Whitlam Institute
WITHIN WESTERN SYDNEY UNIVERSITY

WESTERN SYDNEY UNIVERSITY

NO ONE LEFT BEHIND: IMPLEMENTING THE SUSTAINABLE DEVELOPMENT GOALS IN AUSTRALIA

AN INVESTIGATION OF INTERNATIONAL BEST PRACTICE IN SDG GOVERNANCE STRUCTURES, POLICY AND PLANNING

A Whitlam Institute
'Australia in the World'
Research Project

Claire E Brolan and Leanne Smith

June 2020

About the Whitlam Institute

The Whitlam Institute is building a nationally significant institution delivering distinctive, bold and inspiring policy research and programs that promote common ground, inclusive national identity and civic engagement for all Australians. We seek to be recognised across the political spectrum as delivering a nation-building agenda.
"...help the great and continuing work of building a more equal, open, tolerant and independent Australia."
Gough Whitlam 2010

For more information about the Whitlam Institute, please visit our website **whitlam.org**

About the Authors

Claire E Brolan

Research Fellow, University of Queensland

Dr Claire E Brolan is an academic focusing on intersecting global health and development policy, governance, equity and rights issues around the formulation, and now implementation, of the Sustainable Development Goal (SDG)/2030 Agenda in Australia as well as in the Asia-Pacific region. With some 60 peer-reviewed and other publications behind her, as well as engagement in a number of prestigious international and global health research projects.

Leanne Smith

Director of the Whitlam Institute

Leanne Smith is an international human rights lawyer by training, with a Masters in Public Policy. Leanne has worked in the Australian judicial system, for the Australian Human Rights Commission, in the international NGO sector, regional human rights organisations, as an Australian diplomat (DFAT) and in various roles for the United Nations in New York and in the field, most recently as Chief of Policy and Best Practices for UN Peacekeeping Operations.

Cover photo by Tristan Folly

ISBN: 978-1-74108-515-0

Acknowledgements

Thanks to Dr Grazia Catalano, Ryan Wong, Lisa Herron, Dr Greta Nabbs-Keller and Ratu Sovi Arinta for their research support, as well as national and international peer-reviewers for their constructive feedback and guidance.

Table of contents

Abbreviations

AMEXCID	Mexican Agency for International Development
AMLO	Mexican President, Andrés Manuel López Obrador
AxS	Alliance for Sustainability, Mexico
BAPPENAS	Ministry for National Development Planning, Government of Indonesia
BAZNAS	National Amil Zakat Agency, Indonesia
COAG	Council of Australian Governments
CONAGO	National Governors' Conference, Mexico
CPTPP	Comprehensive and Progressive Agreement for Trans-Pacific Partnership
CTEODS	Specialised Technical Committee for the SDGs, Mexico
DFAT	Department of Foreign Affairs and Trade, Australian Government
DFID	Department for International Development, United Kingdom
ESG	Economic, social and corporate governance
EU	European Union
FATRC	Foreign Affairs and Trade References Committee (Senate standing committee)
GSDS	Germany's Sustainable Development Strategy
G20	Group of 20 countries
HLPF	United Nations High-Level Political Forum on Sustainable Development
ICT	Information and communications technology
INAFED	National Conference of Municipalities of Mexico
KEMLU	Ministry of Foreign Affairs, Government of Indonesia
MDGs	Millennium Development Goals
MORENA	National Regeneration Movement, Mexico
MSP	Multi-stakeholder partnership
M&E	Monitoring and evaluation
NGA	Non-government actor
NUA	New Urban Agenda
OECD	Organisation for Economic Cooperation and Development
ODA	Overseas Development Aid
OJK	Indonesia's Financial Services Authority
PMAC	Department of Prime Minister and Cabinet, Australian Government
RJPMN	National Development Plan, Government of Indonesia
SDGs	Sustainable Development Goals
SDPs	State Department Plans, Mexico
UK	United Kingdom
UN	United Nations
UNDP	United Nations Development Programme
US	United States
VNR	Voluntary National Review

Executive Summary

"Sustainable development in the 21st century is not something which happens to somebody else, somewhere else. We all have a stake in it – and every country has work to do to progress towards it."

Helen Clarke former NZ Prime Minister September 2015

Australia was one of 193 countries that came together at the high-level United Nations (UN) Sustainable Development Summit in New York in September 2015 to commit to achieve the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The SDGs are a universal agenda, and their implementation is the shared responsibility of all countries at all stages of development, including OECD nations like Australia. Following a 2018 parliamentary inquiry into Australia's SDG implementation, the Morrison Government and the Department of Prime Minister and Cabinet (PMAC) will require up-to-date knowledge on international best practice in governance, policy and planning for SDG implementation to inform its response to the 18 recommendations issued by the Australian Senate's Foreign Affairs and Trade References Committee in February 2019.

It is critical that the Australian government takes leadership in the implementation of the SDGs in part because of the political and constitutional peculiarities of Australia's federal system of government. Only the Commonwealth has the capacity and authority to coordinate the various State and Territory jurisdictions and Local Government bodies.

