the Hon'ble Prime Minister. It was made possible only because of the successful implementation of the "Digital Land" Project.

## Replicability

The project has reduced the time taken to manage and maintain records, increased accuracy and efficiency, and enhanced the safety of records held. 'Digital Land' has also increased the accessibility of all information related to land title/dispute or any other issue (whether the land is reserved for any specific purpose by the State Government or not including plans like town planning) land title to the citizens. It also reduces corruption and inconvenience caused to the public, thus making it a perfect example of good governance.

'Digital Land' has the potential to be scaled up at the national level and can be replicated in all states of India. The Department of Land Resources, Ministry of Rural Development, and NITI Aayog have acknowledged and appreciated the concept of a Unique Code for fields and are taking initiatives to replicate it across the country.



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The 'Digital Land' project has won the Gold Award in 'Category I-Excellence in Government Process Re-Engineering for Digital Transformation' as a part of the National e-Governance Awards, 2019.

Source: NCEG -Digital Land

## Case Study for the Participants

The District Magistrate of Jalaun district in Uttar Pradesh was planning on settling in for the night when he heard his cell phone ring. Due to poor network connectivity in the district, he was surprised to get a call late in the evening. Realizing the emergency, he grabbed the instrument and found the voice at the other end exasperated.

"Sir, there is a fight among the farmers on land disputes and the papers of the office has been destroyed."

District Magistrate: "What? Where? When? Is it a strike by the farmers again?"

The voice at the other end relaxed a little and said, "No, Sir! Due to lack of records in digital form, farmers are facing a lot of hardship in obtaining papers and maps of their land". After the delivery of this terrible news, the network conked off.

The District Magistrate immediately took action and started enquiring. A meeting of Medical Officers, Sabhadipati, Assistant District Magistrate (A.D.M), Panchayat Raj Adhikaris, Land Records officials was ordered at 10 o'clock in the night. They were all asked to come with information about the existing land record services. After deliberating the situation in the meeting, the District Magistrate decided to implement 'Digital Land' system through which satellite images of a particular area will be prepared with GIS technique and will be compared with the existing land records. These will then be uploaded to the computer with overlay

methods to know the exact geographical situation and land use. Digital Land ensured accessibility of land-related information in an easy and transparent manner and facilitated land-related transactions by deploying technology for smoother workflow of land-related issues.

### Focal Point

The case study gives a brief description of the situation before the implementation of the project. It outlines the strategy adopted in this project and concluded with the results and impact identified with the implementation of Digital Land.

### Learning Objectives

The overall learning objectives of the case centre on how to improve the integration and improvement of land records services, preparation for and management of land crises, and organizational convergence and collaboration.

### Proposed Discussion Questions

- Do you think that the process changes that have been carried out are mere 'improvements' or did they represent 'transformation'? Give reasons.
- The success of this project depends on how well the risks associated with manual data are managed. Identify the associated risks and possible ways to mitigate them.
- What could be the innovative pathways to successfully replicate the project in other districts and other policy sectors?



### 5.3. 'READ TO LEAD - IGNITED MINDS' CAMPAIGN, ROURKELA, ODISHA

**SDGs Addressed:** SDG 4

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People and Prosperity' category.

#### Summary

The 'Read to Lead – Ignited Minds' campaign, launched in 2019 by Rourkela Municipal Corporation (RMC) in association with Rourkela Smart City Limited (RSCL), has benefited poor tribal students in Rourkela. This campaign brings an e-Library to students, especially in Science, Technology, Engineering, and Mathematics (STEM).

#### The Situation

With 9.66 percent Scheduled Tribe Population, Odisha ranks third in India. The literacy rate of Scheduled Tribes in Odisha is 52.24 percent as per the 2011 Census. During 2014-15, 1683 educational institutions were functioning under the administrative control of ST and SC Department of Government of Odisha. During 2014-15, 4.34 lakh students were enrolled in these schools. The Government of Odisha is committed to improving Scheduled Tribe students' status by a series of measures like free education, scholarship, hostel facilities, free text books, dress, bicycle for ST girls, and Midday Meal Program. Despite this, Government struggles to ensure the continued education of ST students mainly due to low learners' motivation, illiteracy, helping parents at work, scheduling school timing, under-qualified teachers, and people's negative attitude towards education in adequate exposure compared to their privileged counterparts.

#### Strategy

The e-Library, through which the students are taught, has been divided into three sections.

While one section enables reading magazines, newspapers, and books, the other has internet-enabled computers that can access e-books, e-magazines, and e-journals. The third section is dedicated to activities for personality and skill development.

The primary characteristic of the campaign is to encourage creativity through smart learning using proven techniques and strategies. The campaign focuses on seven critical components to ignite imagination and explore original ideas, give exposure to openness and novel experiences, help in decision making, effective communication, motivation, teamwork, and boost creative potential with physical activities.

#### Results and Impact

The campaign focuses on Science, Technology, Engineering, and Mathematics (STEM). As many as 565 tribal students, staying in three Government Urban Education Complexes and enrolled in various private English medium schools are its beneficiaries.

Volunteers from various educational institutions have been engaged as mentors to ignite the children's minds and help them learn. Under several sub-educational schemes, the students are also given opportunities to design a t-shirt, create animations using mobile apps and paper models of rockets.

'Siksha Mitra', volunteers from Government Teachers' Education College, have been entrusted with imparting education and training, while 'Siksha Sevi' volunteers from various colleges are engaged in skill development. 'Sikhya Hiteishi' volunteers from BPUT guide and monitor the STEM program and design new plans in consultation with the volunteers.

# SESSION-5: BEST PRACTICES FROM THE FIELD

The campaign encourages and recognizes

## Replicability

Rourkela has been conferred with the prestigious Skoch Order-of-Merit Award for the 'Read to Lead Ignited Minds' campaign in 2019. The project has also won an award in the category of 'Academic Program' at the Smart Cities India Awards, 2019 presentation.

The campaign encourages and recognizes the hidden talents of the tribal kids through innovative learning approach & problem-solving methods.

Sources:

1. *The new Indian Express*, Jan 2020
2. *Asian journal of educational research & technology*, Vol. 6 (3), July 2016 :90-94

## Case Study for the Participants

Bhavna and Aadarsh are lovely kids of Somesh and Sakku, daily wage labourers, in Sundergarh district, Odisha. Even as the kids of their age started getting enrolled in various schools, Bhavna and Aadarsh would spend `majority of their time playing at fields or construction sites where their parents got work to earn the day's bread. Joyful childhood is a child's right, but they shouldn't be deprived of learning before marching into school education. Somesh and Sakku always felt that their poverty is impacting their kids' basic learning and felt the need to nurture them properly to ignite their thinking process and behaviour.

Upon enquiry, they came across the 'Read to Lead - Ignited Minds' campaign, which solely aims to encourage creativity through smart learning using proven techniques and strategies. The campaign focuses on seven critical components to ignite imagination and explore original ideas, give exposure to openness and novel experiences, help in decision making, effective communication, motivation, teamwork and boost creative potential with physical activities.

Somesh and Sakku are now very happy to see their children reading magazines, newspapers and books, both offline and online.

### Focal Point

The program's objectives are clearly defined to empower the child with natural methods of learning such as play and learn. For that, they have devised programs and infrastructure under the campaign, which are very well-suited.

### Learning Objectives

- Motivation of the people: There is an attempt to strike a balance between the school readiness of tribal children and community support/ownership towards education.
- Execution of the program: Strategy, teaching methods, learning materials etc.
- Help the campaign scale-up and cater to different and diverse sets of target groups without compromising quality and service delivery.
- Higher attendance rate: There is a reduction in the drop-out rate.

### Proposed Discussion Questions

- In your view, what are the parameters that determine sustainability of this campaign in the long run?
- Convincing rural villagers, who are poor, is not a difficult task. But how to achieve it?
- How to create an effective feedback mechanism that essentially captures the students' pleasure and difficulties?



#### 5.4. ARAVIND EYE CARE SYSTEM

This case study discovers how an organization can provide maximum value to its customers in a cost-effective way without compromising service delivery and excellence.

**SDGs Addressed:** SDG 3

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People' category.

##### Summary

Aravind Eye care System runs with the mission 'to eliminate needless blindness.' This objective is achieved through various innovations of its constituent entities, i.e., Aravind Eye Hospitals, Lions Aravind Institute of Community Ophthalmology (LAICO), Dr . G. Venkataswamy Eye Research Institute, Aravind Eye Banks, and Auro labs.

##### The Situation

At least 200 million people need eye care in India, but only about 10 percent can access it currently. The need of the hour is to provide quality eye care to the people and resolve needless blindness. Cataract surgeries alone can give sight to 7.5 million people and rectify refractive errors that can resolve another 2.4 million issues in the country.

##### Strategy

With its mission to 'eliminate needless blindness', Aravind provides large volume, high quality, and affordable care. Fifty percent of its patients receive services either free of cost or at a steeply subsidized rate, yet the organization remains financially self-sustainable. Much importance is given to equity—ensuring that all patients are accorded the same high-quality care and service, regardless of their economic status. A critical component of Aravind's model is the high patient volume, which

brings with it the benefits of economies of scale. Aravind's unique assembly-line approach increases productivity ten fold. Over 4.5 lakh eye surgeries or procedures are performed a year at Aravind, making it one of the world's largest eye care providers. Since its inception, Aravind has handled more than 5.6 crores (56 Million) outpatient visits and performed more than 60 lakh (6 Million) surgeries. The Aravind Eye Care System now serves as a model for India and the rest of the world.

This well-recognized innovation has been possible because of a dedicated team, process innovation, understanding of beneficiaries' needs and continuous monitoring. This is a successful example of replication that has brought real change to the lives of the people. Aravind Eye Care System has lessons not only in affordable eye care but also for designing innovative solutions for addressing the multiple problems of the community.

# SESSION-5: BEST PRACTICES FROM THE FIELD

## Results and Impacts



### PATIENTCARE

From April, 2018 to March, 2019

**4,408,980 out-patient visits**

were handled and

**502,536 surgeries, laser procedures and Injections**

performed across all Aravind Eye Hospitals.

### PERFORMANCE APRIL, 2018 - MARCH, 2019

#### Outpatient Visits

HOSPITALS	
Paying Sections	2,357,654
Free Sections	637,848
OUTREACH	
Screening Camps	563,941
Vision Centres	652,902
Community Eye Clinics/City Centres	196,635
Total Outpatient Visits Handled	4,408,980

#### OUTPATIENT VISITS Total Madurai

HOSPITALS		
Paying Sections	2,357,654	680,478
Free Sections	637,848	200,216

#### OUTREACH

##### SCREENING CAMPS\*

Comprehensive Camps	346,972	95,990
Diabetic Retinopathy Screening Camps	88,805	11,648
Work place Refraction Camps	54,240	13,854
School children examined by Aravind staff*	49,962	14,369
Paediatric Eye Screening	8,334	-
Mobile van Refraction Camps	6,693	-
RoP No. of babies screened in NICUs (OP)	8,935	917

#### TOTAL FORMS 563,941 136,778

##### SCREENING CAMPS\*

VISION CENTRES	652,902	272,309
COMMUNITY EYE CLINICS/ CITY CENTRES	196,635	108,361

#### TOTAL OUTPATIENT VISITS 4,408,980 1,398,142

#### SURGERIES, LASER PROCEDURES & INJECTIONS

Paying Sections	267,453	90,651
Subsidized (walk-ins to the free hospital)	142,573	50,576
Free (through screening camps)	92,510	32,178
<b>TOTAL SURGERIES</b>	<b>502,536</b>	<b>173,405</b>

*While Aravind team screened 49,962 children, an additional 371,921 children*



## Replicability

What started as an 11-bed hospital has now become the conglomerate, Aravind Eye Care System. Today, Aravind operates a growing network of eye care facilities, a post graduate institute, a management training and consulting institute, an ophthalmic manufacturing unit, a research institute and eye banks. Aravind's eye care facilities include 13 eye hospitals, 06 outpatient eye examination centres, and 75 primary eye care facilities in South India. Aravind's outreach activities have successfully reached the people in Andhra Pradesh, Karnataka, and Kerala.

The high level of efficiency and quick turn around of patients are two primary reasons AECS generates surplus revenues by, while charging low fees. All the performance targets of the AECS are focused on quality service provided to the number of patients treated and not on any parameter of earnings.

*Source: CIPS, February 2014*

## Case Study for the Participants

The same case study for "Implementation of Telemedicine in Tripura" may be used.

## 5.5. BRIDGING THE GENDER GAP AND ELEVATING WOMEN IN STEM WITH AURECON

**SDGs Addressed:** SDG 5

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People' category.

### Summary

Aurecon is an engineering, design, project management, and infrastructure advisory company based in Australia and South Africa that wants to continue to improve the gender balance of its workforce. The Professional, Scientific, and Technical Services industry, as a whole, has the fourth-highest gender pay gap in the Workplace Gender Equality Agency data set (Australian Government statutory agency responsible for promoting and improving gender equality in Australian workplaces). However, many employers are determined to change, with the industry making significant improvements across the board on gender equality policies and strategies. Aurecon is one of these organizations which set its sights on improving gender balance in its workforce, with tangible results.

### The Situation

Demand for technical and STEM (Science, Technology, Engineering, and Mathematics) skills are high in the current market. Aurecon is building an inclusive culture to support all employees to feel valued, have a sense of belonging, and have equal access to opportunities. In 2017, women represented 29 percent of Aurecon's total workforce, with much lower percentages at middle and senior levels. Aurecon decided to increase female representation by taking a range of actions, from recruitment to progression and retention.



# SESSION-5: BEST PRACTICES FROM THE FIELD

## Strategy

While ensuring the focus remained on a broad definition of diversity and inclusion, Aurecon implemented a plan to improve its workforce's gender balance, particularly in professional roles, technical roles, and leadership positions. The strategic focus included leadership, policies, language and behaviour, and targets.

Aurecon supports inclusive language and behaviours through inclusive leadership training, the use of Diversity Council Australia and Aurecon's Words@Work research, and the Leadership Shadow tool (created by Male Champions of Change and Chief Executive Women).

## Results and Impacts

In the three years since implementing their strategic plan, they have achieved fantastic results, including:

- Reached national workforce target of 35 percent female representation by 2019 and adjusted the target to 40 percent for 2021.
- Moved from 12 percent to 18 percent at level 7 and from 10 percent to 18 percent at level 8 (operations only).
- 238 women have completed the Ascend Program, of which 42 percent have since been promoted from 2017 and 2018 intakes.
- 88 percent of Aurecon's female employees and 91 percent of male employees say they have the flexibility they need to manage work and other commitments.
- The proportion of paid parental leave taken by men has increased from 7 percent to 40 percent since the new policy was introduced in late 2017.
- 1000 line managers have attended foundation inclusive leadership training.
- More than 140 senior leaders have attended advanced inclusive leadership training.

## Replicability

Aurecon has introduced policies that make it easy to attract a diverse workforce, like inclusive parental leave and flexible working policies. Aurecon encourages both women and men to take parental leave. If both genders can take parental leave, this removes the perception that women are more likely to take time away from the office or take breaks from their careers.

Aurecon continued with its leadership program, Ascend, which is explicitly designed to empower and support Aurecon's high potential women to use strengths-based leadership to determine and navigate their unique path to achieving their potential.

### Sources:

1. Aurecon: *elevating women in STEM*
2. WGEA: *Work Gender Equality Agency, Australia Government*

## Learning Objectives

The focus is on understanding the dimensions of sustainability and factors which can help in scalability of the project and how the institutionalization of the project is important for sustainability.

## Proposed Discussion Questions

- What role NGOs can play in influencing the community in which they work and creating awareness about gender parity?
- What are your ideas about engaging women as key players and partners along with men in achieving desired results in the area of work?
- Discuss some practical ways of developing a voluntary action roadmap to take forward the agenda of gender equality.





## 5.6. AROGYA KARNATAKA SCHEME

**SDGs Addressed:** SDG 3

**'5Ps' of 2030 Agenda:** This innovation falls under the 'People' category.

### Summary

Karnataka has been at the forefront of successfully implementing various healthcare schemes through Suvarna Arogya Suraksha Trust on an Assurance Mode to benefit a large section of BPL and APL populace State, including Road Accident Victims within the borders of Karnataka. As per the World Bank study, the implementation through Assurance Mode was reinforced because there was a 64 percent reduction in Out of Pocket Expenditure. Mortality was reduced by 64 percent among BPL families, and 12.3 percent of households are more likely to access hospital care.

Hence, the pioneering 'Arogya Karnataka' assures universal healthcare at all levels to all Karnataka residents by pooling resources from ongoing schemes. With this, Karnataka is proud to be the FIRST STATE in the country to declare and implement Universal Health Coverage to insulate Karnataka people from impoverishment and ensure the overall health well-being of the people of Karnataka.

### The Situation

The current ongoing health schemes are converged under this new 'Arogya Karnataka' Scheme. The scheme has been rolled out in Karnataka in phases by June, 2018. In the first phase, ten significant hospitals were chosen. In the next stage, it was rolled out in other 33 major and district-level hospitals. After that, the roll-out of the scheme took place to taluka level hospitals, CHC, and PHCs.

### Strategy

#### *Patient Enrollment*

All potential beneficiaries enroll in the system at any public health institution only once. ArKID is a unique id-based card, based on Aadhar number and biometric details are authenticated with the Aadhar server and e-KYC done. Once verified, private hospital referrals also may be possible.

A mandatory consent will be obtained using a pre-printed self-declaration from the enrolling beneficiary to use his/her details only for enrollment. The self-declaration form will also contain a section where in the beneficiary desiring to be rolled under the 'Arogya Karnataka' scheme declares that he/she does not have insurance in any other scheme.

#### *Patient Entitlement under the Scheme*

The PDS card decides the entitlement of the patient. It is authenticated via a web service, with the stored PDS details in the Food and Civil Service Data base to determine whether the beneficiary belongs to the 'Eligible Category' or not, as per the norms defined under the National Food Security Act 2013. Accordingly, He/She will be categorized as an 'Eligible Patient'. Suppose a beneficiary is not from the 'Eligible category' as per the FSA or does not have a PDS card. In that case, he or she will be automatically enrolled as a 'General Patient'.

The generated unique ID number printed on a card will be provided on Rs.10/- only for the first time to the successfully enrolled beneficiary. For reprinting the card on request of the enrolled beneficiary, if he/she has lost the card, he/she will be given another card at the cost of Rs.20/- only.

**ArKID** - The unique ArKID will be the PDS card Number with a separator (-) and a sequential

# SESSION-5: BEST PRACTICES FROM THE FIELD

number for each family member who approaches a PHI for service and seeks to enroll.

The UHC Card will contain a Photo, Name, Unique Scheme ID, and Basic Details of the Beneficiary. An SMS alert will also be sent to the Enrolled Patient's mobile number wherever the mobile number has been shared with the registration personnel.

Once the Scheme card is generated, the patient can access the treatment under the 'Arogya Karnataka' scheme.

The beneficiary will not be required to carry his/her Aadhaar card or Food card the next time he/she visits the hospital for treatment. He/She will be serviced based on the 'Arogya Karnataka' card.