To date implementation of the SDG agenda has lacked leadership, prioritisation and coordination in Australia. Despite submitting its first Voluntary National Report on the SDGs in 2019, the Australian Government is yet to release a national SDG plan of action. The lack of planning and accountability mechanisms and lack of linked financing in the national budget are symptomatic of a deeper problem. In short an apparent lack of political will has meant that the SMART goal logic[1] [1, 2] that many government agencies use for operationalising policy in an array of contexts is simply not present when it comes to the advancement of SDG implementation in Australia.

1 Organisational performance of government agencies is frequently measured and evaluated through policy and program objectives developed using the SMART convention; such policy objectives are Specific in terms of the results to be achieved, Measurable (usually through use of quantitative indicators to measure various aspects of the policy performance), Assignable, ambitious but Realistic, and Time-bound.

An important question is why Australian leaders and policymakers should have concern for integrating the SDG agenda and its economic, environmental and social pillars into national policy. From a strategic futures policy and planning perspective, this report proposes four key reasons:

- The SDG agenda can provide a much-needed national futures policy vision and framework, which can support the future-proofing of the Australian nation for generations to come.
- Commitment to the 2030 Agenda and its 17 SDGs can support Australian business community confidence in the Australian Government's strategic leadership and its ability to handle complex futures policy challenges that impact Australia's finance and private sector, and the broader national economy.
- Alignment with the SDG agenda could effectively serve Australia's regional soft power leadership and national defence ambitions in the Pacific region consistent with the Australian Government's Stepping Up in the Pacific policy.
- Implementation of the SDGs can improve the quality of life for every Australian, particularly the most marginalised.

The Whitlam legacy when it comes to international affairs was very much about seeing the interconnectedness of Australia's foreign and domestic policy, and making good use of international law and diplomacy to pursue our national interest both at home and abroad. There is a real risk that the Australian Government's voice and standing in multilateral, regional and bilateral forums will be impaired if today's government leaders do not take the SDG agenda seriously. This risk could negatively impact our reputation as a 21st century middle power innovator and broker in important regional and international affairs. In the decade ahead, if countries do not view Australia as a policy innovator on interconnected futures economic, social and environmental challenges, this could have all sorts of unforeseen implications in terms of attracting international investment and professional talent to Australian shores, as well as international investment and enrolment in the Australian educational and tertiary sector.

Because the three dimensions of sustainable development (the economic, social and environmental) are integrated and indivisible, the SDG agenda asks Australia's political leaders to innovate; to invest in the necessary paradigm shift in the way they tackle deeply interconnected, multidimensional economic, social and environmental policy and systems challenges. **The 2030 Agenda for Sustainable Development and its 17 SDGs is of intergenerational economic, social and environmental significance and consequence.**

In requiring this paradigm shift and departure from a 'business as usual' approach to siloed development policy and planning, the SDG vision seeks to ensure that all Australians can enjoy prosperous and fulfilling lives, and that economic, social and technological progress occurs in harmony with Australia's natural environment. An enabling Federal policy and planning environment for realisation of the SDG economic, social and environmental development pillars is indeed compelling for an inclusive and equitable future Australia where No One is Left Behind. The SDGs also provide a complementary policy framework to advance multi-sectoral planning for addressing climate change.

Well-resourced countries like Australia are also grappling with the machinations of integrating the SDG agenda into crosscutting national economic, social and environmental policy, and into their international development programs [3]. In so doing, it is clear to all levels of government, academic researchers, industry and the private sector, civil society and communities, that both **political commitment (that includes financing) and new innovative and integrated approaches to SDG policy, planning and implementation are essential to success** [4, 5]. The Australian context is no different [6, 7].

This research project aims to identify the emergent national best practice examples of SDG implementation – including governance structures, policy and planning – to assist Australia to improve its SDG performance for the benefit of all Australians. It aims to give weight to the voices and views of the many stakeholders who made submissions to the Australian Parliamentary Inquiry into the SDGs of 2018.

Our recommendations are based on international best practise analysed through three components of the research:

- Key informant interviews with SDG related policymakers and stakeholders in three countries (Germany, Mexico and Indonesia) identified as implementing best practice SDG governance, policy and planning approaches;
- An analysis of the 164 written submissions to the Australian Parliamentary Inquiry into the UN SDGs led by the Australian Senate's Foreign Affairs and Trade References Committee in 2018 with respect to potential national and subnational SDG governance, policy and planning models; and
- A literature review of emergent scholarly and SDG practitioner work relating to national SDG governance structures and policy and planning for the SDGs.

Recommendations

Recommendation 1: The Council of Australian Governments (COAG) should establish a Ministerial Council with representation of local government. The Council should consist of relevant senior ministers from each Australian jurisdiction. The mandate of this Council should be to first develop an SDG national implementation plan and then to coordinate and be accountable to the Prime Minister and the COAG for the plan's integration with government activity at all three levels of government in Australia.

Recommendation 2: The Australian Government should prioritise financing implementation of the SDG agenda, through its national implementation plan, and encourage complementary corporate sustainability policies, procedures and practices that span the three SDG pillars (economic, social and environmental).

Recommendation 3: Each Australian Parliament should establish a standing committee to foster awareness raising, transparency and public accountability in SDG implementation.

Recommendation 4: Each Australian municipal government should establish a publically accessible standing committee of elected and professional council officials to provide oversight to the SDG implementation plans in their municipality or city.