## Results and Impacts

The Department of Medical Education and Health and Family Welfare Department have jointly undertaken health cards distribution under the 'Ayushman Bharat –Arogya Karnataka' (ABARK) scheme. Under this scheme, treatment of up to Rs.5 lakhs will be provided free of cost for those registered in more than 20 citizen service centres across the district and at six Karnataka One centre in the city.

The cards are being distributed as part of the Universal Health Cover program implemented by both Union and State Governments. Health Cards are distributed only after the biometric verification for all BPL, APL, and Aadhaar cardholders.

The cards are also being distributed at all Taluk Government Hospitals at Hunsur, K.R. Nagar, Periya patna, Nanjangud, T. Narasipur, H.D. Kote, and at eight Community Health Centres.

## Replicability

With the Health Card, a person can avail primary, secondary, tertiary, and emergency treatment at Government-owned Hospitals, Medical College Hospitals, and empanelled Private Hospitals. In case of accidental and medical emergencies, however, the treatment and surgical procedures can be availed at the nearest hospital, and the patient can be transported to a Government Hospital after 48 hours. The Government will fix rates for various secondary and tertiary procedures to be paid to Private Hospitals. Till then, Suvarna Arogya Suraksha Trust rates will apply.

*Source: Arogya Karnataka portal, Government of Karnataka*

## Case Study for the Participants

Raghav got butterflies in his stomach after taking charge as the Medical Superintendent of a 1000 bedded hospital in Bengaluru. Established about 35 years ago, the hospital is supposed to have made a fortune by now. Still, it is badly suffering from rising costs, low patient enrolment and declining quality of care. Also, being the only well-established health facility for the people of nearby districts, the hospital is expected to improve its service delivery initiative to help realize the State government's vision of ensuring accessibility and affordability of universal healthcare.

Raghav was hired with a clear mandate to improve the quality of care and strengthen the operations and productivity of the hospital. How did Raghav achieve a remarkable turnaround in the face of challenges like inadequate infrastructure, rising costs, ageing population, income level, diseases in epidemic proportions and illiteracy in the community? How could he establish an alternate healthcare model that could supplement the efforts of the government while being self-supporting?



Mr Raghav, while doing research, stumbled upon the website of “Arogya Karnataka”, which aims to extend universal health coverage at all levels to benefit a large section of BPL and APL populace State, including Road Accident Victims within the borders of Karnataka. He understands how the

various components of “Arogya Karnataka” are interlinked to achieve high operational efficiency and universal health coverage. Raghav then felt that his questions could be answered by studying the model of Arogya Karnataka. It indeed worked wonders for his hospital.

### **Focal Point**

The main objective of this study is to discover how all potential beneficiaries can be enrolled in this system, and healthcare services/treatments can be provided under this scheme.

### **Learning Objectives**

- Derive a unique mix by optimally mapping, and implementing the various processes, integrating all facilities' function.
- Harness technology that helps to facilitate efficiency and reduced costs.
- Use Analytics to enhance decision-making, thus helping the hospital scale-up and cater to different and diverse sets of patients without compromising quality and service delivery.
- Hospital's funding structure, which not only helps to meet its operational cost but also generates a surplus.

### **Proposed Discussion Questions**

- What factors do you think have contributed to the success and sustainability of Arogya Karnataka?
- Is the Arogya Karnataka model replicable in your work area? If yes, explain how. If no, give reasons. (Output)
- How could Raghav use the Arogya Karnataka model to improve his hospital's operational efficiency?

# SESSION-5: BEST PRACTICES FROM THE FIELD

## 5.7. “SHAISHAV”AND“MATRURAKSHA”-

District Panchayat, Kutch, Gujarat, India

**SDGs Addressed:** This initiative is relevant to the following SDG goals:

- ▶ **Goal – 1:**  
No Poverty
- ▶ **Goal – 2:**  
Zero Hunger
- ▶ **Goal – 3:**  
Good Health
- ▶ **Goal – 5:**  
Gender Equality
- ▶ **Goal – 10:**  
Reduced Inequalities
- ▶ **Goal – 17:**  
Partnerships for the Goals.

**‘5Ps’ of 2030 Agenda:** This innovation falls under the ‘People, Prosperity and Partnership’ category.

### Summary

The names ‘MATRURAKSHA’ and ‘SHAISHAV’ were implemented to coordinate health workers, elected representatives, and ICDS workers with the community’s involvement. “MATRURAKSHA” aimed to check the higher MMR (100) by focusing on clear identification of target audience (lactating Mothers) for continuous following up to undergo all routine check-ups, using institutional health facilities and special care to high-risk mothers.

“SHAISHAV” is aimed at ensuring children’s health by reducing the chances of undernourishment. The lack of coordination between the health and ICDS department was targeted as the starting point of the strategy adopted to remedy for malnutrition.

The detailed meetings, reviews, wide publicity, and the adoption of children by Anganwadi officers and other private entities brought focus and accountability in the working of Anganwadis. In two years, there was a remarkable reduction in underweight children from 44,858 to 18,521. Most of the beneficiaries are from poor and marginalized backgrounds. The project addressed the issues of infant mortality and maternal mortality in Kutch district, Gujarat, since 2011. Matruraksha and Shaishav were the two focused initiatives undertaken in the two years.

### The Situation

Kutch faced severe issues in delivering public health services in general and for vulnerable groups on malnourishment among women and children in particular. Kutch, the largest administered district in the country, with an area of 45,674 sq.Km, which is more significant than even countries like Switzerland, Belgium, Denmark, and Estonia.

### Beneficiaries/Target Group

The primary beneficiaries are lactating Mothers and Children from poor and marginalized backgrounds. Some of the resources (i.e., financial, human, material, or others) have been reused to implement the initiative like the supplementary nutrition kit (Shaishav Kits) comprised of sprouted grams (500 gms), besan laddus (300 gms), dates (500 gms), groundnut and sesame chikki (750 gms), and Bournvita (200 gms) costing around Rs. 250 (4\$). This expense was borne by involving private donors, and utilizing funds received under Corporate Social Responsibility (CSR) charters. Reduction in MMR and IMR was achieved by organizing various training camps and wide-scale percolation of Gynecologists and Obstetricians. The midwives and other health staff working with



technical competence at the level of the PHC also extended their help. The training camps were focused on knowledge dissemination about issues arising during childbirth was explained in detail by the senior OB-GYN professionals, along with an explanation of methods for early identification of high-risk mothers.

## Results and Impact

A long-term IEC program, designed to address the challenges of traditions, geography, and motivation, consisting of 85 camps, 400 meetings, and 180 interactions with the parents and ICDS and health functionaries, was implemented. This intensive outreach program was built on carefully-garnered support of elected representatives and community leaders to reach out to ever-reluctant women due to ethnic reasons. Early identification of high-risk mothers and then follow up with them continuously and ensure that proper medical help of the highest possible quality is available nearby, address Kutch district's geography challenges. District Development Office (DDO), through training camps, group exercises, and master trainers' training, could help build the belief that it is possible to bring significant improvements in reducing MMR and address malnourishment issues. This belief, when translated into work, did wonders for Kutch.

## Actions taken

**Shaishav:** An all-around nutrition drive for Anganwadi children ensured that instances of severe and moderate malnourishment drop nearly by an amount of 50 percent. The moderately malnourished children dropped to 20.33 percent from a high of 37.31 percent. The extreme malnourishment figure too came crashing down to a mere 0.77 percent compared to 1.95 percent. The

initiative set an example for ensuring good health and wellbeing (SDG 3).

**Matruraksha:** A holistic initiative to check maternal mortality brought in gender equality discourse in the district's mainstream panchayat functioning. The industry got expert guidance and help from the medical officers posted in the country's remotest location. The involvement of the community and healthcare officials reduced maternal deaths significantly. This initiative brought down the number of maternal deaths from a high of 42 to 29 percent in the entire district within a year.

## Replicability

- Kutch became the model for grading of all Anganwadi, based on their performance related to malnourishment. The Anganwadi grading helped delineate the problems emerging in particular localities. Through questionnaires and physical visits, the centres' holistic grading resulted in creating a sense of competition amongst Anganwadi to outperform amongst themselves.
- Starting afresh and ensuring that all children are screened for identifying the State of malnutrition prevalent in the entire district again became a template for implementing large-scale social sector projects in the State. The clean slate approach used, became a model for correct assessment and then applying a solution. Further, this gave all families a sense of equality and brought confidence in Government. The creation of colour-coded cards and registers at all Anganwadis for documenting the children's growth story over the years brought in an inbuilt check over the fudging of data by lower-level functionaries.



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- The adoption of severely malnourished children by different departments ensured that dedicated follow-ups reduce the time needed for them to come out from severe malnourishment. 13 government departments adopted a total of 2,252 children, and the community adopted 328 children.

*Source: Knowledge Base of UN Public Service Awards Initiatives*

### **Discussion Points**

1. How well does your State perform SDGs on efficiency, quality, and access?
2. How does that performance limit your system's ability to achieve the goals of ending poverty, improving health, access to education, fighting inequalities, and talking about climate change?
3. What are the 'critical failures' in your system that account for the most critical performance shortfalls in efficiency, quality, and access?





# SDG

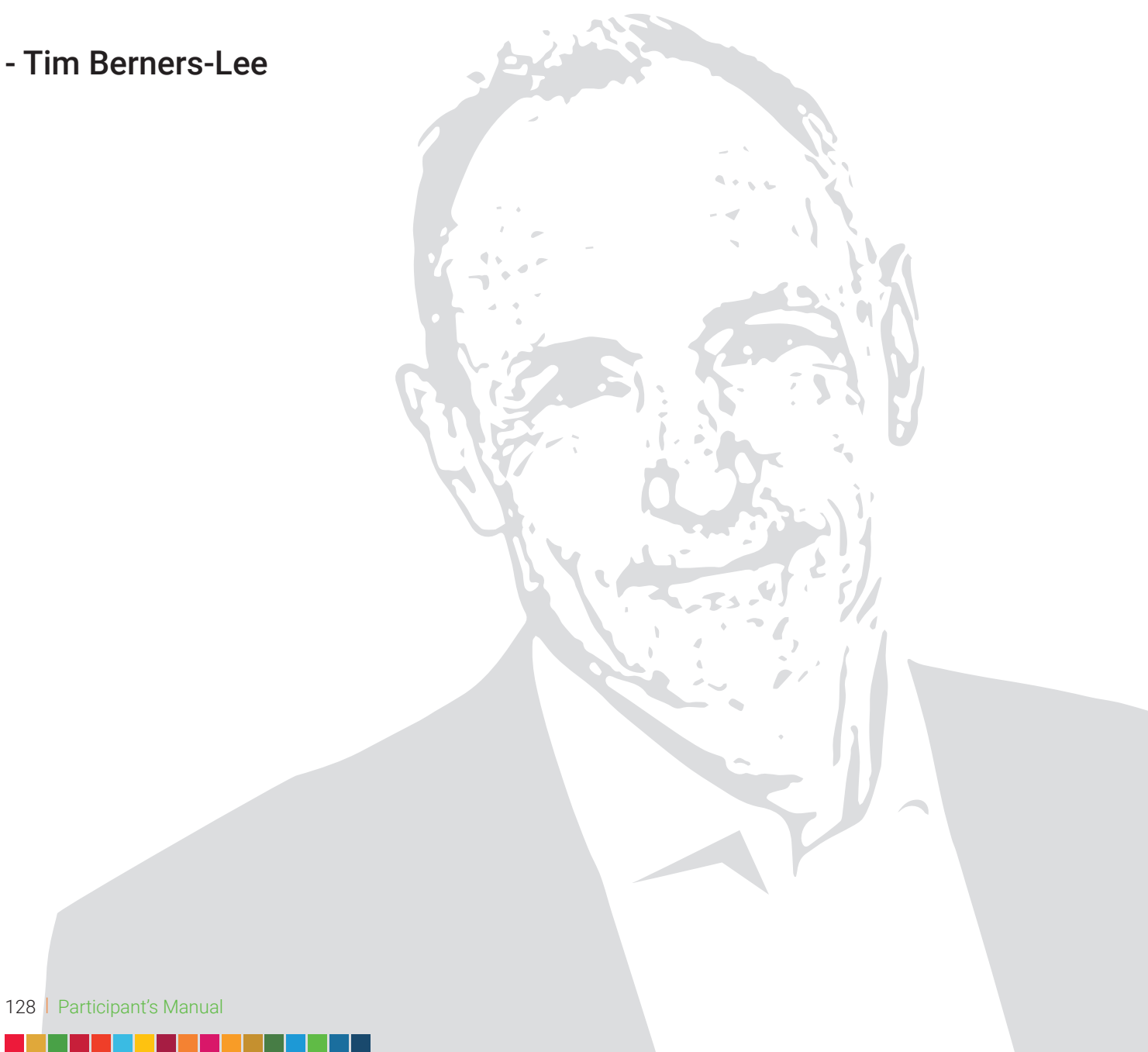
## INDICES



“Data is a precious thing  
and will last longer than the  
systems themselves.”



- Tim Berners-Lee





# SESSION-6: SDG INDICES



## OVERVIEW

The session highlights the conceptual issues in creating the SDG India Index and collecting the necessary data. Data collection for the indices is an issue due to data gaps relating to the SDGs' specific indicators. A useful index needs to help in prescribing the solutions as well as be descriptive. The index's judgmental value must complement its ability to help policymakers get insights into the actionable measures. There are also other issues such as weights assigned to the indicators and complexity of presenting data simply. These factors and the SDG India Index will be discussed in some detail in this session.

## OBJECTIVES

- Obtain insights about the development of the SDG India Index and the issues faced during the process.
- Understand the various aspects of the SDG India Index.
- Identify the role of indicators for measuring the progress of SDGs.
- Respond to crisis and accelerate SDGs.

## KEY MESSAGES

- SDG indices are a vital tool for understanding the impact of various policy measures and their effectiveness.
- SDG India Index captures the progress comprehensively and provides a snapshot of the performance of the states.
- A good indicator needs to give insight into the cause and effect of a particular outcome and should not be merely judgmental.
- Quality of primary/secondary data and integrity of data sources - both are equally essential for getting the real picture on the ground.
- Investment in data collection infrastructure can improve the validity of results reflected by SDG indices.



# SESSION-6: SDG INDICES

## RECOMMENDED READINGS

- <https://niti.gov.in/sdg-india-index-dashboard-2019-20>
- [https://unstats.un.org/sdgs/files/meetings/sdg-inter-workshop-june-2018/Day1\\_Session1\\_Global%20Indicator\\_UNSD.pdf](https://unstats.un.org/sdgs/files/meetings/sdg-inter-workshop-june-2018/Day1_Session1_Global%20Indicator_UNSD.pdf)
- <https://sustainabledevelopment.un.org/index.php?page=view&type=400&nr=2013&menu=35>
- [http://mospi.nic.in/sites/default/files/publication\\_reports/Sustainable\\_Development\\_Goals\\_National\\_Indicator\\_Framework\\_Progress\\_Report\\_2020\\_Version2.1.pdf](http://mospi.nic.in/sites/default/files/publication_reports/Sustainable_Development_Goals_National_Indicator_Framework_Progress_Report_2020_Version2.1.pdf)
- <https://unstats.un.org/sdgs/report/2020/The-Sustainable-Development-Goals-Report-2020.pdf>
- <https://unstats.un.org/sdgs/iaeg-sdgs/tier-classification/>
- <https://sustainabledevelopment.un.org/content/documents/2013150612-FINAL-SDSN-Indicator-Report1.pdf>
- <http://www.mospi.gov.in/global-indicator-framework-iaeg-sdgs>
- <https://unstats.un.org/sdgs/report/2020/the-need-for-data-innovations-in-the-time-of-COVID-19/>

## ADDITIONAL READINGS/VIDEOS

- [https://youtube/hiNDugUI3kA\(RSTV:TheBigPicture-SDGIndiaIndex2019-20\)](https://youtube/hiNDugUI3kA(RSTV:TheBigPicture-SDGIndiaIndex2019-20))
- <https://www.ophi.org.uk/wp-content/uploads/OPHI-RP-29a.pdf>
- <https://ourworldindata.org/human-development-index>
- <https://unstats.un.org/sdgs/indicators/database>



### 6.1. THE ROLE OF INDICATORS FOR SDGs

Indicators are the backbone for tracking and monitoring SDGs' progress at local, regional, national, and global levels. A robust indicator framework on SDGs and their targets serve as a management tool to help countries develop implementation strategies and allocate resources accordingly. The framework also acts as a report card to measure sustainable development progress and ensure all stakeholders' accountability in achieving SDGs.

While mechanics for monitoring SDGs are still evolving, the emerging consensus is that SDG monitoring should be at the national level. Moreover, the complementary monitoring will occur at subnational, regional, and global levels for each thematic area, such as health, education, and agriculture. Mobilization, analysis, and communication of the data on progress towards achieving its objectives must be done separately. Such thematic monitoring and review will help the official monitoring and assessment at national, regional, and global levels. To meet the SDG targets, reliable and timely data is required to analyze the progress on SDGs and identify areas that need improvement and which sections of the society are yet to progress.

### 6.2. THE IMPORTANCE OF METRICS AND INDICATORS

SDGs require more significant investments in building independent and impartial national statistical capacities and strengthening statistical quality standards, in addition to annual reporting of high-quality data from all countries. National Statistical Offices (NSOs) must be actively involved in developing global and national SDG indicator frameworks.

One of the major concerns is monitoring and evaluation. In MDGs (Millennium Development Goals), this was done separately within sectors/departments, and there was minimal effort to have an integrated approach. Every level of government needs to be involved in benchmarking and assessing the progress made for each Goal. One of the reasons for the failure to achieve MDGs is that most countries lacked the necessary information and capacity to monitor and report progress. Little investment in strengthening statistical capacity to ensure effective real-time monitoring of the MDGs and failure to establish statistical standards and quality requirements harmed MDGs' achievement.

### 6.3. GLOBAL INDICATOR FRAMEWORK

The Global Indicator Framework is developed by the Inter-Agency and Expert Group on SDG Indicators (IAEG-SDGs) as a useful review mechanism for 2030 Agenda and its Sustainable Development Goals (SDGs). Its indicators are used to measure the achievement of the targets. Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) was tasked with developing the global indicator framework. It also supported technical implementation support, regularly reviewing methodological developments, the indicators, their metadata, and periodically reviewing capacity building activities. The framework was developed openly and transparently, involving all stakeholders. It contains 232 unique indicators, addressing targets of each Goal of the 2030 Agenda for sustainable development. The global indicators are refined regularly and reviewed by the UNSC. The Inter-Agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) conducted an open consultation on proposals and comprehensive review at the 51st session in March 2020. The recommendations included in this consultation were: replacements of

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existing indicators, revisions of existing indicators, additional indicators, deletions of existing indicators, tier classification of indicators and, in a few cases, requests for proposals replacing existing indicators where methodological progress or data collection efforts have stalled.