Recommendation 5: Government leaders and policymakers should engage more with sustainability experts who have relevant and practical experience across sectors. To this end, the Australian Government should appoint a high-level advisory committee of relevant academics, business leaders and representatives of appropriate NGOs to provide advice direct to the Ministerial Council.

Recommendation 6: In order to demonstrate real commitment, governments at all levels in Australia should translate their SDG commitments from policy guidance to legislation.

Recommendation 7: The SDG language and narrative should overtly become the national language that frames economic, social and environmental development, policy and planning by government leaders and policymakers. This will raise awareness of the SDGs in policy circles as well as in the broader community. The SDGs must be communicated to different local audiences in ways that contextually, culturally and politically appeal to those audiences. To this end, the Australian Government should appoint a permanent Cabinet subcommittee on SDGs to oversee and review all key government planning.

Recommendation 8: The SDG indicators must be localised by policymakers, with support from multi-stakeholder partners, to address Australian contexts and circumstances. Policymakers must ensure indicators for progress are known, tracked and reported on through transparent data platforms.

Recommendation 9: Government leaders and policymakers should make a detailed study of and require an investment in iterative education, training and awareness raising on the SDG agenda, its three pillars (economic, social and environmental), and their interconnection for policy momentum. This includes learning from leadership examples of SDG policy and practice, monitoring and review, which are demonstrated regionally and internationally and included in this research.

Recommendation 10: SDG stakeholders external to government should identify internal government SDG policy champions and support them. Likewise, government leaders and heads of ministries should identify and support internal SDG policy and planning champions.

Recommendation 11: The Australian Government should participate fully and *at an appropriately senior level* in all multilateral and regional forums in relation to SDG implementation.

Recommendation 12: In the interests of efficiency and effectiveness, governments at all three levels should work in partnership with NGO's and private sector actors who have as their objective raising awareness about the SDGs in the Australian community and their implementation in Australia and internationally.

There is a wealth of SDG knowledge and expertise in Australia across all sectors. This was demonstrated in the 164 written submissions to the 2018 Australian Parliamentary Inquiry into the SDGs. Ninety-six written responses provided examples of best practice from other countries' implementation of the SDGs from which Australia could learn. The table below summarises the five main areas for improvement identified in those Inquiry submissions (**Box 1**). This report will present international examples of best practice offered with regard to: (1) national and subnational SDG governance, policy and planning; (2) countries legislative changes for embedding the SDG agenda; and (4) methods for increasing SDG public awareness-raising and education by (and within) government.

Box 1. The five areas that stakeholders to the Australian Inquiry into the UN SDGs provided examples of international best practice for Australian Government attention

1. National and subnational SDG governance, policy and planning.
2. Countries' legislative changes for embedding the SDG agenda.
3. Advancing government-corporate SDG action and interface for SDG policy, planning, finance and investment.
4. International methods for increasing SDG public awareness raising and education by (and in) government.
5. Lack of need to look overseas, given learnings from best practice examples of SDG implementation are already occurring on Australian shores.

The desktop literature review into best practice SDG governance structures, policy and planning for SDG implementation, does not form part of this report but is available and will be published in an academic peer reviewed journal. That review did, however, identify a number of commonly described good practice levers and enablers for SDG governance, policy and planning relevant to all countries (**Box 2**).

Box 2. Five commonly described good practice levers and enablers for advancing national SDG governance, policy and planning as identified by the literature review

1. Ensure policymakers and public sector staff receive SDG awareness and educational activities to continually build and improve their understanding of the SDG agenda.
2. Ensure policymakers have the capacity to identify, link and integrate SDG policy, planning, monitoring and evaluation (M&E) efforts into national and subnational SDG planning efforts for greater overall SDG policy coherence. This is in terms of budget allocation, human resources and meeting time and space.
3. Ensure policymakers and government decision-makers are cognisant of the importance of localising SDG targets and indicators. In turn, also ensure these actors are aware of the limitations of relying solely on SDG indicators for SDG measurement and policy monitoring.
4. There are a broad range of innovative tools, frameworks and models developed by research scientists to enable rigorous and transparent SDG governance, policy and planning. Policymakers and research teams should partner to identify and integrate appropriate tools, frameworks and models that can benefit national SDG policy, planning and implementation.
5. High-level political will and demonstrated commitment by government leaders for national and subnational SDG achievement is a key lever for enabling SDG policy and planning success.

It is hoped that this policy research is a useful tool for Australian governments, parliaments and councils as well as SDG advocates and stakeholders to draw on international best practice to improve Australia's awareness of and engagement with the SDG agenda. Because what the SDGs offer is a change to improve the quality of life of all Australians, particularly those at risk of being left behind. To this end, **the report offers a SDG Momentum Matrix as a tool for those stakeholders to chart the way forward. The matrix is a practical instrument that identifies and sets out the key indicators of best practice, as found by this study, for maximising SDG governance, policy and planning impact, particularly at the national level.**

"(The SDGs) … promote justice, strong institutions and partnerships that will enable all countries to progress sustainably. And let me emphasize "all countries". For the Sustainable Development Goals are relevant for every nation and every community."