It was ensured that the indicators were given for each target, with equal weightage assigned to all targets. There was no attempt to reassign or reinterpret the targets. Many countries have also prepared national indicators focusing on national priorities and these global SDG indicators to formulate SDGs policies. In India, NITI Aayog has done exemplary work in this area discussed in the latter part.

The global framework has three types of indicators.

**Tier I:** Indicator is conceptually clear, has an internationally established methodology, and standards are available, and countries regularly produce data for at least 50 percent of countries and the population in every region where the indicator is relevant.

**Tier II:** Indicator is conceptually clear, has an internationally established methodology, and standards are available, but countries do not regularly produce data.

**Tier III:** No internationally established methodology or standards are yet available for the indicator, but methodology/standards are being (or will be) developed or tested. As of the 51st UNSC, the global indicator framework does not contain any Tier III indicators.

As of 17 July 2020: The updated tier classification table contains 123 Tier I indicators, 106 Tier II indicators and 2 indicators that have multiple tiers (different components of the indicator are classified into different tiers)

A UN Global Agency leads the development of methodology and data regarding each indicator

in the Global Framework. These agencies are called Custodian Agencies. UN Statistical Division has identified a Custodian Agency responsible for developing indicators, establishing data flow mechanisms, monitoring, and disseminating data on global indicators. Custodian Agencies are generally UN bodies or internationally recognized agencies. The Custodian Agency must involve the National Statistical Offices of the countries in the indicator development process. The UN's global reporting on SDGs will be done based on the Global Indicator Framework, using data from the National Official Statistical System compiled by the Custodian Agencies.

It has been observed that local and subnational governments find it challenging to monitor and evaluate the progress of the SDG targets due to various issues between regions or cities in terms of geographic, socio-economic, and government-related constraints of diversity. This realization necessitates state/city-level indicators as the SDGs impact local communities' lives in the final analysis. Data has to be presented and communicated simply to assist the decision-making process and ensure the ability to measure progress.

Let us now understand the various global indices in detail:

## 6.3.1. SOCIAL PROGRESS INDEX (SPI)

Social Progress Index (SPI) is a measure of the quality of life of countries ranging from the basic needs of survival, food, water, shelter and safety to the foundations of wellbeing, education, information, health and environment, and opportunity-rights, freedom of choice, inclusiveness, and access to higher education.

Under the technical guidance of Professor Michael Porter from Harvard Business School and Professor Scott Stern from the Massachusetts Institute of Technology, the group formed a



US-based non-profit called the Social Progress Imperative. It launched a beta version of the Social Progress Index for 50 countries in 2013 to measure a comprehensive array of social and environmental performance components and aggregate them into an overall framework. It is based on the writings of Amartya Sen, Douglass North, and Joseph Stiglitz. The Social Progress Index was released in 2014 for 133 countries and the second version in 2015.

The SPI is a practical tool to track and report progress towards the SDGs in a consistent manner. It captures the outcomes of 17 SDGs, and reflects 131 out of 169 targets making the implementation, visualization, and actionability of SDGs a tangible reality for innovators and policymakers worldwide. SPI framework has been successfully adapted in countries, cities, and communities to incorporate locally relevant data into each index. Therefore, SPI is a customized tool that localizes the SDGs' implementation at a more granular level and captures data as per local requirements.

SPI framework in a nutshell:

Basic Human Needs	Foundations of Wellbeing	Opportunity
Nutrition and Basic Medical Care SDG: 2 & 3	Access to Basic Knowledge SDG: 4	Personal Rights SDG: 1, 5, 16
Water and Sanitation SDG: 6 & 12	Access to Information and Communications SDG: 9, 16, 17	Personal Freedom and Choice SDG: 3, 5, 8, 10, 16
Shelter SDG: 3, 7, 11	Health & Wellness SDG: 3	Inclusiveness SDG: 5, 10, 11, 16
Personal Safety SDG: 3, 16	Environmental Quality SDG: 9, 12, 13, 14, 15	Access to Advanced Education SDG: 4, 9

The latest scores of SPI 2019 have raised concerns regarding the fulfillment of Sustainable Development Goals by 2030. Michael Green, CEO of Social Progress Imperative, has argued that social progress is not advancing at the required rate, making it extremely difficult to fulfill the UNSDGs until 2073. However, this pessimism can be overturned if India and China can effectively hasten the implementation. These countries have a significant population base; they can prove to be very influential in achieving SDGs. In its latest report, Green indicates that while Norway topped the SPI, India inched forward by 2.29 points from 2014 data to reach to the 100th position.

As per the India Council of Competitiveness reports, India has fulfilled the goals but at a plodding pace. Since the inception of SDGs in 2015, the country has not achieved any goal ultimately. However, for a variety of indicators, it has shown significant progress. For instance, India's poverty level between 2004 and 2011 declined from 38.9 percent of the total population to 21.2 percent. The current poverty rate is expected to be even lower, thus pushing India closer to achieving the first Goal of 'No Poverty'. Combating undernourishment has been moderate. At present, 14.8 percent of India's population is undernourished. If the country pulls up its socks, the world will be 25.2 percent closer to achieving the SDG target of undernourishment. Also, it is a known fact that 22 out of the 30 most polluted cities of the world are in India. However, biomedical waste management, radiant heat for cooking purposes, and imposing restrictions on single-use plastics can help fulfill climate action. Thus, the onus of driving the world towards sustainable development lies on India's shoulders.



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## 6.3.2. HUMAN DEVELOPMENT INDEX (HDI)

HDI is one of the best tools to keep track of a country's development, as it combines all major social and economic indicators responsible for economic growth. It was introduced by a Pakistani economist Mahbub ul Haq in 1990, which was further used to measure its development by the United Nations Development Program (UNDP).

It measures three critical dimensions of human development. The critical dimensions are as follows:

- i. A long and healthy life – measured by life expectancy.
- ii. Access to education – measured by expected years of schooling of children at school-entry age and mean years of education of the adult population.
- iii. A decent standard of living – measured by Gross National Income per capita adjusted for the country's price level.

HDI is the geometric mean of normalized indices for each of the three dimensions. The HDI was created to emphasize that people and their capabilities should be the ultimate criteria for assessing a country's development, not economic growth alone. The HDI can also question national policy choices, asking how two countries with the same level of GNI per capita can end up with different human development outcomes. The health dimension is assessed by life expectancy at birth; the education dimension is measured by the mean of schooling years for adults aged 25 years and more and expected years of schooling for children of school-entering age. The standard of living dimension is measured by gross national income per capita. The HDI uses the logarithm of income

to reflect the critical importance of income with increasing GNI. The three HDI dimension indices' scores are then aggregated into a composite index using a geometric mean.

Every year, UNDP ranks countries based on the HDI report released in their annual report. HDI is one of the best tools to keep track of a country's development, as it combines all major social and economic indicators responsible for economic growth.

## 6.3.3. E-GOVERNMENT DEVELOPMENT INDEX

The E-Government Development Index (EGDI) presents the E-Government Development of the United Nations Member States. The E-Government Development Index (EGDI) was published by the UN Department of Economic and Social Affairs (UNDESA) and prepared over two years following an established methodology.

Along with assessing the website development patterns in a country, the E-Government Development Index incorporates the access characteristics, such as the infrastructure and educational levels, to reflect how a country uses information technologies to promote its access and inclusion. The EGDI is a composite measure of three critical dimensions of e-government: providing online services, telecommunication connectivity, and human capacity.

The EGDI is not designed to capture e-government development in an absolute sense; instead, it aims to give national governments a performance rating relative to one another.



India	
Website	National Portal
Region	Asia
Sub-Region	Southern Asia
Income*	Lower-middle income
Income Value	1,820 USD, GNI per capita
Population	1,309,053,980
E-Government Development Index	0.5964 Rank 100 of 193
E-Participation Index	0.8571 Rank 29 of 193

Source: UN E-Government Knowledge base

## 6.4. NATIONAL INDICATOR FRAMEWORK (NIF)

National Indicator Framework (NIF) is a voluntary effort by public developmental disabilities agencies to measure and track their performance. The MoSPI, in consultation with the NITI Aayog, Central Ministries/Departments, States, and other stakeholders such as UN Agencies and Civil Societies, started the process of National Indicator Framework (NIF) preparation in September, 2016 and the NIF was approved in 2018. The core indicators are standard measures used across states to assess the services provided to individuals and families.

In India, the Ministry of Statistics and Program Implementation (MoSPI) is responsible for collecting and processing the data, and developing various indicators to assess the SDGs' progress. The framework includes nationally-defined indicators that consider different national priorities and needs.

NIF comprising 295 indicators helps the Government monitor and track SDGs' progress at the national level. Based on the official data

provided by Ministries, Departments, and State Governments, Statistical indicators of NIF measure the policies' outcomes to achieve the targets under different SDGs. National Indicators for all the SDGs except for Goal 17 have been prepared. While the initial versions did not contain indicators for SDG 17, the latest version (June 2021) does. This framework can be improved further over time by adding or removing indicators as the statistical system becomes more advanced. A High-Level Steering Committee (HLSC) has been created to review and modify the NIF to monitor SDGs periodically.

To provide a comprehensive view of the States' progress from a national perspective, the NITI Aayog has developed the SDG India Index. The index is a yearly baseline report which tracks the progress of all the States and Union Territories (UTs). The first Index report, which came out in December, 2018, tracked 62 Priority Indicators' progress. This number was increased to 100 National Indicators as per the December, 2019 report. The report indicates the performance based on the various interventions and schemes of the Central Government.

An exclusive SDG unit is created in the Social Statistics Division (SSD) of Central Statistics Office, Government of India, to implement NIF in consultation with concerned Central Ministries/Departments. This unit will establish a coordination mechanism with them, thereby acting as an SDG Data Focal Point of the Country. The unit will ensure various statistical institutions' capacity development and establish a monitoring framework at the Central and State/UT level.

As the data to measure indicators of NIF is very intensive, it is pertinent to define the metadata of these indicators clearly and unambiguously. The



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primary (80 percent) sources of data are administrative (e.g., crime statistics produced by National Crime Records Bureau (NCRB), based on FIR information from states), sample surveys (National Sample Survey Office - NSSO) and National Family Health Survey (NFHS), agriculture surveys and census data.

The national acceptability and statistical robustness were the most important criteria used for deciding the indicators. The other standard adopted for National Indicator Framework is relevancy to the targets, covering all components of the targets; consent/ownership of the concerned Ministries; data source and periodicity of data; and ownership of data by the source Ministries.

The table below represents the goal-wise distribution of National Indicators (original as well as revised):

SDGs	Number of indicators in NIF 1.0 (June 2019)	Number of indicators in NIF 2.1 (June 2020)	Number of indicators in NIF 3.1 (June 2021)
SDG 1: No Poverty	19	21	17
SDG 2: Zero Hunger	19	19	18
SDG 3: Good Health and Well-Being	41	42	41
SDG 4: Quality Education	20	19	19
SDG 5: Gender Equality	29	29	29
SDG 6: Clean Water and Sanitation	19	16	16
SDG 7: Affordable and Clean Energy	5	5	5
SDG 8: Decent Work and Economic Growth	40	32	26
SDG 9: Industry, Innovation and Infrastructure	18	16	17
SDG 10: Reduced Inequalities	7	9	11
SDG 11: Sustainable Cities and Communities	16	15	14
SDG 12: Responsible Consumption and Production	17	15	15
SDG 13: Climate Action	4	5	6
SDG 14: Life Below Water	13	11	11
SDG 15: Life on Land	21	16	16
SDG 16: Peace, Justice and Strong Institutions	18	19	21
SDG 17: Partnership for the Goals	0	13	13
<b>Total Number of Indicators</b>	<b>306</b>	<b>302</b>	<b>295</b>

Source: National Indicator Framework Progress Report 2021 – version 3.1





India has taken significant strides by developing a National SDG Indicator Framework (NIF) with 295 indicators across all 17 goals and a coordinated system for generating and managing data through a process of multi-layered and iterative consultations involving federal ministries, subnational governments, research institutions, UN and other international organizations as well as the civil society.

MoSPI, in collaboration with the office of United Nations Resident Coordinator (UNRC), India, has developed a dashboard on SDGs in India. 'SDG Dashboard' has a provision to visualize data from the national level up to the district level for NIF. It will help in statistical monitoring of SDGs and their targets with greater outreach and better data visualization on SDGs NIF.

The NITI Aayog brought out an 'SDG Index' for India during 2018 and a ranking of the States on SDGs' progress. It also provides an aggregate assessment of all the States and UTs to the leadership and policymakers to evaluate their performance on SDGs and associated targets. The index gives States' relative position on selected performance indicators and assists State Governments in evolving targeted policy interventions. This exercise is likely to continue yearly with greater involvement of MoSPI with suitable modification in the methodology and inclusion of more indicators based on more data availability. The index also allows States/UTs to:

- Benchmark progress against targets and performance amongst States.
- Devise/reorient strategies to achieve the SDGs by 2030.
- Identify priority areas that need investment and improvement.
- Identify and address data gaps.

MoSPI released the first SDGs National Indicator Framework Baseline Report 2015-16. The report contains a Data Snapshot, metadata, definitions, computation formulae, data including sources, a unit of measurement, and periodicity. This report provides a benchmark to track the progress towards SDG targets at the national level. The period 2015-16 has been used as a baseline period. Each indicator has been mapped with availability (periodicity), baseline reference period, and data sources.

The States have the primary responsibility for follow-up and review at the state, district, and local government levels about the progress made in implementing the SDGs and achieving targets. Thus, States need to develop their own State Indicator Framework (SIF) based on their critical development priorities, data requirements, available infrastructure, and resources. Each state must establish its own SIF in consultation with all the stakeholders and due diligence by the State Governments. The SIF must meet the State requirements of SDGs monitoring with suitable provisions for its refining, modification, and improvements over time.

## 6.5. DATA GAPS IN ASSESSING COUNTRY-LEVEL PROGRESS ON SDGs

Although significant progress has been made in increasing the availability of globally comparable data for SDG monitoring, huge data gaps still exist in terms of geographic coverage, timeliness, and the level of disaggregation required. Moreover, challenges remain in compiling and disseminating metadata to document SDG indicators' data quality at local and national levels.

According to UNSTATS, analysis of the Global SDG Indicators Database reveals that for 4 of the 17

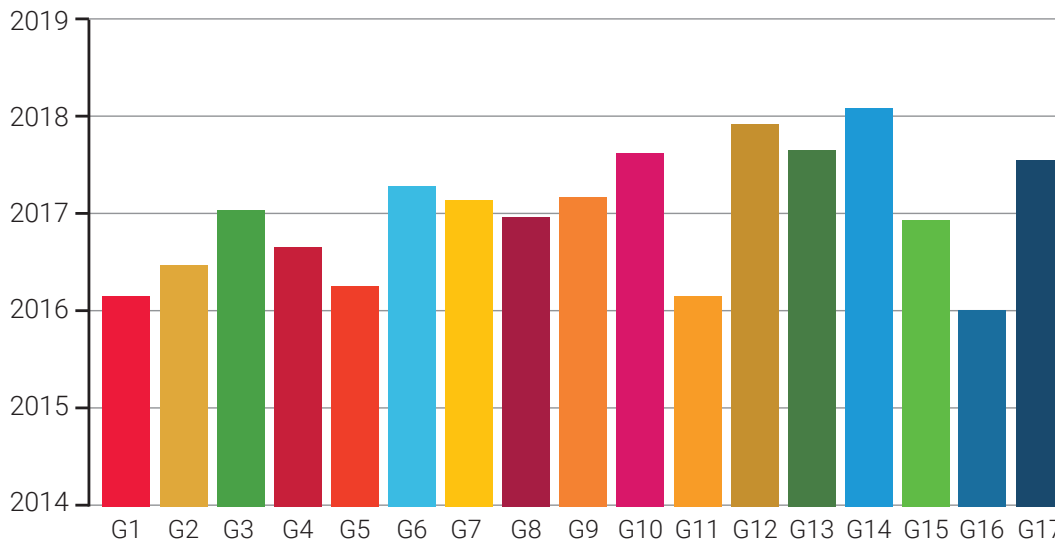


# SESSION-6: SDG INDICES

goals, less than half of 194 countries or areas have internationally comparable data. This lack of country-level data is particularly problematic for Goal 5 (gender equality), where on average, only about 4 in 10 countries have data available. Country-level data deficits are also significant in Goal 12 (sustainable production and consumption) and Goal 13 (climate action).

Also, a large number of SDG indicators are available only with a significant time lag. For instance, in at least half of the countries or areas in the database, the latest data point for poverty-related indicators (Goal 1) is 2016 or earlier. A similar situation is found for indicators on gender equality (Goal 5), Sustainable cities (Goal 11), and peace, justice, and strong institutions (Goal 16).

Data timeliness: the most recent year available (weighted average of the median country by indicator), by Goal



Source: *The Sustainable Development Goals Report, 2020*

## 6.6. COVID-19 AND NEED FOR DATA INNOVATIONS

Pandemic has created new and unique challenges for collecting, analyzing, and disseminating relevant data. Simultaneously, timely and authentic data can help mitigate the pandemic's impact and develop the right policies and tools in real-time. It can be seen that challenges that have been encountered during data collection during the first five years of SDG implementation have severely limited COVID 19 responses. These include a lack of essential health, social, and economic data. The crisis has impacted planned censuses, surveys, and other data programs throughout the world.



## 6.7. IMPACT OF PANDEMIC ON DATA COLLECTION

Field data collection operations are being disrupted worldwide as the governments' attempts to contain coronavirus spread do not yield the desired results. This issue limits National Statistical Organizations' ability to deliver the data necessary to monitor SDGs' progress. A recent survey conducted by the United Nations and the World Bank (with responses from 122 countries) shows that the pandemic has affected the operations of the vast majority of NSOs. In sub-Saharan Africa, 97 percent of countries surveyed indicated that regular statistics were affected, and 88 percent of countries in Latin America and the Caribbean indicated that they were having difficulty meeting international data reporting requirements. According to survey results, 9 in 10 national statistical offices in low- and lower-middle-income countries have seen funding cuts and are struggling to maintain normal operations during the pandemic. Seventy-three offices, 61 percent of those responding to the questionnaire, expressed the need for external support in addressing challenges associated with COVID-19. Priority areas cited included technical assistance and capacity-building, financial aid, and software for remote data collection.

If these needs are not filled, they will have a lasting effect on countries' ability to produce timely and disaggregated data for a large number of SDG indicators. In other words, the COVID-19 pandemic is not only creating a massive setback in the realization of the 2030 Agenda for Sustainable Development, but it is also exacerbating global data inequalities. There is an immediate need to augment statistical organizations' capacities and develop innovative practices and tools to collect, analyze, interpret, and disseminate data despite the pandemic constraints.

## 6.8. RESPONDING TO THE CURRENT CRISIS AND ACCELERATING SDGs

To the further implementation of the 2030 Agenda, significant investments in data and statistics are needed. Many countries need support to digitize their data collection as old systems do not provide the speed and efficacy anymore. New tools like telephone and web-based surveys and using administrative data and more modern, more innovative data sources to produce official statistics require deep reflection and planning.

Integration of geospatial and statistical information is one innovation that can be a force multiplier in improving the quality of data analysis. Geospatially enabled data on SDG indicators enhances the effectiveness of the policymaking by providing integrated analysis and visualization. It will help public officials understand and respond to local needs across geographic space and time. Relevant insights into data connections and relationships will help explore by combining traditional and non-traditional sources of data.

### Discussion Points

1. Right metrics and data are critical for turning the SDGs into practical tools for problem-solving. How does your State best seize the matrices and data for SDGs as valuable tools for problem-solving?
2. Discuss who can be the critical organization/institution in your area in partnering for data analysis and integration, and what role can they play?



# SESSION-6: SDG INDICES

## Multiple Choice Questions

1. To ensure localization of SDGs, the Social Progress Index (SPI) captures data on the following
  - a) Long and healthy life, access to education and standard of living
  - b) Online services, telecommunication connectivity and human capacity
  - c) Basic human needs, foundations of wellbeing and opportunity
  - d) Agricultural services and census data, crime statistics and sample surveys
2. SDG Dashboard has a provision to visualize data from the national level up to the district level for
  - a) National Indicator Framework (NIF)
  - b) Human Development Index (HDI)
  - c) E-Government Development Index (EGDI)
  - d) Social Progress Index (SPI)
3. The National Indicator Framework (NIF) allows States/UTs to measure
  - a) Data gaps in assessing progress on SDGs
  - b) Country's development by emphasizing on people and their capabilities
  - c) Quality of life of a country
  - d) Benchmark progress against targets and performance amongst States/UTs
4. The States need to develop their own State Indicator Framework (SIF) to
  - a) Generate and manage data through a multi-layered and iterative process
  - b) Measure a comprehensive array of social and environmental performance
  - c) Establish statistical standards and quality requirements to monitor and report progress
  - d) Review the progress made in SDG implementation at State, district and local level

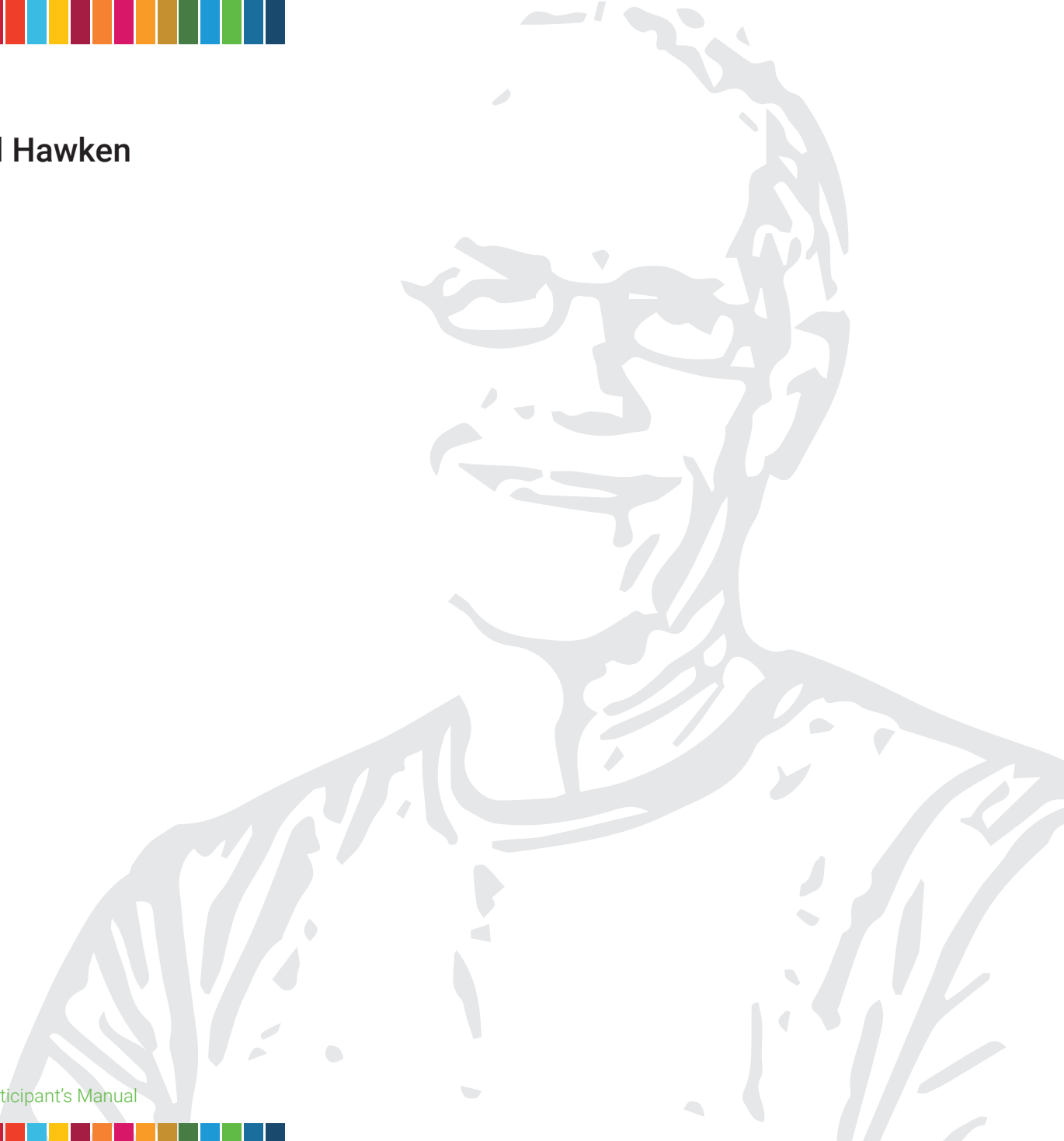




“Plans are nothing;  
planning is everything.”



- Paul Hawken



# SESSION-7: SDGs MONITORING



## OVERVIEW

This session explores the challenges in monitoring sustainable development goals, sharing a framework on how to do it better, and examining some relevant experiences in India and other countries, which can help participants better understand the options available and ways to customize the monitoring tools to the requirements.

## OBJECTIVES

- Launch a plan monitoring framework to carry out the effective implementation of SDGs.
- Benchmark and measure the progress made for each Goal.
- Analyze significant barriers combating the implementation of SDGs and ensure high-quality growth.
- Understand various aspects of recent experience with government reforms in India and compare with international experiences towards achieving SDG targets.

## KEY MESSAGES

- The monitoring and evaluation framework has to provide real-time information to policymakers and civil servants.
- Fine-tuning of the indicators as per the local requirements will better reflect the outcomes of the developmental interventions.
- Localization at the state and district level can be a significant contributor to the mandate of LNOB.
- Decentralized monitoring, coupled with decentralized planning, can lead to optimized resource allocation.

## RECOMMENDED READINGS

- SDG India Index and Dashboard 2019-20
- [https://niti.gov.in/sites/default/files/2019-12/SDG-India-Index-2.0\\_27-Dec.pdf](https://niti.gov.in/sites/default/files/2019-12/SDG-India-Index-2.0_27-Dec.pdf)
- <http://www.mospi.gov.in/sites/default/files/Report2.pdf>
- [http://www.mospi.gov.in/sites/default/files/publication\\_reports/SDGProgressReport2020.pdf](http://www.mospi.gov.in/sites/default/files/publication_reports/SDGProgressReport2020.pdf)
- <http://documents1.worldbank.org/curated/en/638011468766181874/pdf/296720PAPER0100steps.pdf>
- <https://sustainabledevelopment.un.org/content/documents/2013150612-FINAL-SDSN-Indicator-Report1.pdf>
- [https://niti.gov.in/writereaddata/files/LSDGs\\_July\\_8\\_Web.pdf](https://niti.gov.in/writereaddata/files/LSDGs_July_8_Web.pdf)
- <https://sustainabledevelopment.un.org/content/documents/2013150612-FINAL-SDSN-Indicator-Report1.pdf>
- [https://www.uclg.org/sites/default/files/roadmap\\_for\\_localizing\\_the\\_sdgs\\_0.pdf](https://www.uclg.org/sites/default/files/roadmap_for_localizing_the_sdgs_0.pdf)
- <http://niti.gov.in/writereaddata/files/Haryana.pdf>
- [http://niti.gov.in/writereaddata/files/Gujarat\\_0.pdf](http://niti.gov.in/writereaddata/files/Gujarat_0.pdf)
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# SESSION-7: SDGs MONITORING

## 7.1. DATA FOR SDGs

Achievement of SDGs requires continuous measuring of the progress of actual outcomes under each of the 17 Goals at the global/national/subnational levels. Countries are responsible for follow-up and review at the national level concerning the progress made in implementing the Goals and targets. To evaluate the implementation of SDGs and their fruitful outcomes, given the SDGs' complexity, there is an unprecedented demand for relevant data in the national and subnational statistical systems. The assessment of successes and failures requires quality data in real-time. Effective policy instruments are essential tools to deliver on Good Governance and improve all the SDGs' outcomes for all the intended beneficiaries. Hence, looking beyond traditional policy instruments of expenditure, regulations, partnerships, taxation, communication, direct provision of services, subsidies, authority, and sometimes doing nothing is difficult for the policymakers and researchers. New policy instruments can be identified by synergetic use of technology with traditional tools. This context requires new ways to generate high-quality data and sustained dissemination to effect on-field decisions. Effective monitoring and evaluation require channeling the feedback into policy discussions continuously. The 2030 Agenda also underscored the need for quality, reliable, and disaggregated data for measuring progress on the targets and ensure that 'No One is Left Behind'.

The United Nations has defined global indicators that will depict the growth of each SDG. The SDG indicators need to be evaluated in terms of income, gender, age, race, ethnicity, migratory status, disability, geographic location, or other characteristics, following the 'Fundamental

Principles of Official Statistics' (UNO Resolution 68/261). The Global Indicator Framework of SDGs was developed by an Expert Group consisting of National Statistical Offices (NSO) of 28 countries based on the UN Statistical Commission's decision. This framework has been detailed in Session 6 of this program. A set of 232 indicators was adopted by the UN General Assembly (UNGA) in July, 2017 as the Global Indicator Framework. India accepted 80 Indicators from the list of Global Indicators. Data can be ascertained from the existing datasets for these indicators.

## 7.2. UNDERSTANDING MONITORING FRAMEWORK OF SDGs

This section will discuss ten principles that will help track the range of SDG priorities simply and effectively. In addition to this, we shall also understand how to build a result-based Monitoring and Evaluation system.

### 7.2.1. ROBUST MONITORING INDICATORS

A good set of indicators should lead to a simple, intuitive, and policy-relevant consensus based on international standards. It should be relevant at both macro and micro level; and be disaggregated to track progress for all the pertinent groups.

SDSN (Sustainable Development Solutions Network) of the UN has identified the following ten parameters for monitoring indicators.





### Towards an integrated monitoring and indicator framework: Ten principles for Global Monitoring Indicators

1. Limited in number and globally harmonized

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2. Simple, single- variable indicators, with straightforward policy implications

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3. Allow for high-frequency monitoring

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4. Consensus-based, in line with international standards and system-based information

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5. Constructed from well-established data sources

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6. Disaggregated

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7. Universal

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8. Mainly outcome- focused

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9. Science-based and forward-looking

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10. A proxy for broader issues or conditions

Source: Sustainable development solutions network - Indicators and a Monitoring Framework for the Sustainable development goals, June 2015

#### 1. Limited in number and globally harmonized:

The indicators should be limited in number and quickly adopted in various geographic locations worldwide. Besides, countries should also identify a nationally appropriate number of Complementary National Indicators.

#### 2. Simple, single-variable indicators with straightforward policy implications:

Indicators need to be simple to compile, interpret and communicate efficiently. They must also have clear policy implications. For global reporting, composite indices should be avoided since they require more

complex data collection methods and often rely on imputation for missing variables and arbitrary weighting. Moreover, composite indices do not lend themselves easily to policy recommendations. They expand the number of (underlying) variables that need to be collected through official statistical systems, which might undermine a monitoring framework's feasibility. Instead, Monitoring Indicators should rely as much as possible on metrics that consist of one variable only.

#### 3. Allow for high-frequency monitoring:

Timeliness is crucial for data to be an useful

## SESSION-7: SDGs MONITORING

management and policy tool. The MDGs were also reported annually, but data featured in annual reports were often out of date, if available at all. The SDG indicators lend themselves to annual production or bi- or tri-yearly production with provisional annual figures produced using robust estimation methodologies to overcome this. These figures would then be reported upon annually, within an internationally harmonized national monitoring cycle.

4. **Consensus-based, international standards:** Monitoring Indicators should be underpinned by a broad international consensus on their measurement and be based on international standards, recommendations, and best practices to facilitate international comparison. Where possible, indicators should be broadly consistent with national accounts, systems of environmental-economic accounting, and other systems-based information.
5. **Constructed from well-established data sources:** Indicators should draw on well-established public and private data sources and be consistent to enable measurement over time. For a small number of new indicators, well-established data sources may be unavailable. In such cases, establishing a baseline will be an urgent priority over the next two or more years.
6. **Disaggregated:** Preference should be given to indicators that lend themselves to disaggregation of data to track SDG achievement inequalities. As the HLPF report recommends, targets can only be considered if they are met for all relevant groups. Critical dimensions for disaggregation include:

- i. Characteristics of the individual or household (e.g., sex, age, income, disability, religion, ethnicity, and indigenous status).
- ii. Economic activity.
- iii. Spatial dimensions (e.g., by metropolitan areas, urban and rural, or districts).

7. **Universal:** The set of SDG indicators as a whole needs to track a universal agenda. Not all Global Monitoring Indicators should therefore be applicable in developed as well as developing countries. Given the many layers of the SDG monitoring process, indicators should be appropriate at the global, regional, national, and local levels. The ability of indicators to be localized is vital to encourage active implementation of the agenda within subnational levels of Government, such as cities, home to over half of the global population.

8. **Outcome-focused:** As with SDG targets, it is generally preferable for monitoring indicators to track outcomes (or the ends) rather than means. Yet, the choice between input and outcome measures must be handled pragmatically. In some cases, input metrics can play a critical role in driving and tracking the changes needed for sustainable development. For example, access to health services is a vital component of Universal Health Coverage. Similarly, Official Development Assistance (ODA) is challenging to mobilize but critical for achieving the SDGs.

Finally, some environmental changes occur slowly and with long lag times, so intermediate metrics are necessary to track progress. Indicators for national and thematic monitoring will likely focus to a greater extent



on tracking inputs and process metrics for implementation.

9. **Science-based and forward-looking:** The SDGs are expected to cover 15 years. Much will change in that time. For example, the world population is projected to increase by one billion people by 2030, and two-thirds of those will be living in cities. Indicators must be designed in such a way as to account for these changing global dynamics, and to anticipate future changes. The indicator framework must also be flexible and allow for new indicators to replace outdated ones.
10. **A proxy for broader issues or conditions:** A single indicator cannot measure every aspect of a complicated issue, but well-chosen SDG Monitoring Indicators can track more general concepts. For example, to measure the rule of law and access to justice, several aspects must be measured, including the capacity to redress crime, citizens' trust in the police and court systems, and redress rates. The proposed indicator on the investigation and sentencing of sexual and gender-based violence serves as a proxy for treating vulnerable groups and access to justice overall. Hence the indicator and monitoring framework need to track the number of cross-cutting issues not captured in individual goals.

This framework is useful for monitoring at the local level. However, it has to be adapted as there will be different challenges in implementing all the principles as enunciated above in a particular state/district/city.

## 7.2.2. RESULTS-BASED MONITORING AND EVALUATION SYSTEM

At the program or local policy level, the purpose of monitoring and evaluation is to track implementation and outputs systematically and measure the effectiveness. It helps determine precisely when a program is effective and when changes may be needed. Monitoring and evaluation form the basis for modifying policy instruments and assessing the quality of activities being conducted. Monitoring and assessment together provide the necessary data to guide strategic planning, to design and implement programs and projects, and to allocate and re-allocate resources in better ways. One of the essential frameworks for M&E by World Bank has identified ten steps to results-based Monitoring and Evaluation system, that will serve as a valuable tool in supporting good public management practice.

### 10 Steps to Results-based Monitoring and Evaluation system

#### 1. CONDUCTING A READINESS ASSESSMENT

A readiness assessment is like constructing the foundation for a building. A good foundation provides support for all that is above it. It is a diagnostic aid that helps determine where a given country stands concerning the requirements for establishing a results-based M&E system. It is composed of three main parts:

##### i. Incentives and Demands for Designing and Building a Results-based M&E System

It is essential to determine whether incentives exist - political, institutional, or personal, before beginning to design and build a results-based M&E system. There are five critical questions related to incentives:



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- a) What is driving the need for building an M&E system?
- b) Who are the champions for building and using an M&E system?
- c) What is motivating those who champion building an M&E system?
- d) Who will benefit from the system?
- e) Who will not benefit from building an M&E system?

## ii. Roles and Responsibilities, and Existing Structures for Assessing Performance of the Government

A readiness assessment will enable one to gauge the roles and responsibilities, and existing structures available to monitor and evaluate development goals.

Given below are a few questions that could be assessed:

- a) What are central and line ministries, parliament, a leading audit agency, and civil society in assessing performance?
- b) Do ministries and agencies share information?
- c) Is there a political agenda behind the data produced?
- d) Who in the country produces data?
- e) Where the data in the government is used?
  - Budget preparation
  - Resource allocation
  - Program policymaking
  - Legislation and accountability to parliament
  - Planning
  - Fiscal management
  - Evaluation and oversight

## iii. Capacity-building Requirements for a Results-based M&E System

The readiness assessment also includes reviewing a country's current capacity to monitor and evaluate along the following dimensions: technical and managerial skills; existence and quality of data; available technology; available fiscal resources; and institutional experience.

## 2. AGREEING ON OUTCOMES TO MONITOR AND EVALUATE

At the outset, it is essential to distinguish between goals and outcomes. Goals are generally long-term (5-10 years), such as the SDGs, and results are short-range (1-3 years) that help us derive targets.

When choosing outcomes, it is crucial to build a participatory and consultative process involving the stakeholders. The participatory process should start with developing goals and continuing with setting results, and creating an indicator system.

Given below is a political process involved in setting and agreeing upon desired outcomes:





### 3. SELECTING KEY PERFORMANCE INDICATORS TO MONITOR OUTCOMES

Outcome indicators are not the same as outcomes. Indicators are the quantitative or qualitative variables that provide a reliable and straightforward means to measure achievement, reflect the changes connected to an intervention, or help assess a country's performance against the stated outcome. Indicators should be developed

for all levels, i.e., at the global, national, regional, and thematic levels.

As per the framework, the monitoring should be focused at the national level. However, in a continent-sized country like India, localized monitoring is essential as inevitably, there will be vast differences in indicators in different parts of the country. A granular approach is required for better targeting and fulfilling the mandate of LNOB.