António Guterres, UN Secretary General, February 2020

Introduction

In September 2015, Australia, along with 192 countries, committed to adopt the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals [8]. The SDGs are a universal agenda, and their implementation is the shared responsibility of all countries at all stages of development, including high-income countries part of the Organisation for Economic Cooperation and Development (OECD) like Australia [9]. Even well-resourced countries are grappling with the machinations of integrating the three SDG pillars into national economic, environmental and social policy, and into international development programs (**Figure 1**). No one pretends this is a simple exercise, but is an essential one. Innovative and integrated approaches to SDG policy, planning and implementation are key [4, 10].

Figure 1. The 17 SDGs clustered into three pillars: economic, environmental, and social [11]

The Australian Government first signalled its support for the SDG agenda in its Overseas Development Aid (ODA) program in 2017 [12], and established an Interdepartmental Committee on the SDGs in the Department of Prime Minister and Cabinet (PMAC), led by PMAC in partnership with the Department of Foreign Affairs and Trade (DFAT).

Commonwealth Government Departments were tasked to take lead responsibility on each of the 17 SDGs, especially for providing input into the government's preparation of Australia's first Voluntary National Review (VNR) on SDG implementation. For instance, the lead department for SDG 1 (No Poverty) is the Department of Social Services, and supporting departments are PMAC, the Australian Bureau of Statistics, and the Department of Home Affairs (Emergency Management Australia); the lead department for SDG 2 (Zero Hunger) is the Department of Agriculture and Water Resources, and the Department of Health is to provide support. Thus, it appears that responsibilities for reporting on the SDGs were divided across government departments, which in many ways has created an ad hoc approach to SDG policy and planning; unlikely to support policy coherence across government agencies.

Australia's first VNR on national SDG implementation was released in June 2018 [13]. Therein, the Australian Government affirmed its pledge to achieve the SDGs domestically, especially for the country's Aboriginal and Torres Strait Islander peoples and for those 'furthest behind', as well as to support Indo-Pacific countries' SDG achievement through Australia's ODA program. Until the release of Australia's VNR, the non-government and corporate sectors had been the main stakeholders promoting Australia's SDG commitments (**Table 1**).

Table 1. A snapshot of SDG implementation in Australia – timeline of government and non-government activities

Date	Event
September 2015	• Australia, along with 192 UN Member States, commits to implement the 2030 Agenda for Sustainable Development and its 17 SDGs
September 2016	• Inaugural Australian SDG Summit, first high-level multi-stakeholder forum to advance national implementation of the SDGs
October 2016	• National Youth Summit on the SDGs, Melbourne
July 2017	• Australia's Ambassador to the UN announced Australia would complete its first Voluntary National Review (VNR) on the SDGs
November 2017	• Australian Government releases its 2017 Foreign Policy White Paper, and commits to working with partners to achieve the SDG agenda in its development program • Second multi-stakeholder Australian SDG Summit hosted by the Sustainable Development Solutions Network (SDSN) and Australian Council for International Development (AFCID), Sydney
December 2017	• The Australian Senate referred the matter of the "UN SDGs" to its Foreign Affairs, Defence and Trade References Committee for Inquiry
March 2018	• Third multi-stakeholder SDG summit, Melbourne • Public submissions to the Parliamentary Inquiry into the UN SDGs close
June 2018	• Australia releases its first VNR • The Australian Government's Reporting Platform on the SDG Indicators was established: https://www.sdgdata.gov.au/ The platform is designed to provide a single point of access for anyone interested in Australian Government data on the SDG Indicators.
July 2018	• Australia presents its VNR on SDG progress to the High Level Political Forum (HLPF) in New York
February 2019	• Following its Inquiry into the UN SDGs, the Australian Senate's Foreign Affairs, Defence and Trade References Committee releases its findings in a report that contains 18 recommendations for SDG implementation in Australia and as part of the Australian Government's Overseas Development Aid program
March 2019	• Launch of the Australian Sustainable Finance Initiative (ASFI). AFSI's Steering Committee is charged with developing a set of recommendations to enable the Australian finance sector to contribute more systematically to the transition to a more resilient and sustainable economy
July 2019	• IMPACT2030 meeting, hosted by the Impact Council of Australia, was held in Sydney. IMPACT2030 is a global, private sector-led effort focused on activating human capital investments through employee volunteer programs to achieve the SDGs
September 2019	• Heads of State and Government gather at the UN Headquarters in New York to comprehensively review progress of the 2030 Agenda for Sustainable Development. It is the first UN summit on the SDGs since the adoption of the 2030 Agenda in September 2015

In 2018, a Parliamentary Inquiry into the SDGs was conducted by the Australian Senate's Foreign Affairs and Trade References Committee (FATRC). The FATRC received 164 submissions from a range of actors and sectors, with public hearings conducted in Sydney, Melbourne and Canberra. In February 2019, the Committee released its report on the Parliamentary Inquiry into the UN SDGs and made 18 recommendations [14].