# SESSION-7: SDGs MONITORING

Each country needs to choose the national SDG indicators best suited to track its progress towards sustainable development. A practical global monitoring framework complements national efforts. The Global Monitoring Indicators for the SDGs would be followed in every country and reported periodically at the global level. Also, regional monitoring and accountability will play a critical role in fostering local collaboration and coherence to pursue the SDGs. A fourth and crucial level of monitoring occurs in each thematic or epistemic community, such as health, education, agriculture, and so forth.

The 'CREAM' of selecting good performance indicators is essentially a set of criteria to aid in developing indicators for a specific goal. Performance indicators should be Clear, Relevant, Economic, Adequate, and Monitorable (CREAM).

● <b>Clear</b>	Precise and unambiguous
● <b>Relevant</b>	Appropriate to the subject
● <b>Economic</b>	Available at a reasonable cost
● <b>Adequate</b>	Provide a sufficient basis to assess the performance
● <b>Monitorable</b>	Amenable to independent validation

If any of these five criteria is not met, formal performance indicators will suffer and be less useful.

## 4. BASELINE DATA ON INDICATORS

After selecting key performance indicators to monitor outcomes, the baseline data collection is the first measurement to know where we stand today. For instance, it helps inform decision-makers about current circumstances before embarking on projecting targets for a given program, policy, or project.

There are various methods of data collection during a baseline survey. Some of the possible ways of collecting data are as follows:

1. Personal interview of concerned individuals
2. Community interviews
3. Field visits
4. Reviews of official records
5. Focus group interviews
6. Direct observation
7. Questionnaires
8. One-time survey
9. Panel surveys
10. Census

**Informal and Less-structured Methods**

**Formal and More-structured Methods**

There is no one right approach to the selection of data collection strategies. Several contingencies help to frame what is possible and what can be afforded.



**5. PLANNING FOR IMPROVEMENT:  
SELECTING RESULTS TARGETS**

After gathering baseline data on indicators, the next step is to establish results targets- what can be achieved in a specific time toward reaching the outcome. Target setting is the final step in building the performance framework. A target is a specified objective that indicates the number, timing, and location of that which is to be realized. It is based on outcomes, indicators, and baselines.

**Examples of Development Targets:**

**Goal: 1. End Poverty**

Outcome target: By 2022, reduce the proportion of people living in extreme poverty by 20 percent against the baseline.

**Goal: 4. Quality Education**

Outcome target: By 2021, increase the primary education enrollment rate by 30 percent against the baseline.

**6. MONITORING FOR RESULTS**

Monitoring for results includes both implementations and results monitoring as well as forming partnerships to attain shared outcomes. Monitoring systems need ownership, management, maintenance, and credibility. Data collection requires reliability, validity, and timeliness.

Example of results monitoring at the policy, program, and project levels:

	<b>Infant Health</b>	<b>Girls Education</b>
<b>Policy Monitoring</b>	Decreasing infant mortality rates.	Increasing girls’ educational attainment.
<b>Program Monitoring</b>	Pregnant women using Clinic-based prenatal care.	Girls in secondary schools completing math and science courses.
<b>Project Monitoring</b>	Information on good prenatal care provided in six targeted Villages.	Girls in four urban neighborhoods completing primary education.

**7. THE ROLE OF EVALUATION:**

The evaluation provides information on the strategy, operations, and learning. Different types of assessment answer additional questions. Features of quality evaluations include impartiality, usefulness, technical adequacy, stakeholder involvement, value for money, and feedback.

Given below is the pragmatic list of six uses based on which the civil servants can make evaluation of information:

- i. Help make resource allocation decisions.
- ii. Help rethink the causes of a problem.
- iii. Identify emerging problems.
- iv. Support decision-making on competing or best alternatives.



# SESSION-7: SDGs MONITORING

- v. Support public sector reform and innovation.
- vi. Build consensus on the causes of a problem and how to respond.

## 8. REPORTING THE FINDINGS

Reports on the findings of M&E systems can be used to gain support, explore, and investigate. Reports should consider the requirements of the target audience and present data. Monitoring and Evaluation reports can play different roles, and the information produced can be put to quite different uses:

- i. To demonstrate accountability – delivering on political promises made to the citizens and other stakeholders.
- ii. To convince – using evidence from findings.
- iii. To educate – reporting findings to help organizational learning.
- iv. To explore and investigate - seeing what works, what does not, and why.
- v. To document - recording, and creating an institutional memory.
- vi. To involve - engaging stakeholders through a participatory process.
- vii. To gain support - demonstrating results to help gain support among stakeholders.
- viii. To promote understanding - reporting results to enhance the performance of projects, programs, and policies.

## 9. USING FINDINGS

Using findings to improve performance is the primary purpose of building a results-based M&E system. The main point of the M&E system is not merely to generate continuous results-based

information but to get that information to the appropriate users in a timely fashion, so that the performance feedback can be used to manage organizations and governments better.

Findings can be used in a variety of concrete ways as follows:

- i. Respond to elected officials and the public's demands for accountability.
- ii. Help formulate and justify budget requests.
- iii. Help make operational resource allocation decisions.
- iv. Trigger in-depth examinations of what performance problems exist and what corrections are needed.
- v. Help motivate personnel to continue making program improvements.
- vi. Formulate and monitor the performance of contractors and grantees.
- vii. Provide data for unique, in-depth program evaluations.
- viii. Help provide services more efficiently.
- ix. Support strategic and other long-term planning efforts (by providing baseline information and later, the tracking progress).
- x. Communicate better with the public to build public trust.

## 10. SUSTAINING THE M&E SYSTEM WITHIN THE ORGANIZATION

Sustaining sound results-based M&E systems within governments or organizations recognizes the long-term process involved in ensuring utility. Six critical components of supporting results-based M&E systems are:





- i. **Demand:** If demand is episodic or haphazard, results-based M&E systems are not going to be used and sustained.
- ii. **Clear Roles and Responsibilities:** Clear roles and responsibilities and formal organizational and political lines of authority must be established. The organization and people who will be in charge of collecting, analyzing, and reporting performance information must be clearly defined.
- iii. **Trustworthy and Credible Information:** The M&E system must be able to produce results information, bringing both good and bad news. Performance information should be transparent and made available to all key stakeholders.
- iv. **Accountability:** No part of the Government should be exempted from accountability to stakeholders. Civil society organizations and NGOs (such as Transparency International) can play a key role in encouraging transparency and accountability and can even help collect data.
- v. **Capacity:** Sound technical skills in data collection and analysis are necessary for the system's sustainability. Governments will need to commit continuing financial resources to the upkeep and management of results-based M&E systems.
- vi. **Incentives:** Incentives need to be introduced to encourage the use of performance information. This initiative intends that success needs to be acknowledged and rewarded, problems need to be addressed, messengers must not be punished, organizational learning is valued, and budget savings are shared. Corrupt or ineffective systems cannot be counted on, to produce quality information and analysis.

## 7.3. LOCALIZING SDG MONITORING FRAMEWORK

NITI Aayog has defined 'Localizing' – as the process of recognizing subnational contexts in the achievement of the 2030 Agenda, from the setting of goals and targets to determining the means of implementation and using indicators to measure and monitor progress, in addition to raising awareness through advocacy.

Localizing SDGs in India is an ongoing process that happens in three critical phases, often co-occurring. They are as follows:

1. Identifying institutions and assigning specific mandate to deliver on the SDGs.
2. Raising Awareness and Advocating for SDG implementation.
3. Bringing on board Ministries, State governments, and the UTs.



# SESSION-7: SDGs MONITORING

## INDIA - DELIVERING ON THE SDGs



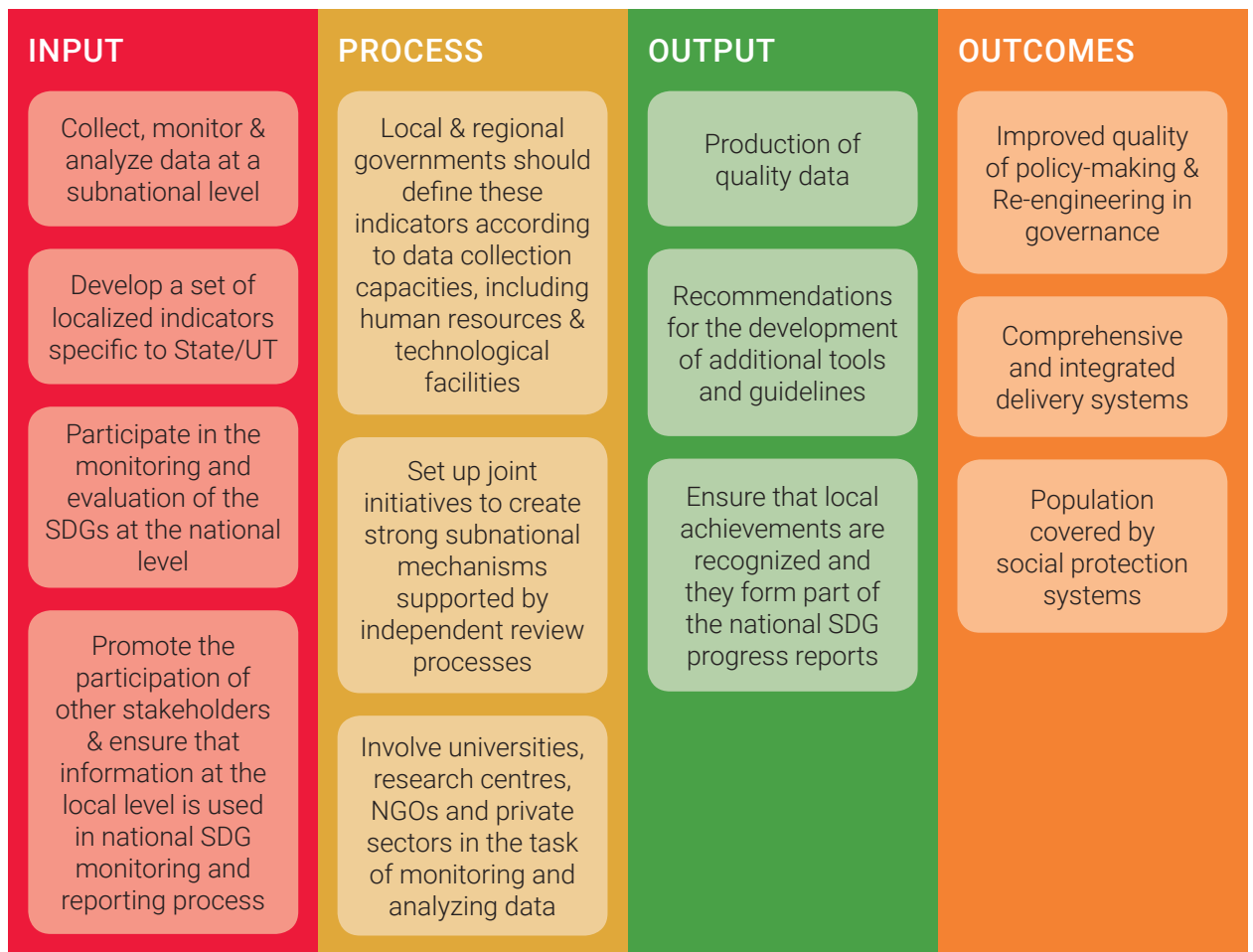
Source: Localizing SDGs - Early lessons from India, NITI Aayog, 2019



### 7.4. COMPREHENSIVE SDG MONITORING FRAMEWORK

Comprehensive monitoring and reporting framework will support the global targets, accelerate the implementation of strategies, and track progress towards meeting the ambitious SDG global and national targets. Local-level insights are critical in speeding up the process of implementing the 2030 Agenda. Given India’s geographical reach and the socio-cultural, demographic, and economic diversity, localizing SDGs is of paramount importance. Initiatives at the national level help delineate the scope of localization, and interventions at the subnational level are critical, as subnational governments are the prime movers in the process.

Given below is an SDG monitoring framework that caters to the planning and program implementation and acts as a useful tool to translate the SDG monitoring strategy.



1. Roadmap for localizing the SDGs: implementation and monitoring at the subnational level – UNDP, UN-Habitat, and Global taskforce of local and regional governments. 2. Indicators and a Monitoring Framework for the Sustainable development goals, June 2015

# SESSION-7: SDGs MONITORING

The following conditions must be met to enable comprehensive annual monitoring on all SDG indicators:

1. The indicators need to be well-defined and compatible with low-cost but reliable data collection systems.
2. For each indicator, one or more organizations from inside or outside the UN system must be made responsible for ensuring annual data collection.
3. Governments and the international community must find the resources to fund effective data collection systems at national and international levels. Private companies should make their know-how and services available to support this critical effort.

4. Where it is impossible or inadvisable to collect annual data for an indicator, projections can fill gaps.

Indicators should also consider the diversity of territories. Thus, in line with the SDG motto of "Leave No One Behind", they should include social groups at risk of exclusion (that is, groups that usually fall far below the average indicators). Similarly, countries with particular circumstances such as fragile, conflict-affected, landlocked, or less-developed countries or small islands might need to include additional indicators to reflect better and monitor their specific circumstances and needs.

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## 7.4.1. State-level SDGs Monitoring

### 1. HARYANA

Haryana has envisaged an ambitious agenda by the year 2030 which aims to eradicate extreme poverty; provide housing, 24 X 7 power and clean drinking water to all residents; maintain 100% open defecation free status; attain parity in child sex ratio; reduce maternal mortality rate to 70 per 1,00,000 live births and under 5 mortality rate to 25 per 1,000 live births ; eliminate malnutrition among children; ensure 100% net enrolment ratio at the pre-primary level; decrease the unemployment gap between men and women to 0%;reduce crime against women; diversify industrial growth to generate employment to the tune of 18 lakh and provide skill development training to 50,000 persons with disabilities. The government is

committed to focus its efforts towards combating climate change and protecting forest ecosystems, biodiversity and natural resources by aiming to eliminate stubble burning by 100%; establish 400 climate smart villages and increase tree cover by 10 % by the year 2030.

Haryana aims to upgrade to a modern digital state with information technology at the core for all sectors. The sustainable development of Haryana is only possible if the state follows five principles in the new way of governance. These are-



- a) Integrated planning, convergence and decentralized implementation
- b) Focusing on equitable development particularly to address gender inequality and regional imbalance.
- c) Building human capital through educational attainment and skill enhancement
- d) Citizen-centric services promoting rule of law, transparency and accountability, to facilitate easy access to essential services.
- e) Green growth, both infrastructural and physical growth with regard for the environmental implications and natural resources depletion.

## 2. GUJARAT

The Government of Gujarat prepared a Roadmap for implementing SDGs and a role matrix identifying the roles and responsibilities of various stakeholders. Seven thematic working groups have been constituted to foster convergence among departments.

The State Government has constituted a State Empowered Committee (SEC), chaired by the Chief Secretary and a Specialized State SDG Cell, chaired by Director, Gujarat Social Infrastructure Development Society (GSIDS), Planning Division, General Administration Department – for effective monitoring of the SDG progress.

The main functions of the State Empowered Committee (SEC) are:

1. Authenticate indicators and monitoring framework;
2. Conduct a State-level review of progress on SDG indicators quarterly; and
3. Provide directions and consultation in terms of monitoring and implementation of SDGs.

The main functions of the State SDG Cell are: collection, compilation, verification, and analysis of information related to SDGs; documentation, reporting, capacity-building, and providing technical support to the SDG Cells at the district levels.

A dynamic and interactive online MIS for tracking progress on SDGs' indicators is also being developed. A specialized analytical web portal has been designed to monitor physical progress against financial expenditure for each Goal.

The State Government has also successfully implemented a nutrition supplement scheme, 'Dudh Sanjivni Yojana', implemented by three departments – Education, Tribal Development, and Women and Child Development. Similarly, the Hot Cooked Meal (HCM) scheme is being successfully implemented jointly by the State Government departments of Women and Child Development and Education Department.

*1. Status of SDGs Implementation Dec-03-2018 2. NITI Aayog - Localizing SDGs early lessons from India, 2019*

## 3. KARNATAKA

Planning, Programme Monitoring and Statistics Department (PPMS) is the nodal agency responsible for formulating strategies for attainment of Sustainable Development Goals (SDGs) in Karnataka by 2030. The department has set up Monitoring and Coordination Committee and the State level and Steering Committee for formulation of effective action plans for achieving the SDGs. In order to periodically monitor the progress of SDGs, a separate technical cell and goal specific committees have been set up. The Goal Committees have finalized the strategies and action plans in close consultation with the Departments. The Goal-wise Committees have appraised the State government of the budget



# SESSION-7: SDGs MONITORING

requirements and created an indicator-wise monitoring system with base values and targets for the year 2022 and 2030. A monthly review of NITI Aayog's 62 priority indicators (now 100) from the SDG India Index Report of 2018 is part of the Karnataka Development Programme (KDP) Review at the district and State level.

Karnataka has been actively working towards spreading awareness about SDGs. It has prepared an SDG Calendar and posters in both, English and the regional language, Kannada and posters on each of the Goals. The government also advertises SDGs through short videos, jingles and public events. Modules for capacity building, officials, elected leaders and citizens as stakeholders are being prepared by Administrative Training Institute, Mysuru for localizing SDGs. The State aims to train 1,35,000 officials and elected representatives in 5 years through 2915 master trainers. The State is also preparing strategies for a poverty and hunger free state and better inclusion of the vulnerable groups in the budget allocation.

Further, the recent launch of Avalokana software enables the State government to access data on expenditures and sanctions incurred on 1,800

programmes. The software provides a focused eye view on Sustainable Development goals, Scheduled Caste Sub-Plan, Tribal Sub-plan and Centrally Sponsored Schemes.

*1. Karnataka Progress on SDGs*

## 4. ANDAMAN NICOBAR ISLANDS

The Union Territory has developed IEC material, which has been shared with all the line departments. Awareness programs are conducted for various stakeholders through media campaigns, advertisements, nukkad nataks, and Gram Sabhas.

The Evaluation Cell in the Planning Department is responsible for monitoring SDGs. All line departments have been sensitized to the targets and indicators. Data are being collected regularly, and senior officials of the administration are conducting a review. Departments have been advised to prepare a specific Action Plan to achieve SDG targets.

*Source: NITI Aayog - Localizing SDGs early lessons from India, 2019*

### Discussion Points

1. What can actors at the subnational level do to support SDG monitoring and close data gaps?
2. How can universities leverage their academic capabilities to strengthen SDG monitoring?
3. What are opportunities to get involved in SDG monitoring besides direct contributions to VNRs?
4. How can private sector stakeholders at the national and global level contribute to SDG monitoring?
5. Several countries will start their VNR preparation process for reporting at the 2021 HLPF soon, but are their reporting mechanisms robust enough to cope with the unpredictability after the impacts of the COVID-19 pandemic? Is there a need to review national mechanisms to make them more resilient?



## Multiple Choice Questions:

1. A Results-based Monitoring and Evaluation System enables one to
  - a) Develop a plan to assess the way of achieving desired outcomes
  - b) Promote participation of stakeholders at the local level
  - c) Track implementation and output systematically and measure the effectiveness
  - d) Make operational resource allocation decision

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2. Which of the following statements is FALSE?
 