Many of these recommendations pertained to the development and integration of new governance, policy and planning structures for SDG roll-out by the Australian Government: publication of an SDG national implementation plan (Recommendations 1 and 4); integration of the SDGs across all Australian Government strategies, policies and annual reporting, including the Australian Government's international development assistance program (Recommendations 5, 6 and 18); Australian Government working with state and territory governments through the Council of Australian Governments (COAG) to integrate the SDGs into the COAG agenda, and support the states and territories and local Australian governments create their own plans to advance SDG in their jurisdictions (Recommendations 10 and 12); and the establishment of a representative, multi-sectoral reference group to advise the interdepartmental committee on SDG implementation (Recommendation 13). And finally, that **the Australian Government regularly share resources on international best practice across government to improve Australia's SDG performance** (Recommendation 7).

Approximately six months prior to the release of the Parliamentary Inquiry's recommendations, the Australian Government released its VNR. Unfortunately Australia's first VNR is not a national SDG action plan, nor does it report on implementation of a national action plan or – for example – efforts to integrate locally contextualised targets and indicators [6, 15]. Similar to many developed nations, Australia's VNR merely aligns the Federal Government's existing domestic and ODA policy agendas to each SDG without committing to new initiatives. Therefore, **if Australia follows its current trajectory without the guidance and policy mandate of a national SDG roadmap, Australia will remain 'off track' to achieve the SDGs (Figure 2)** [15, 16].

Figure 2. Findings from Allen and colleague's 2019 study confirming Australia is 'off track' to meet country SDG commitments [16]

Goal	Where Australia is 'Off Track'	Where a 'Breakthrough is Needed'
Goal 1: No Poverty	• Adequacy of welfare payments	• Income poverty rate (50% median income)
Goal 2: Zero Hunger	• Obesity; Agriculture expenditure	
Goal 3: Good Health and Wellbeing		• Suicide mortality rate; Psychological distress; Alcohol consumption
Goal 4: Quality Education		
Goal 5: Gender Equality		• Violence against women; Female share of domestic work; Gender superannuation and pay gaps
Goal 6: Clean Water and Sanitation	• Water affordability; Waterbird abundance; Water-related ODA	
Goal 7: Affordable and Clean Energy	• Energy affordability; Electricity prices	• Renewable energy share of final energy consumption and electricity
Goal 8: Decent Work and Economic Growth	• Household debt; Material footprint; Underemployment; Long-term unemployment	• Multifactor productivity; Youth employment
Goal 9: Industry, Innovation and Infrastructure	• Investment in knowledge-based capital; higher education expenditure on R&D financed by industry	• Public infrastructure investment
Goal 10: Reduced Inequalities	• Distribution of net worth, income and wealth; Laboure share of GDP; Non-performing loans	• Gini coefficient; Palma ratio (income)
Goal 11: Sustainable Cities and Communities	• Housing affordability; Homelessness	• Mortgage stress; Urban population density
Goal 12: Responsible Consumption and Production	• Hazardous waste	• Food waste
Goal 13: Climate Action	• Disasters; Greenhouse gas emissions	• Per capita GHG emissions
Goal 14: Life Below Water	• Great Barrier Reef cortal cover	
Goal 15: Live On Land	• Total forest area; Red List Index (threatened species)	• Biodiversity protection (freshwater)
Goal 16: Peace, Justice and Strong Institutions	• Sexual assault; Prison population; Civic engagement; Ability to have a say on important issues	• Trust in institutions
Goal 17: Partnerships for the Goals	• Government revenue and expenses; Net ODA	• Revenue lost due to tax avoidance; Policy coherence; Multi-stakeholder development effectiveness

However, implementation of the SDG agenda is akin to a rudderless ship in Australia, with the Australian Government yet to release a national SDG plan of action. An apparent lack of awareness of the benefits and requirements of the SDGs in the general population, perhaps an associated lack of political will, lack of planning and accountability mechanisms and lack of linked financing in the national budget are highly problematic.

The SMART goal logic[2] [1, 2] that many government agencies use for operationalising policy in an array of contexts is simply not present when it comes to SDG advancement in Australia. The need to secure political legitimacy to shift the SDGs from rhetoric to action is an urgent task. The SDG agenda's low legitimacy among Australia's political leaders continues to undermine the many laudable but piecemeal implementation efforts occurring at national and subnational levels [6, 17].

2 Organisational performance of government agencies is frequently measured and evaluated through policy and program objectives developed using the SMART convention; such policy objectives are Specific in terms of the results to be achieved, Measurable (usually through use of quantitative indicators to measure various aspects of the policy performance), Assignable, ambitious but Realistic, and Time-bound.

An important question to underpin the rationale for SDG implementation is why Australian leaders and policymakers should have concern for integrating the SDG agenda and its economic, environmental and social pillars into national policy. From a strategic futures policy and planning perspective, this report proposes four key reasons:

- The SDG agenda can provide a much-needed national futures policy vision and framework, which can support the future proofing of the Australian nation for generations to come.
- Commitment to the 2030 Agenda and its 17 SDGs can support Australian business community confidence in the Australian Government's strategic leadership and its ability to handle complex futures policy challenges that impact Australia's finance and private sector, and the broader national economy.
- Alignment with the SDG agenda could effectively serve Australia's regional soft power leadership and national defence ambitions in the Pacific region consistent with the Australian Government's Stepping Up in the Pacific policy.
- Implementation of the SDGs can improve the quality of life for every Australian, particularly the most marginalised.

The Australian Government's Interdepartmental Committee on the SDGs will benefit from up-to-date knowledge and training on best practice governance, policy and planning examples. This would inform and guide its response to the 18 recommendations on SDG implementation in Australia issued by the FATRC in February 2019, especially in accordance with FATRC Recommendation 7.

The objective of this project is to identify the emergent best practice examples, and the enablers and levers that facilitate best practice approaches and processes for SDG governance structures, policy and planning at the international level. A detailed description of our research methodology is provided in **Appendix 1**.

This research involved three study components:

1. The development of three country case studies following key informant interviews with SDG related policymakers and stakeholders in Germany, Mexico and Indonesia.
2. A review of the 164 written submissions to the Australian Parliamentary Inquiry into the UN SDGs to analyse what Australian SDG stakeholders recommend are international best practice SDG governance, policy and planning examples from which Australia can learn.
3. A desktop review of the emergent key scholarly and practitioner best practice literatures relating to national SDG governance structures and policy and planning for SDG implementation (and *who* is producing that literature).

This report will not present the lengthy findings from our third research component, the desktop review of the peer-reviewed and grey literature. Findings are however available on request and will be published in a peer reviewed academic journal. That review identified a number of commonly described good practice levers and enablers for SDG governance, policy and planning relevant to all countries. These are summarised in **Box 3**. Germany, Mexico and Indonesia were selected as country case studies because Australian Parliamentary Inquiry respondents repeatedly identified these three country's national governments as implementing best practice SDG governance, policy and planning approaches. The findings from the first two research components have been synthesised to inform this report's recommendations. **A SDG Momentum Matrix is also attached to this report's recommendations. The matrix is a practical instrument that identifies and sets out the key indicators of best practice, as found by this study, for maximising SDG governance, policy and planning impact, particularly at the national level. The tool can assist policymakers and SDG stakeholders to engage in constructive policy discussions to chart the way forward.**

Finally, there is real risk that the Australian Government's voice and standing in multilateral and bilateral forums will be impaired if today's government leaders do not take the SDG agenda seriously. Indeed, Australia may be perceived as irrelevant as a 21st century middle power innovator and broker in important regional and international affairs.

If the world does not view Australia in the coming decade as a policy innovator on interconnected futures economic, social and environmental challenges, this will deter international investment and discourage professional talent from engaging with Australian businesses, professions and academia. International investment and enrolment in the Australian educational sector will almost certainly be seriously compromised. Tragically, Australia's catastrophic bushfire crisis over the 2019-2020 period, followed by COVID-19 serves to reinforce that a 'business as usual approach to Australia's most pressing futures policy challenges is not the way forward. Australians do not want to be left behind.

The concerning futures trajectory for Australia and its peoples is not in keeping with former Australian Prime Minister Edward Gough Whitlam's internationalist legacy that valued close geopolitical arrangements with the UN Member States in the Indo-Pacific region and further afield, as well as close engagement with the UN, its agencies and multilateralism to further Australia's national interest and international standing [18].

Whitlam's policy vision remains compelling in light of today's environmental, economic and social challenges and the possible solutions offered by the implementation of the SDGs.

Box 3. Five commonly described good practice levers and enablers for advancing national SDG governance, policy and planning as identified by the literature review

Ensure policymakers and public sector staff receive are exposed to SDG awareness raising and educational activities to continually build and improve their understanding of the SDG agenda.

Ensure policymakers have the capacity to identify, link and integrate SDG policy, planning, monitoring and evaluation (M&E) efforts into national and subnational SDG planning efforts for greater overall SDG policy coherence. This is in terms of budget allocation, human resources and meeting time and space.

Ensure policymakers and government decision-makers are cognisant of the importance of localising SDG targets and indicators. In turn, also ensure these actors are aware of the limitations of relying solely on SDG indicators for SDG measurement and policy monitoring.

There are a broad range of innovative tools, frameworks and models developed by research scientists to enable rigorous and transparent SDG governance, policy and planning. Policymakers and research teams should partner to identify and integrate appropriate tools, frameworks and models that can benefit national SDG policy, planning and implementation. High-level political will and demonstrated commitment by government leaders for national and subnational SDG achievement is a key lever for enabling SDG policy and planning success.

Case studies of effective SDG action in Germany, Mexico and Indonesia

Case study 1: Levers for enabling SDG policy, planning and implementation in Germany

Summary of Recommendations

- Policymakers should begin by focusing on the big environmental or climate change-related issues facing the country, yet mindful that these overlap with crosscutting social and economic policy questions. This focus will require regular cross-departmental, multi-stakeholder and multi-sectoral meetings.
- Government must issue a clear taxonomy around sustainability for SDG related policy and planning, particularly in the sustainable financing space.
- Regular policy meetings foster government accountability and allow for robust discussion among key policy actors to identify SDG-related commonalities and trade-offs (both within and outside of government).
- Multi-stakeholder policy dialogues can be uncomfortable but are essential because the overarching sustainable development policy agenda is of intergenerational importance.
- Ensure policymakers speak to sustainability experts with real world (including real economy) experience.
- Develop multi-stakeholder expert committees to collaborate and advise government.
- Foster an appreciation among government leaders that the sustainable development policy and planning process is complicated and lengthy, but to no less invest in that process and be pragmatic.
- **Political will at the highest level of national government is the most important lever for driving sustainable development governance structures, policy and planning.**

Background – German SDG governance, policy and planning frameworks and initiatives

> ***Sustainable development (sustainability) is a guiding principle for the policies of the [German] Government. As the goal and benchmark of government action at national, European and international level, it must be taken into consideration for measures in all policy areas. The planetary boundaries of our earth, together with the orientation towards a life of dignity for all, form the absolute guidelines for political decisions.*** [3]

Germany is an important comparator for Australian policy makers. Firstly, like Australia, Germany is a federation of States with strong traditions of local autonomy in State and municipal government. Germany shares Australia's status as a developed nation and is a leading European Union (EU) nation, and an important trading partner for Australia.