A comprehensive SDG Monitoring framework

  - a) Caters to the planning and program implementation
  - b) Accelerates the implementation of strategies and track progress
  - c) Prevents private companies from offering their know-how and services
  - d) Collects, monitors and analyzes data at the subnational level

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3. To conduct a readiness assessment for establishing a Results-based Monitoring and Evaluation System, it is crucial to
  - a) Determine roles and responsibilities and existing structure
  - b) Agree on outcomes to monitor and evaluate
  - c) Select key performance indicators to monitor outcomes
  - d) Collect baseline data on indicators

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4. Localizing SDG at the district and local level requires the involvement of
  - a) Planning Department
  - b) District Administration
  - c) Directorate of Economics and Statistics
  - d) NITI Aayog



# SESSION-7: SDGs MONITORING







# IMPLEMENTATION OF **SDGs**

SESSION 08



“Intellect without implementation is ignorance, not intelligence.”



- **Richie Norton**



# SESSION-8: IMPLEMENTATION OF SDGs



## OVERVIEW

Implementation of the 2030 Agenda for sustainable development requires nimble adaption to local challenges and ownership of public officials. In this session, we will delve into the progress made in the implementation of SDGs in India. Participants will reflect upon the steps to identify performance problem-areas in which SDG is not performing satisfactorily, and then work backwards to identify the causes of those unsatisfactory results and propose changes in the process and quality improvement methods.

## OBJECTIVES

- Apprise participants on India's progress across SDGs.
- Explain the diagnostic tree approach, its use in the Flagship Framework, and its distinctive features in identifying causes and linking those causes with the societal control knobs.
- Prepare participants for diagnostic work as part of the group activity.

## KEY MESSAGES

- 2030 Agenda for SDGs' implementation requires a diverse approach in different contexts.
- The Government of India has taken many initiatives that are aligned with the SDGs.
- Pandemic is going to have unintended consequences and will affect the implementation of SDGs.
- Progress on SDGs requires an emphasis on localization at the State level and even at the district and city/village level.
- Civil servants have to play a vital role, and knowledge of the relevant frameworks needs to percolate to the officials at the cutting edge.

## RECOMMENDED READINGS

- [https://sustainabledevelopment.un.org/content/documents/26281VNR\\_2020\\_India\\_Report.pdf](https://sustainabledevelopment.un.org/content/documents/26281VNR_2020_India_Report.pdf)
- <http://niti.gov.in/writereaddata/files/Telangana.pdf>



# SESSION-8: IMPLEMENTATION OF SDGs

## 8. INDIA VOLUNTARY NATIONAL REVIEW 2020

The High-Level Political Forum, organized by the United Nations, is a pivotal forum to review progress on the 2030 Agenda for Sustainable Development and the Sustainable Development Goals. Member States report progress on SDGs during the forum, and detailed discussions take place to further learn from the experiences to speed up the implementation process. As part of the High-Level Political Forum, India presented its Voluntary National Review in 2020.

According to India Voluntary National Review, the 2030 Agenda embodies India's integral approach to enable its citizens to participate fully and freely in the economy and society. In this endeavour, working with States and Union Territories to continuously improve SDG targets performance has been a critical factor. India has also facilitated regional and global cooperation for learning and capacity building for more incredible progress towards SDGs' achievement. India supports developing countries through the USD150 million India-UN Development Partnership Fund for this purpose. The Government of India works collaboratively with all domestic and global stakeholders to accelerate efforts to build a sustainable planet for future generations. A snapshot of India's developmental framework identifies the linkages between the concept of LNOB (Leave No One Behind) and inclusive poverty reduction and social integration programs. The Government of India highlights on India's efforts and initiatives towards the 2030 Agenda for sustainable development from the India VNR 2020 in the following passages.

## 8.1. SASHAKT BHARAT SABAL BHARAT

### Empowered and Resilient India

In its war against poverty, India, focusing on economic growth and social inclusion, has halved the incidence of multidimensional poverty by lifting 271 million from the most vulnerable sections of the society out of poverty while reducing extreme income poverty from 21.2 percent in 2011 to 13.4 percent in 2015. Deprivation is shaved significantly, and reduced across nutrition, child mortality, education, sanitation and drinking water, electricity and housing, and other essential services.

## 8.2. SWACHH BHARAT SWASTHA BHARAT

### Clean and Healthy India

For a country with 1.3 billion people, improving access, affordability, and quality of sanitation, nutrition, and health services have been ceaseless endeavours. With a nationwide nudge provided by the Clean India Campaign and the National Nutrition Mission, India achieved universal sanitation in all 603, 175 villages in 2019, recording a quantum leap from the 2014 figure of 38 percent villages with sanitation. Similarly, child and maternal mortality and stunting levels have also sharply reduced.

Moving toward universal health coverage, accessible, affordable, and quality healthcare are institutionalized under Ayushman Bharat – the world's most massive health protection scheme, providing an annual cover of INR 500,000 (USD 6,666.7) to 100 million families (approximately 500 million Indians) from economically weaker sections.



To check the spread of the COVID-19 pandemic, the expedited development of contact and tracing application called 'Aarogya Setu' is one such outcome of India's efforts to increase digital platforms' capacity to use exponentially. Within a few weeks of its rollout, more than 100 million Indians have downloaded this application, demonstrating the speed with which Indian citizens are adopting digital platforms to access healthcare solutions.

### 8.3. SAMAGRA BHARAT SAKSHAM BHARAT

#### Social and Financial Inclusion

The most compelling vision of the 2030 Agenda, 'Leave No One Behind', resonates deeply in Mahatma Gandhi's philosophy and is also enshrined in our Constitution. Social inclusion is the cornerstone of the national development plan that entails both legislative and executive action to create a level playing field. Additionally, to universalize access to essential services and address communities' challenges in vulnerable situations, financial inclusion is necessary.

While legislation and interventions focus on protecting and mainstreaming the vulnerable, intersectionality and its impact on accentuating the existing vulnerabilities are addressed by developing multi-sector, a land concurrent programs. Greater implementation efficiency is achieved through collaboration with civil society and the private sector.

Financial inclusion, the path to promoting social inclusion, was greatly aided by the Jan Dhan-Aadhaar-Mobile (JAM) trinity, which provides near-universal access to bank accounts under the Jan Dhan Yojana, biometric identity for about

90 percent of people, and access to mobile phones and internet services to over 665 million people. This scheme has propelled the unbanked, significantly over 200 million women into the main stream financial system, accelerating their economic empowerment through new avenues of credit, insurance, and Direct Benefit Transfers (DBT).

### 8.4. SATAT BHARAT SANATAN BHARAT

#### Sustainable India

Taking forward its nationally determined contributions under the UNFCCC, India's climate action strategies emphasize on clean and efficient energy systems, resilient urban infrastructure, and planned eco-restoration. India is well-placed on fulfilling its climate action plan. It has achieved several milestones. All of its 6,03,175 villages are electrified. Clean cooking fuel has reached 80 million additional households since 2015. Renewable energy installed capacity has grown by 75 percent since 2014 to 132 GW (Gigawatt) capacity. Finally, energy-saving appliances have resulted in reduced CO2 emission annually by 38 million tonnes. Globally, India stands third in renewable power, fourth in wind power, and fifth in solar power. India launched the Coalition for Disaster Resilient Infrastructure and the International Solar Alliance to leverage global partnerships for climate action and disaster resilience. On the other hand, India has implemented a systematic disaster resilience strategy based on the Sendai Framework to manage its high vulnerability to climate-induced natural disasters and their impact on the poor.



# SESSION-8: IMPLEMENTATION OF SDGs

## 8.5. SAMPANNA BHARAT SAMRIDDHA BHARAT

### Prosperous and Vibrant India

India is one of the fastest-growing emerging market economies. With a GDP of USD 2.72 trillion in 2018-19, India strives to become a USD 5 trillion economy by 2025, following an inclusive and sustainable growth trajectory. India is pursuing aggressive reforms to stimulate manufacturing, build infrastructure, spur investments, foster technological innovation, and boost entrepreneurship. Major reforms include a single Goods and Services Tax (GST) regime, FDI liberalization, Insolvency, and Bankruptcy legislation, Ease of Doing Business Reforms, and flagship programs like Make in India, Startup India, and Skill India. As a result, FDI grew to USD 284 billion between 2014-19. Together with a young population and burgeoning innovation and business ecosystem, these policies make for a robust engine of economic progress. India's performance on several global indices testifies to its steady improvement.

## 8.6. AATMANIRBHAR BHARAT

### Self-Reliant India

The Hon'ble Prime Minister launched the Aatmanirbhar Bharat Abhiyan or 'Self-Reliant India' Movement during his address to the nation on May 12, 2020. The clarion call for self-sufficiency is based on his vision of translating immediate COVID-19 related policy measures to bring about transformative changes in the country. A self-reliant India will rest on five pillars:

i) Economy, which brings in quantum leap and not incremental change;

- ii) Infrastructure, which should become the identity of the country;
- iii) The system, based on 21st-century technology-driven arrangements;
- iv) Vibrant Demography, the source of human capital and potential;
- v) Demand, where by the country's demand and supply-chain's strength will be utilized to full capacity;

Some of the highlights of this initiative have been detailed below:

### Short-Term and Long-Term Measures to ensure that 'No One is Left Behind.'

- Leveraging technology to create a geographically independent 'One Nation One Ration Card' platform
- Additional INR 400 billion (USD 5.33 billion) for MGNREGA to generate 3 billion person-days of employment
- Scheme for affordable rental housing complexes for migrant workers and urban poor
- INR 50 billion (USD 666.7 million) credit facility for street vendors
- INR 300 billion (USD 4 billion) additional emergency working capital for farmers
- INR 2 trillion (USD 26.7 billion) concessional credit boost to 25 million farmers
- INR 60 billion (USD 800 million) for afforestation and plantation works to create job opportunities

### Healthcare Reforms and Investments

- INR 5 million (USD 66.7 thousand) insurance cover for health professionals
- E-Sanjeevani tele-consultation services



- Increased public health expenditure, ramp up health and wellness centres in rural and urban areas
- Future pandemics: Integrated public health labs in all districts, and block level labs & public health unit

### **Relief and Credit Support Related to Businesses**

- INR 3 trillion (USD 40 billion) emergency working capital facility for businesses, including MSMEs.
- INR 500 billion (USD 6.7 billion) equity infusion through MSME Fund of Funds.
- INR 300 billion (USD 4 billion) unique liquidity scheme for NBFC/HFC/MFIs.
- INR 450 billion (USD 6 billion) partial credit guarantee scheme 2.0 for liabilities of NBFCs/ MFIs.
- INR 900 billion (USD 12 billion) liquidity injection for DISCOMs.

### **Measures to Strengthen Agriculture, Fisheries and Food Processing Sectors**

- INR 1 trillion (USD 13.3 billion) fund for farm-gate infrastructure for farmers.
- INR 200 billion (USD 2.7 billion) for fishermen.
- Animal Husbandry Infrastructure Development Fund – INR 150 billion (USD 2 billion).

### **Technology-Driven Education with Equity**

- PM e-VIDYA, a program for multi-mode access to digital/online education.
- Manodarpan: An initiative for psycho-social support for students, teachers, and families for mental health and emotional wellbeing.
- New National Curriculum and Pedagogical framework for school, early childhood, and teachers.

## **8.7. SDG IMPLEMENTATION - ROLE OF GOVERNMENT OFFICIALS**

In the context of SDGs, one can argue that they are ambitious but not radical. They have been developed through a collaborative process involving all the stakeholders. Most people would agree with the broad vision behind global efforts to help people build a better life for themselves and future generations in a sustainable manner.

Though, in a sense, it is not difficult for the civil servants to adapt existing national programs and goals in line with Sustainable Development Goals, inertia and competing priorities can play a spoil sport in achieving the desired objectives. Progress on the Sustainable Development Goals (SDGs) depends on civil servants in developing and transitioning countries. They are crucial in ensuring governments' performance and for delivering the outcomes. Therefore, any effective planning, implementation, and monitoring strategy for SDGs focus on making public servants, its key champions, and stakeholders. There is a need to create a partnership among civil servants, civil society, and citizenry. Identification of collaboration opportunities between Government and Citizens needs civil servants to understand the ground reality and find local solutions in SDGs' broader framework.

Therefore, it is important to clarify challenges and opportunities for civil servants in planning and implementing the 2030 Agenda and its implications for capacity-building initiatives. Effective implementation of the 2030 Agenda for sustainable development rests on civil servants' shoulders at all government hierarchy levels.



# SESSION-8: IMPLEMENTATION OF SDGs

## Discussion Points

1. Consider one or more re-centred proposals either adopted or seriously considered in your state. Where did these ideas originate? Was a causal diagnosis undertaken, and why, or why not?
2. Who can make a diagnosis? Is there a group or unit in the Government (or outside it) with the responsibility and capacity to make an SDG diagnosis? How is that unit involved in the policy development process?

## Multiple Choice Questions:

- |  |  |
|--|--|
| 1. What is the most compelling vision of the 2030 Agenda?<br>a) Gender Equality<br>b) Social Integration<br>c) Leave No One Behind<br>d) Poverty Reduction   | 4. A self-reliant India will rest on _____ pillars.<br>a) 4<br>b) 7<br>c) 5<br>d) 3  |
| 2. To check the spread of the COVID-19 pandemic, the expedited development of contact and the tracing application called<br>a) Jan Dhan-Aadhaar App<br>b) Aarogya Setu App<br>c) Aaykar Setu App<br>d) mAadhaar App  | 5. Under the Atmanirbhar Bharat programme, the technology is leveraged to create a geographically independent _____ platform<br>a) One Nation One Ration<br>b) Sustainable India<br>c) Clean and Healthy India<br>d) Empowered and Resilient India |
| 3. Swachh Bharat Mission is focused on<br>a) Improving access to health and nutrition<br>b) Improving access to quality of sanitation<br>c) Improving access to clean drinking water for all<br>d) Improving access, affordability, and quality of sanitation, nutrition, and health |  |





# SUPPLEMENTARY MATERIAL

## I. BEST PRACTICES FROM INDIA

Some practices and innovations that have shown promise in the field are explained in this section. These will be used to deconstruct the strategies, structures, and other elements, so that, a transparent approach to replicating or creating new initiatives can be found.

### SDG - 1

Kudumbashree, meaning 'prosperity of the family' in Malayalam, is the poverty eradication and women empowerment program implemented by the State Poverty Eradication Mission of the State of Kerala jointly with the National Bank for Agriculture and Rural Development. The Mission consists of a three-tier structure with Neighbourhood Groups (NHGs) as primary level units, Area Development Societies (ADS) at the ward level, and Community Development Societies (CDS) at the local government level. In 2011, India recognized Kudumbashree as the State Rural Livelihoods Mission under the National Rural Livelihoods Mission.

Employment Generation through MGNREGA in the Aspirational District of Garhwain Jharkhand: Garhwa, a district in the State of Jharkhand, has undertaken extensive development of farm ponds, wells, and installation of micro-irrigation sprinklers with the help of non-conventional sources of energy through employment generation under the MGNREGA social security scheme.

### SDG - 2

Breast Milk Bank was established in the Aspirational District of Ramanathapuram, Tamil Nadu, to provide breast milk for low birth weight, pre-term and orphan babies. The initiative helped improve breastfeeding rates within the first hour from 42.9 percent in 2015-16 to 85.5 percent in the District.

Centralized Kitchens for Better Nutrition is the Tribal Development Department's initiative in the Aspirational District of Nandurbar, Maharashtra. The central kitchen has been set up by the Tribal Development Department of the State Government to provide hot and nutritious meals to children in residential schools, known as Ashram Shalas. This central kitchen caters to 28 ashram schools with a capacity of up to 10,000 students.

### SDG - 3

Aarogya Setu is a COVID-19 tracking mobile application developed by the Government of India, enabling people to self-assess the Corona virus infection risk based on their interaction with others, using cutting-edge Bluetooth technology and algorithms based on artificial intelligence.

Available in 11 languages, this app augments the initiatives of the Government to contain the risks of COVID-19 and share the best practices. It is the world's fastest-growing mobile application with over 100 million installations on the Google Play Store, just weeks after its launch on April 2, 2020. It now brings online medical consultations (call and video), the Home Lab Test, and e-Pharmacy.

The Government of Andhra Pradesh started YSR Aarogyasri Scheme to achieve universal health coverage for BPL families. The scheme has established a demand-side mechanism that mobilizes and channels

# SUPPLEMENTARY MATERIAL

public financing to health. It has introduced an explicit benefits package, pioneered cashless care, and fostered public-private partnerships.

## **SDG - 4**

Unnayan Banka, implemented in the Aspirational District of Banka, Bihar, is an initiative that envisages quality education for all using the latest technologies. It is a multiplatform model where students get modern-day animated, contextualized, and comprehensive videos on various technology platforms like LCD/LED TVs, projectors, and mobile phones. Shifting from the traditional model of education of chalk and talk, Unnayan is reinventing teaching using technology.

In Banka, learning outcomes improved from 17 percent to 54 percent with 90 percent attendance. Following the success of this innovation, the model has now been successfully implemented in all districts of Bihar and other Aspirational Districts such as Godda (Jharkhand), Ramgarh (Jharkhand), Dhubri (Assam), Namsai (Arunachal Pradesh), and Dhenkanal (Odisha).

Teach Gajapati is the initiative implemented in the Gajapati district of Odisha, one of the Aspirational Districts. It enables willing government officers and other educated volunteers to enroll as teachers and take 15 sessions per subject followed by tests, culminating in substantial improvements in learning outcomes in these schools.

## **SDG - 5**

The Child Protection Unit in the Aspirational District of Muzzafarpur performs an integrated role in child rights, health, and education. This unit mobilizes the community and emphasizes on gender equality, reduced mortality rates, and relevant indicators about children and women.

The unit creates awareness of pre-and-post-natal, mother, and child healthcare. The community members are sensitized to using informative videos in the local language during daily panchayats and Ratri Chaupals (night meetings).

Asha Ek Umeed Ki Kiran is the unique initiative of the District Collector of Kondagaon, Chhattisgarh, to empower the local women by providing employment. The Asha centre was started in collaboration with District Project Livelihood College and District Skill Development Authority. The initiative's main objectives are to improve women's employability, generate awareness about various government schemes, and connect remote areas with the mainstream. The centre focuses on several economic activities such as garment stitching training-cum-production unit, handloom weaving, sanitary pads production unit, glass bangles design and LED bulb repair & assembling, and offers employment & training to over 300 women.

## **SDG - 6**

'Taanka' Technique for Water Conservation in the aspirational district of Sonbhadra became the first district in Uttar Pradesh to employ the traditional taanka technique to propel its efforts for rainwater harvesting and



water conservation that is popular in the water-parched State of Rajasthan. Sonbhadra district replicated this practice and is building 5,000 taank as and 5,521 ponds across the water-starved district.

This novel practice conserves and stores water, which is to be utilized during the lean summer months when the demand is at its peak and supply invariably falls short. This initiative marks a departure from the temporary respite provided by water tankers. It is a crucial step towards the sustainable use of water resources in the district in the long-term.

Subsurface Dams in the Aspirational District of Y.S.R Kadapa, Andhra Pradesh, are constructed using Z sheet piling technology at six River Papagni locations. Subsurface dams play an influential role in the proper utilization of groundwater resources and help control undesired fluctuations in the groundwater level. Before implementing this initiative, the water table in the adjoining areas of the river was shallow. After the intervention, water per collation of the surface run off to the sand layers and the adjacent alluvium along the river has increased the water table, resulting in increased water availability for sustainable irrigation practices.

## SDG - 7

Surya Shakti Kisan Yojana (SKY) of the Government of Gujarat is a solar power scheme for farmers, enabling them to generate electricity for their captive consumption and sell the surplus power to the grid, augmenting income. Farmers with an existing electricity connection will be given solar panels as per their load requirements. The State and Central Governments will provide a 60 percent subsidy on the cost of the project. The farmer must bear 5 percent of the costs, while 35 percent will be provided as an affordable loan with interest rates of 4.5 to 6 percent.

SOLAR PV ELECTRIFICATION: The Chhattisgarh State Renewable Energy Development Agency (CREDA) and the State Health Department have collaborated to install, operate and maintain solar PV systems in 900 health centres in the State, to improve health outcomes. This initiative is part of a much larger solar PV electrification program across the State. CREDA received the Ashden International Award for Sustainable Energy and Health Innovation in 2018.

SOLAR URJA through Localization for Sustainability (SoULS) initiative, a flagship program of the Indian Institute of Technology, Bombay, works on active interventions for providing clean, efficient, affordable, and reliable energy access to the last mile households. The initiative encourages a localized solution involving local communities and ensures the transition from a 'program-driven model' to a 'market-driven model.'

The initiative started in 2013 as The Million Solar Urja Lamp Program (MSP), which disseminated one million solar study-lamps to rural students. After the one MSP scheme's success, the MNRE sanctioned seven million solar study-lamps. The SoULS initiative has been successfully rolled out in 346 operational blocks, training over 9,353 people and benefitting more than six million students.

## SDG - 8

ATAL INCUBATION CENTER (AIC): Atal Incubation Centers, an initiative under the Atal Innovation Mission of



# SUPPLEMENTARY MATERIAL

NITI Aayog, aims to promote the innovation and entrepreneurship ecosystem in the country. For instance, the AIC-NIFTTEA (National Institute of Fashion Technology–Tirupur Exporters Association) incubation centre for textiles and apparel is sector-specific to create an ecosystem to foster innovation knowledge-based entrepreneurship. With India becoming the breeding ground of startups, Atal Incubation Centers create numerous jobs with their scale-ups and enable the business and innovation environment.

Pradhan Mantri Mudra Yojana (PMMY) provides loans of up to INR 1 million (USD 13.3 thousand) to the noncorporate/non-farm small/micro-enterprises. Under the aegis of PMMY, there are three products, 'Shishu,' 'Kishore,' and 'Tarun,' to signify the growth/development and funding needs of the beneficiary micro-unit/entrepreneur and to provide a reference point for the next phase of growth.

## **SDG - 9**

Ease of Doing Business in Mumbai and Delhi – Municipal Corporation of Delhi and Municipal Corporation of Greater Mumbai have introduced fast track approval systems to issue building permits. These have features such as Common Application Form (CAF), using a digital signature, and online scrutiny of building plans.

Doing Business 2018 and 2019 reports showed that the time for construction permits reduced from 128.5 to 99 days in Mumbai, and 157.5 to 91 days in Delhi, between the years.

## **SDG - 10**

Sweekruti Scheme of the Government of Odisha provides equal opportunities and protects the rights of the transgender community. The key strategies of the project include surveying and identifying of all transgender persons in the State, assisting the parents of transgender children, and providing pre- and post-matric scholarships, skill up-gradation, and entrepreneurship development training by strengthening self-help groups, providing support for critical healthcare, and group insurance support for transgender persons, providing legal aid, counseling and guidance services for transgender persons, organizing awareness and sensitization campaigns on rights of transgender persons, and providing training to staff and volunteers. Under surveying and identification, a multipurpose SMART Card is offered to all transgender persons, enabling enrolment in schemes and services provision. The initiative also assists in monitoring the utilized benefits and identifying services that transgender persons require.

Venture Capital Fund is a social sector initiative implemented nationally by the Ministry of Social Justice and Empowerment to promote entrepreneurship among the Scheduled Caste (SC) population in India. 'Entrepreneurship' relates to entrepreneurs managing businesses that are oriented towards innovation and growth technologies. The fund's spirit mentioned above supports those entrepreneurs who will create wealth and value for the society, while promoting profitable businesses. Under this scheme, women SC entrepreneurs are given a preference.

## **SDG -11**

Mangrove Boardwalk Panaji, Goa is developed by Panaji Smart City Development Limited, the Smart City SPV



of the Government of Goa. The project was executed under the AMRUT Mission's auspices, one of the thrust areas that aims at creating ecologically sustainable green spaces, thereby enhancing the amenity value of cities. The boardwalk benefits the tourists visiting the State and the locals by providing a safe environment to relax and enjoy the mangroves, which are an asset to the ecosystem and biodiversity.

Bhubaneswar One, Odisha, is implemented by Bhubaneswar Smart City Limited (BSCL). Bhubaneswar One is an e-portal that integrates geo-spatial data from all the Government and private organizations for providing easy and hassle-free information to residents and tourists. It is an integrated GIS-based mapping system for Government agencies to deliver location-based services and information. This e-platform is being used to find locations, ward information, public services, tourism and events-related information, and updated notifications from various government organizations. The project is increasingly becoming a one-stop solution for Bhubaneswar residents, for city services and local information.

## SDG – 12

Water Management Intervention by the Government of Haryana is working towards recharging groundwater supplies by implementing a compulsory rainwater-harvesting system and promoting crop diversification to move towards less water-intensive crops. These efforts have slowly shifted away from regular rice/wheat crop cycles towards adopting micro-irrigation techniques. This change has lowered the overall reliance on flood irrigation, saving water in the agricultural sector, and improving water use techniques. Six hundred forty-five thousand two hundred lands are being serviced through micro-irrigation for agricultural and horticultural purposes.

'Nirmala Bhavanam Nirmala Nagaram' (Clean Homes, Clean City) project in Kerala is undertaken in coordination with the district Suchitwa Mission (Cleanliness Mission). The urban local body implements the project to focus on decentralized solid waste management through the segregation and treatment of wet waste at the source.

The households with a backyard are encouraged to set up portable or fixed biogas plants, and those without enough space are given the option of piped composting. The municipality offers subsidies to promote the acceptance of these mini personal plants; it also formed a team of two to three trained women in every ward for maintenance. The project has received global recognition from the UNEP.

## SDG- 13

India Cooling Action Plan (ICAP) is a cross-sectoral and an essential part of sustainable economic growth. ICAP is required across different economic sectors such as residential and commercial buildings, cold-chain, refrigeration, transport, and industries.

Launched in March, 2019, India is one of the first countries to develop a comprehensive Cooling Action Plan to address requirements across sectors and list actions to reduce the cooling demand. ICAP envisages refrigerant transition, enhancing energy efficiency and better technology options within a time horizon of 20



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years, thus reducing direct and indirect emissions. The overarching goal is to provide sustainable cooling and thermal comfort while securing society's environmental and socio-economic benefits.

## **SDG - 14**

The Sindhudurg Mainstreaming Project in Maharashtra has invested heavily in a multi-pronged approach to improve fisheries' sustainability and protect the rights of access of artisanal fishers, act against illegal fishing activities, and build sectoral partnerships to diversify and improve the livelihoods of coastal communities. In this project, the Government Departments of Forestry and Fisheries are working with the fishing communities to adopt better sustainable practices and fishing gear that reduces bycatch, keeps off-takes within safe ecological limits, and protects sensitive habitats, crucial for breeding successes of threatened species. The project is also working to reduce fishing pressure by creating new opportunities for sustainable livelihoods, especially for women and youth. These include value addition to fisheries' operations, production activities such as small-scale farming of mangrove crabs and oysters, and a range of activities linked to responsible eco-tourism.

Eco-labelling initiatives are being promoted for sustainably managing marine fisheries. An eco-labelling intervention in Kerala seeks to harness consumer power to change the fisheries sector positively. After the Marine Stewardship Council (MSC) granted certification to Ashtamudi short-neck clam fisheries in Kerala, for the first time in 2014, 10 types of fisheries (blue swimming crab, shrimp, red-ring shrimp, squid, whelk, flower shrimp, cuttle fish, lobster, skipjack tuna and Japanese threadfin bream) are being targeted for getting the MS Certification.

## **SDG - 15**

Sustainable Highways is the initiative to balance highway development and environmental conservation as per the Green Highways Policy initiated in 2015. The initiative involves all stakeholders, including local communities and civil society, in planting trees and shrubs and India's rapidly expanding highway network. The objective is to transform the National Highways into a natural sink for air pollutants and arrest soil erosion at the embankment slopes.

PARISH is a web-based, role-based workflow application developed for online submission and monitoring proposals submitted for seeking Environment, Forest, Wildlife, and CRZ Clearances from Central, State, and district authorities. In addition to automating the entire process of tracking proposals, it allows for online submission of a new proposal and editing/updating details. It displays the status of the proposals at each stage of the workflow.

## **SDG -16**

Police Uncle Tutorial is one-of-its-kind initiative by the Police Department in the Aspirational District of Simdega in Jharkhand. This unique concept targets drop outs and academically weak students of Grade X in the left-wing extremism affected areas of the district, where children are more susceptible to crime. There are



16 such centres, each with around 50 children, spread over the district's ten blocks. The children are identified through the Police Department's Janta Durbars (Public Meetings) organized in vulnerable areas. Teachers of government schools, elders, social workers, and volunteers have been roped in as resource persons for teaching the students. There are over 120 such dedicated teachers who render their services to help the students enroll. Each centre has a coordinator who prepares the routine and assigns classes to the teachers. The program has seen active participation from a large section of community members.

*Source (for all the above): India VNR, 2020*

## **II. MAPPING OF STATE GOVERNMENT IMPLEMENTED SCHEMES AGAINST SDGs - A CASE OF TELANGANA.**

We have taken Telangana's example to demonstrate the mapping of development schemes run by the government against SDGs. This activity provides vital information about the gaps, and indicates the overlap and possibility of a more cohesive and targeted response. It also avoids the trap of 'reinventing of the wheel' and provides structured and nuanced insights to the decision-makers to make schemes and programs more effective.

### **The following steps were taken by the Telangana government:**

- A broad Sector-wise 3-Year Action Plan, 7-Year Strategy, and 15-Year Vision has been prepared.
- Mapped SDGs with departments concerned.
- Mapped each target with the departments responsible.
- Mapped Flagship programs with each goal.
- Senior Officers of departments concerned deputed to attend SDG-wise National Level Consultations arranged by NITI Aayog.
- SDG related Sector-wise workshops are being conducted.
- E-Learning Module is developed to generate awareness on SDGs among district and sub-district level officers in the State (both English & Telugu versions).

# SUPPLEMENTARY MATERIAL

## SDG-WISE EXISTING SCHEMES IN TELANGANA

Sl. No.	SDG	Existing Schemes
1	No Poverty	<ol style="list-style-type: none"> <li>1. Aasara Pensions;</li> <li>2. Financial assistance to Beedi workers;</li> <li>3. Stree Nidhi Bank;</li> <li>4. Economic support schemes to SC, ST, BC, and minorities;</li> <li>5. ST, SC sub-plans;</li> <li>6. Purchasing and assigning of 3 acres of agriculture land to SC women;</li> <li>7. Three percent interest loans to SHG members</li> </ol>
2	Zero Hunger	<ol style="list-style-type: none"> <li>1. ICDS;</li> <li>2. Girl child Protection;</li> <li>3. Kalyan Lakshmi/Shaaadi Mubarak;</li> <li>4. ASARA Pensions for widows;</li> <li>5. Aarogya Lakshmi;</li> <li>6. Economic Assistance to Beedi workers;</li> <li>7. SERP-TRIGP;</li> <li>8. Land distribution;</li> <li>9. SHG bank linkage;</li> <li>10. Stree Nidhi;</li> <li>11. Supply of 6 kg rice/person/month to 2.86 crore persons (Re 1/kg)</li> </ol>
3	Good Health and Wellbeing	<ol style="list-style-type: none"> <li>1. Arogya Lakshmi plus strengthening of Anganwadis;</li> <li>2. Construction of new medical colleges and hospitals;</li> <li>3. Upgradation and strengthening of Vaidya Vidhana Parishad (VVP) hospitals;</li> <li>4. Ayurveda, Yoga, Unani, Siddha &amp; Homeopathy (AYUSH);</li> <li>5. Ambulance Service - Rural Emergency Health Transport scheme;</li> <li>6. Upgradation of PHCs;</li> <li>7. Upgradation of District Headquarter hospitals to Super Specialty hospitals;</li> <li>8. Strengthening infrastructure to CHCs and PHCs;</li> <li>9. Establishing more trauma care centres;</li> <li>10. Amma Vodi</li> </ol>





Sl. No.	SDG	Existing Schemes
4	Quality Education	<ol style="list-style-type: none"> <li>1. Residential Schools;</li> <li>2. Nutritious meals program;</li> <li>3. Welfare Hostels;</li> <li>4. Coaching and skill development for formal and self-employment;</li> <li>5. Coaching &amp; Scholarships for higher studies in foreign universities;</li> <li>6. Conversion of welfare hostels into residential schools;</li> <li>7. KG to PG;</li> <li>8. Establishing education hubs;</li> <li>9. Pre-matric scholarships;</li> <li>10. Fee reimbursement in the technical courses;</li> <li>11. Entrepreneurial Development;</li> <li>12. Construction of School and College buildings;</li> <li>13. Special schools for minority girls</li> </ol>
5	Gender Equality	<ol style="list-style-type: none"> <li>1. ICDS;</li> <li>2. Girl Child Protection Scheme;</li> <li>3. Kalyan Lakshmi/Shaaadi Mubarak;</li> <li>4. ASARA Pensions for widows;</li> <li>5. Aarogya Lakshmi;</li> <li>6. Economic Assistance to Beedi workers;</li> <li>7. SERP-TRIGP;</li> <li>8. Land distribution;</li> <li>9. SHG bank linkage;</li> <li>10. Stree Nidhi;</li> <li>11. Safety and security of Women (She teams)</li> </ol>
6	Clean Water and Sanitation	<ol style="list-style-type: none"> <li>1. Mission Bhageeratha;</li> <li>2. Swachh Telangana in line with Swachh Bharat;</li> <li>3. Sanitation programs;</li> <li>4. Construction of IHHLs</li> </ol>
7	Affordable and Clean Energy	<ol style="list-style-type: none"> <li>1. Make Telangana power-surplus State through increasing the production of thermal, hydro, and renewable energy;</li> <li>2. Externally-aided projects for High Voltage Distribution System (HVDS) and energy efficiency program;</li> <li>3. Focus on renewable energy; Solar pump-sets</li> </ol>



# SUPPLEMENTARY MATERIAL

Sl. No.	SDG	Existing Schemes
8	Decent Work and Economic Growth	<ol style="list-style-type: none"> <li>1. ICDS;</li> <li>2. Girl child Protection;</li> <li>3. Kalyan Lakshmi/Shaaadi Mubarak;</li> <li>4. ASARA Pensions for widows;</li> <li>5. Aarogya Lakshmi;</li> <li>6. Economic Assistance to Beedi workers;</li> <li>7. SERP-TRIGP;</li> <li>8. Land distribution;</li> <li>9. SHG bank linkage;</li> <li>10. Stree Nidhi;</li> <li>11. Supply of 6 kg rice/person/month to 2.86 crore persons (Re 1/kg)</li> </ol>
9	Industry, Innovation, and Infrastructure	<ol style="list-style-type: none"> <li>1. Financial Assistance to Handloom &amp; Textile Promotion;</li> <li>2. Industrial Infrastructure Development;</li> <li>3. Incentives for Industrial Promotion;</li> <li>4. NIMZ;</li> <li>5. T-PRIDE; T-IDEA;</li> <li>6. TS-iPASS;</li> <li>7. RICH;</li> <li>8. T-Hub;</li> <li>9. Metro Rail;</li> <li>10. Industrial corridors;</li> <li>11. Road network;</li> <li>12. Providing doubling roads from mandals to district headquarters; core roads, district roads</li> <li>13. Dry Port;</li> <li>14. IT Policy</li> </ol>
10	Reduced Inequalities	<ol style="list-style-type: none"> <li>1. SC Sub-plan;</li> <li>2. ST Sub-plan;</li> <li>3. Programs for Minority Development;</li> <li>4. Programs for BC Development;</li> <li>5. Development of backward regions of the State;</li> <li>6. Purchasing and assigning of 3 acres of agriculture land to SC women;</li> <li>7. T-PRIDE;</li> <li>8. Providing free education to BPL families (financial assistance to students)</li> </ol>



Sl. No.	SDG	Existing Schemes
11	Sustainable Cities and Communities	<ol style="list-style-type: none"> <li>1. Construction of Double Bedroom Houses for Weaker sections;</li> <li>2. Metro Rail;</li> <li>3. Telangana Ku Haritha Haram;</li> <li>4. Security measures (She Teams; CC cameras for cities)</li> </ol>
12	Responsible Consumption and Production	<ol style="list-style-type: none"> <li>1. Solid Waste Management;</li> <li>2. Agriculture, horticulture marketing;</li> <li>3. Godowns and cold storages;</li> <li>4. Micro-irrigation</li> </ol>
13	Climate Action	<ol style="list-style-type: none"> <li>1. Haritha Haram;</li> <li>2. Afforestation;</li> <li>3. Initiatives to promote biodiversity</li> </ol>
14	Life below Water	<ol style="list-style-type: none"> <li>1. Promotion of Fish and Prawn Production;</li> <li>2. Dry Port as there is no coastal line;</li> <li>3. In-land fisheries development</li> </ol>
15	Life on Land	<ol style="list-style-type: none"> <li>1. Haritha Haram (Afforestation);</li> <li>2. Soil and water analysis and appropriate nutrition and cropping;</li> <li>3. Mission Kakatiya</li> </ol>
16	Peace, Justice and Strong Institutions	<ol style="list-style-type: none"> <li>1. Grama Nyayalayu;</li> <li>2. Schemes for modernization of Police Force;</li> <li>3. She teams;</li> <li>4. Right to Information Act;</li> <li>5. Legal aid to weaker sections</li> </ol>
17	Partnerships for the Goals	<ol style="list-style-type: none"> <li>1. TS-iPASS;</li> <li>2. T-IDEA;</li> <li>3. Industrial Health Clinic;</li> <li>4. T-PRIDE;</li> <li>5. T-Hub;</li> <li>6. RICH</li> </ol>