Germany has a strong history of political and policy commitment to sustainable development. In its first Voluntary National Review (VNR) on the SDGs, released in mid-2016, the German Government acknowledged that while the country had a high level of development, further efforts were required for SDG achievement at a national level and for the country to make appropriate contributions to global SDG advancement. German Chancellor Angela Merkel has been vocal in her support of integrating the SDG agenda and complementary climate and sustainability initiatives into Germany's policy landscape. The realisation of Germany's Agenda 2030 commitments is outlined in the **chronology (Appendix 2)**.

According to Germany's VNR, the government has "set itself the goal of implementing the 2030 Agenda in its entirety" and this will "require the joint efforts of all ministries, and … compliance with the provision of the 2030 Agenda in all policy fields"[4] Consequently, the German Government encourages all levels of government and all stakeholders to ensure the Principle of Sustainability Management guides operations and is embedded in all policy, planning and regulatory decision-making.[5]

3 https://www.bundesregierung.de/breg-en/issues/sustainability/management-concept-for-sustainability-402842

4 When elaborating policy objectives and indicators, every ministry is to iteratively analyse the areas in which action will need to be taken in view of the nation's SDG commitment. The integrated nature of the SDGs further means that responsibility for each individual SDG cannot be vested in one ministry, but that all German ministries affected by an SDG must work together, and produce joint proposals on ways of achieving the goal.

5 https://www.bundesregierung.de/breg-en/issues/sustainability/management-concept-for-sustainability-402842

Germany launched its first Sustainable Development Strategy (GSDS) that included national sustainability goals and indicators in 2002.[6] The inclusion of concrete sustainable development goals, targets and indicators has made it possible for the government to measure this strategy's progress and adjust policy accordingly for almost 20 years. The GSDS is updated every 4 years after widespread government dialogue with Germany's civil society and faith-based actors, consumers, trade unions, local authorities, private sector and academic community.[7] In addition, every two years the Federal Statistics Office publishes an independent indicators report with information about progress towards meeting the goals. In 2016, the GSDS was updated to integrate Germany's SDG commitments and further interim updates were made in 2018.

The German Bundestag's **Parliamentary Advisory Council on Sustainable Development** monitors national GSDS implementation and fosters robust discussion on the multidimensional elements of sustainable development in the national parliament. Other important bureaucratic tools, mechanisms or oversight agencies for SDG achievement are listed in **Box 4**. The GSDS ensures there is a clear government and societal vision of what sustainability aims to achieve for the German people: intergenerational equity, social cohesion, quality of life and recognition of international responsibility.[8] Thus, the GSDS concretely embeds this vision in all German Government policy and planning. The GSDS' weight is reflected in its anchoring within the Federal Chancellery, wherein the State Secretaries Committee for Sustainable Development steers GSDS implementation and oversees updating of content. Well beyond the environmental challenges, the GSDS provides guidelines for viable, cross-departmental and cross-sectoral futures policies and stresses responsibility for economically, environmentally and socially viable development for all generations consistent with the SDG Agenda's three pillars of action (economic, environmental, social).[9]

There are regular exchanges on the GSDS for improved GSDS coordination (including SDG achievement) and achievement between the Federal Government and the Länder (Germany's 16 federal states) that also involves Germany's municipal associations. At these meetings, there is special onus on federal, state and local government cooperation, and meetings enable participants to share knowledge and experiences of their SDG-related activities.[10]

Box 4. Examples of governance agencies and platforms to facilitate accountable and transparent SDG implementation in Germany

- **State Secretaries Committee for Sustainable Development** steers implementation of Germany's Sustainable Development Strategy (GSDS) and oversees the updating of its content. The committee comprises representatives from all Federal ministries and is chaired by the Head of the Federal Chancellery. The committee provides strategic input for the work of the German government and is a high-level forum for different government departments to share information on their SDG and related sustainability initiatives.
- The German Bundestag's **Parliamentary Advisory Council on Sustainable Development** monitors the GSDS and supports sustainability discussion and the highlighting of concerns in parliament. This Council is tasked to evaluate the Federal Government's mandatory sustainability impact assessment.
- The German Government uses **Sustainability Impact Assessments** to examine each piece of draft legislation and legal ordinance against the objectives, indicators and management regulations laid out in the GSDS to identify the impacts the proposed laws are likely to have on sustainable development.
- The Federal Government has a **"Maßnahmenprogramm Nachhaltigkeit" (program of measures for sustainability)** to align its actions with the imperatives of sustainability, i.e. building construction, procurement, achieving a healthy work-life balance.
- The **German Council for Sustainable Development** advises the German government on its sustainable development strategy and policy and is tasked with raising public awareness and initiating SDG dialogues with different groups on GSDS related issues. The council includes parliamentarians, NGO representatives and academics. Their overall aim is to see how sustainable development can be further developed to become more substantive. Their interventions in the legislative process are made by providing expert opinion rather than being able to propose laws.[11]

6 Germany also has an inter-ministerial working group on sustainability indicators, whose work contributed to the creation of a national reporting platform on SDG indicators launched by the government in July 2019.