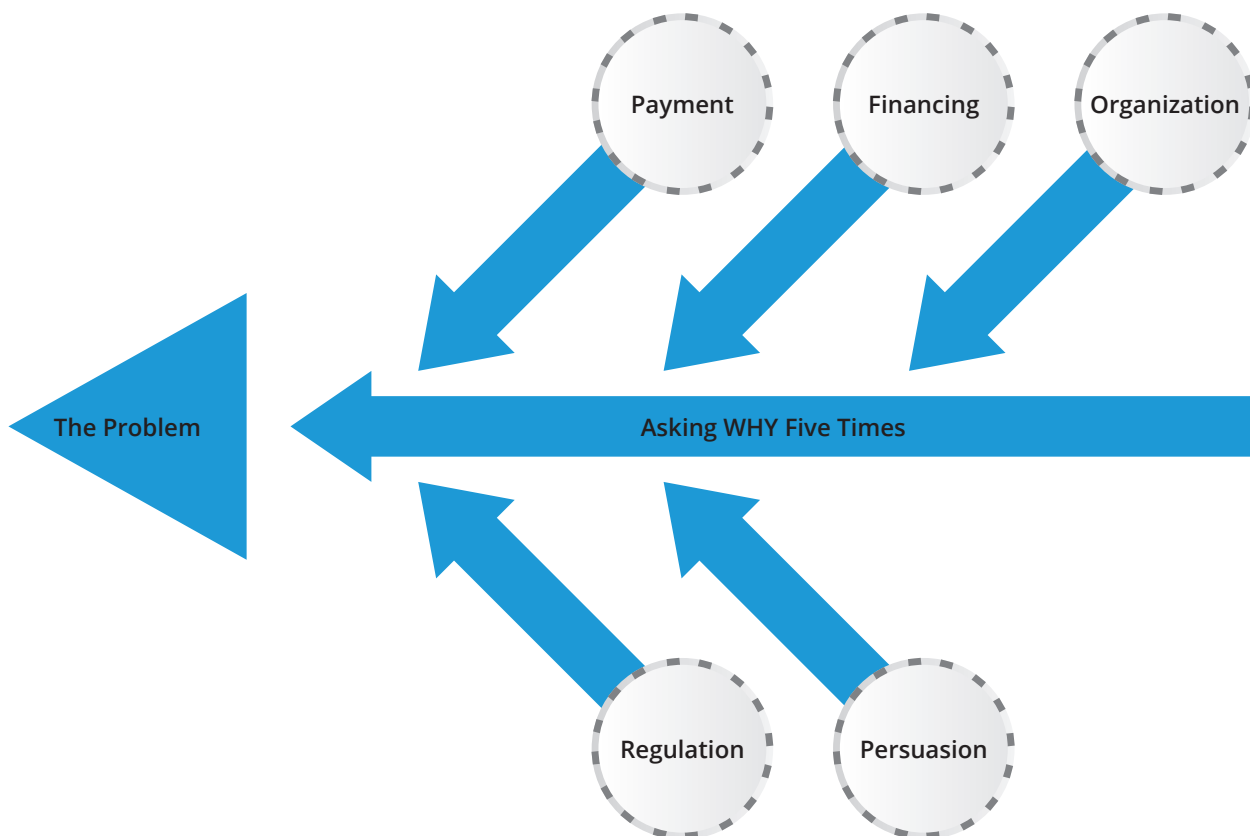


# SUPPLEMENTARY MATERIAL

## III. ROOT CAUSE ANALYSIS (FISHBONE DIAGRAM)

As part of the hands-on training, participants will be expected to analyze reasons for programs' failures and inefficiencies reaching out to the beneficiaries. Root cause analysis is a crucial form as to go at the start of the problems and identify inherent contradictions and reasons for failure or success. A detailed example to familiarize participants with the use of root cause analysis in developing SDGs-related policies and programs is given below:

### ROOT CAUSE ANALYSIS: ALSO CALLED A FISHBONE DIAGRAM



## Root Cause Analysis

Root cause analysis is a popular process for finding out the underlying cause of a problem. This technique is used for identifying the root cause and also fixing many other issues associated with it.

The problem in the context of developmental policy will usually be associated with the meta-factors (called 'Control Knob') mentioned above, i.e., financing, payment, organization, regulation, and behaviour change. Root causes related to these meta-factors are discussed below:

**Financing:** Deals with the mechanisms which mobilize money and how it is allocated. In other words, how much money is available to fund a sector, who pays for its activities, and how are funds distributed.

**Payment:** Looks at how providers are paid and incentives it creates to influence performance.

**Organization:** Looks at how delivery systems are organized or managed.

**Regulation:** Deals with coercive requirements imposed by the State to direct the behaviour of providers and organizations.

**Behaviour:** Deals with influencing the behaviour of providers and consumers through population-based interventions since these are grounded in social and cultural structures, and therefore, influenced by beliefs, perceptions, attitudes, and cultural norms.

## Root Cause Analysis Process

There are five steps in root cause analysis.

1. Define the problem: What do you see happening? What are the specific symptoms?
2. Collect data about the situation: How long has the problem existed? What is its impact? Moreover, what can we learn about it?
3. Identify possible causes of the problem: What sequence of events leads to the problem? What conditions allow the problem to occur?  
*(At this stage, the participants should dig deeper instead of merely treating the most apparent causes.)*
  - WHYs: Ask "Why?" until you get to the root of the problem.
  - Drill down: Break down a problem into small, detailed parts to better understand the big picture.
  - Create a chart of all possible causes to see where the problem began.
4. Identify root cause: What is responsible for the problems identified in the earlier step?
5. Fix the problem: What can be done to prevent the problem from happening again? How will the solution be implemented? Who will be responsible for it? What are the risks of implementing the solution?

This method is further explained by taking an example that falls under SDG 3 - Good Health and Wellbeing.

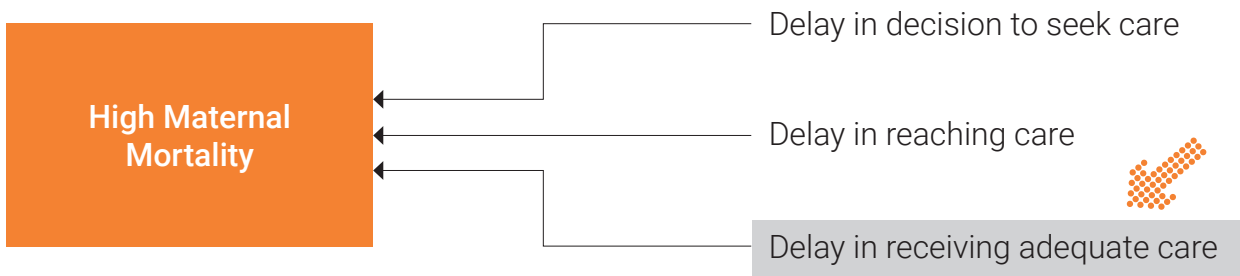


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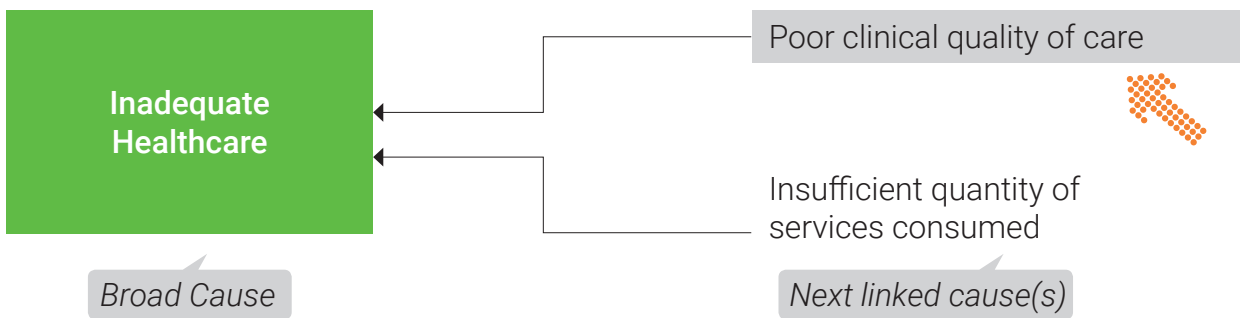
## Problem: How to reduce High Maternal Mortality

The figure mentioned below identifies the various causes of high maternal mortality. Three reasons have been identified, and 'Delay in receiving adequate care' has been taken as a broad cause for high maternal mortality. The general cause, which is 'Inadequate healthcare', will have the following linked reasons. The next overall cause is 'Poor clinical quality of care'. This cause will have further linked problems and causes. Finally, the causes should be connected to Control Knobs.

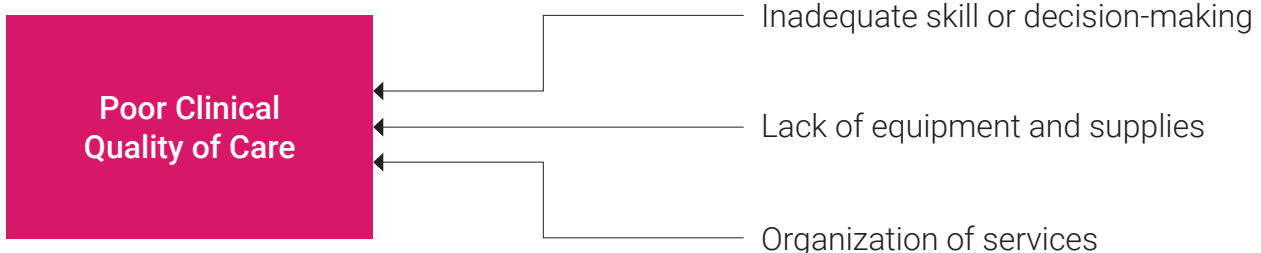
### EXAMPLE: HIGH MATERNAL MORTALITY



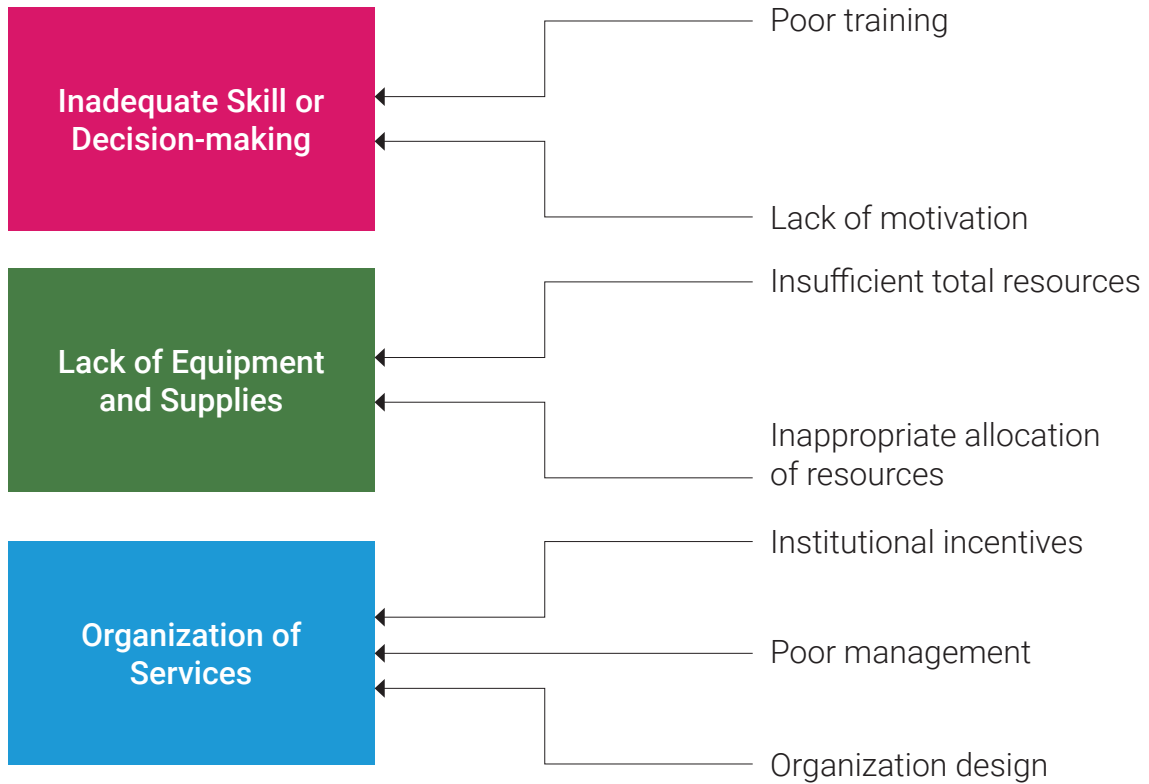
### BROAD CAUSE: INADEQUATE HEALTHCARE



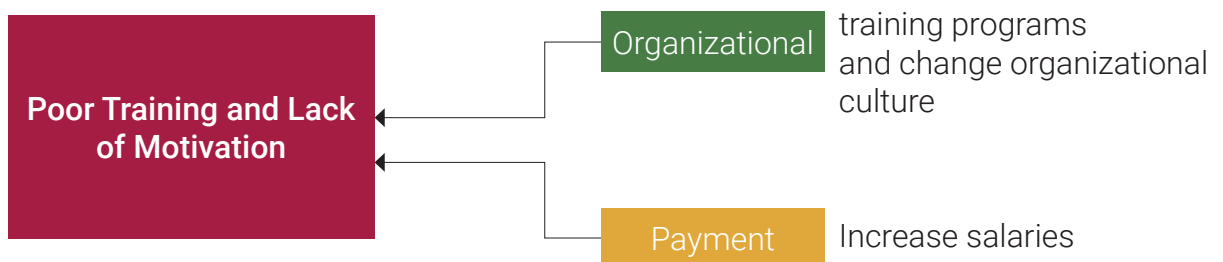
### NEXT LINKED CAUSES: POOR CLINICAL QUALITY OF CARE



**FURTHER LINKED PROBLEMS AND CAUSES**

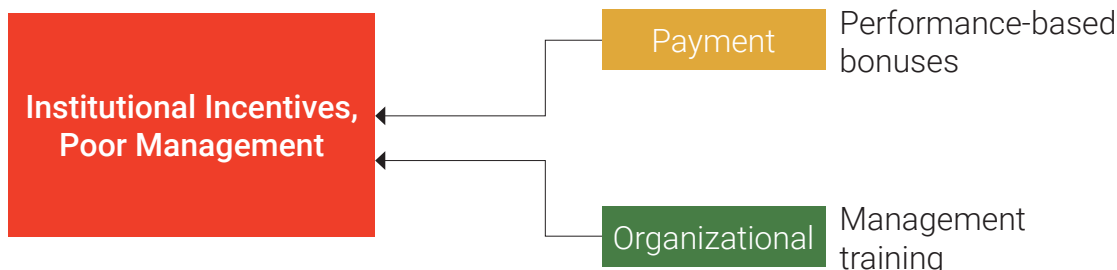


**THEN CONNECT CAUSES TO CONTROL KNOBS**



# SUPPLEMENTARY MATERIAL

## THEN CONNECT CAUSES TO CONTROL KNOBS



Root Cause Analysis is a useful process for understanding and solving a problem. It helps to figure out what adverse events are occurring. Then, look at the complex systems around those problems, and identify critical points of failure. Finally, determine solutions to address those key points or root causes.

Source: [mindtools.com](http://mindtools.com)

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## ACRONYMS

ACWADAM	Advanced Centre for Water Resources Development and Management	IAEG	Inter-Agency and Expert Group
AECS	Aravind Eye Care System	ICDS	Integrated Child Development Services
ANM	Auxiliary Nurse Midwife	ICT	Information Communication Technology
APL	Above Poverty Line	IDSA	Infectious Diseases Society of America
ASHA	Accredited Social Health Activist	IEC	Information Education and Communication
AYUSH	Ayurveda, Yoga and Naturopathy, Unani, Siddha and Homeopathy	IFAD	International Fund for Agricultural Development
BPL	Below Poverty Line	I-IDEA	Industrial Development and Entrepreneur Advancement
BPUT	Biju Patnaik University of Technology	IMR	Infant Mortality Rate
CEB	Corporate Executive Board	IUCN	International Union for Conservation of Nature
COSOP	Cabinet Office Statement of Practice	JAM trinity	Jan dhanyojana, Aadhar, Mobile number
CPPGG	Centre for Public Policy and Good Governance	KDP	Karnataka Development Program
CRZ	Coastal Regulation Zone	KILA	Kerala Institute of Local Administration
CSR	Corporate Social Responsibility	LAICO	Lions Aravind Institute of Community Ophthalmology
DIA	Department Information system Architecture	LDCs	Least Developed Countries
DSDG	Division for Sustainable Development Goals	MDGs	Millennium Development Goals
ECE	Early Childhood Education	MFI	Money Flow Index
FSA	Food Standards Agency	MGNREGA	Mahatma Gandhi National Rural Employment Guarantee Act
FTL	Full Tank Level	MHM	Menstrual Health Management
GDP	Gross Domestic Product	MMR	Maternal Mortality Ratio
GNI	Gross National Income	MNRE	Ministry of New and Renewable Energy
HFC	Housing Finance Commission	MoSPI	Ministry of Statistics and Program Implementation
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome	MSMF	Maintenance Support Management File
HLP	Housing, Land and Property		
HLPF	High-Level Political Forum		
HLSC	High-Level Steering Committee		

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NBFC	Non-Banking Financial Company	SDGs	Sustainable Development Goals
NCRB	National Crime Records Bureau	SDH	Sub-Divisional Hospitals
NCRB	National Crime Records Bureau	SERP	Society for Elimination of Rural Poverty
NFHS	National Family Health Survey		
NIC	National Informatics Centre	SHG	Self Help Groups
NIF	National Indicator Framework	SIF	State Indicator Framework
NIMZ	National Investment and Manufacturing Zones	SPI	Social Progress Index
NRHM	National Rural Health Mission	SPV	Special Purpose Vehicle
NSO	National Statistic Office	SSD	Social Statistics Division
NSSO	National Sample Survey Office	STEM	Science, Technology, Engineering, and Mathematics
ODA	Official Development Assistance	T-PRIDE	Telangana State Program for Rapid Incubation Dalit Entrepreneurs incentive scheme
OPE	Out of Pocket Expenditure		
OSIF	Odisha State Indicator Framework	UHC	Universal Health Coverage
PDS	Protective Distribution System	UNDAF	UN Development Assistance Framework
PHCs	Primary Health Centers		
PHI	Protected Health Information	UNDG	United Nations Development Group
PIM	Product Information Management	UNDP	United Nations Development Program
PMKSNY	PM Kisan Samman Nidhi Yojana	UNEP	United Nations Environment Program
RMC	Rourkela Municipal Corporation	UNFCCC	United Nations Framework Convention on Climate Change
RMDD	Rural Management and Development Department	UNRISD	United Nations Research Institute for Social Development
ROMs	Real-time Outcome Monitoring System		
RSCL	Rourkela Smart City Limited	UNSC	United Nations Security Council
SBM	Swachh Bharat Mission	WASH	Water Sanitation and Hygiene
SDGCC	Sustainable Development Goal Coordination Centre	WWF	World Wildlife Fund