7 The strategy has been structured to be incremental and process-oriented, so it can be continually revised and improved.

8 https://www.bundesregierung.de/breg-en/issues/sustainability/management-concept-for-sustainability-402842

9 https://www.bundesregierung.de/breg-en/issues/sustainability/germany-s-national-sustainable-development-strategy-354566

10 In Germany's federal system, the federal states and local authorities are responsible for making and enforcing laws in important areas relating to sustainable development. Two-thirds of all federal states already have their own sustainability strategies or are currently in the process of producing a strategy.

11 http://www.fdsd.org/ideas/the-german-council-for-sustainable-development/

Research findings

The research team interviewed nine SDG-related advisors, policy officers or academics from four state and five non-state agencies. Key informant interviews were rich in explicit or implicit recommendations about enabling levers within Germany's governance and policy architecture that enable and advance SDG policy, planning and implementation. These key levers feed into and reinforce each other's success.

Political will at the highest level of government

Informants agreed the central and most important lever needed to drive the development and embedding of sustainability development governance and policy was political will at the highest level of national government. Demonstrable government commitment is crucial, and government must lead iterative sustainability policy and planning processes across government ministries with respect to all three SDG pillars (economic, environmental, social). Informants emphasised that political will must be embedded in government and public sector organisational culture for SDG achievement in practice. In the German context, the underlying vision and psyche of the SDG agenda is arguably widely and firmly rooted in German political culture at all levels of government, as acknowledged by a number of key informants.

> ***"At the end the key question is how much will the government has."***
>
> ***"The German government, for a long time, is very active in its work for environmental policy … It [the SDG agenda and related sustainable finance policy agenda] is not a replacement for environmental policy, but it can be an add-on, put it that way."***

However, key informants acknowledged that the level of a government's cultural support for the SDGs and inter-related issues of sustainable financing (for instance) follow political party lines. Several noted that longstanding conservative party politics are frequently in tension with the government's advance of evidenced-based, comprehensive sustainable development policy and regulatory initiatives.

> ***"The [sustainability] discussion can be regarded alongside political preferences … the conservative political movement are still hesitant to make a brave step forward."***
>
> ***"Conservative government parties tend to say the market will do it itself … to have the right answers to all future challenges. We [the Federal government] say no. We need to be a little bit more pushy."***
>
> ***"And what we see is the new Finance Minister, Olaf Scholz, who's from the Social Democrats, they see the economic necessity to be politically more active in pushing our markets towards more sustainability and to be more involved."***

Supportive government organisational culture

Key informants specified that government organisational culture that supported the SDGs in many ways begins with, or must be complemented by, a personal culture of and for advancing the principles and values of sustainable development that is individually held by public service workers, parliamentarians and policy officials. Internal sustainability champions in government and across ministries are needed who repeatedly speak to the importance of tackling the economic, environmental and social SDG pillars. Here, some informants suggested this will depend on individual personalities (as occurs in all workplaces), with several citing the 2018 appointment of the new Federal Minister for Finance, Olaf Scholz, as an example. To reinforce and support the advocacy voices of internal champions such as Olaf Scholz, informants pointed out that government needed to ensure that staff working on policy issues of sustainability are doing so not in a part-time but full-time capacity, as well as ensuring that ministries appoint capable policy officers who have the right knowledge and networks.

> ***"Need dedicated people in Ministries, not part time"***
>
> ***"Our political aims like the Paris Agreement, like Agenda 2030 … it's not just a political or government task. It's a task for each and everyone."***
>
> ***"Need government capacity – staff with the knowledge. We have people gathered around us who are very dedicated and this is my recommendation: look for people who have an interest in pushing this process [in government and externally] … these are the people who drive the process for us."***

A clear taxonomy and effective communications

Several key informants spoke to the importance of the government issuing a clear taxonomy around sustainability for SDG-related policy and planning – especially in the sustainable financing space – which has a "spill over" effect on the crafting of inter-related environmental and social sustainability policy content. According to informants, clarification of taxonomy helps governments identify the need for further regulation or amendments to current regulations vis-à-vis their SDG policy commitments.

> ***"This is a deep problem that you have fragmented architecture of standout taxonomies and so on, and it would be very important to harmonise them to some extent on the one hand, but on the other hand to take into account – to have some flexibility to take into account – country specifics or region specifics … This is the problem. … you need a definition. What is sustainable? And, a very detailed description [is needed] and this is nearly impossible to have and is why you have green washing … I think this is very important."***

Communicating the importance of sustainable development policy and planning to the broader German public goes hand-in-hand with the development of strong SDG-related policy. Key informants indicated that government communication efforts are enhanced when the taxonomy underlying the message content is clear. Subsequent public discussion and multi-stakeholder discussion can then, in turn, drive forward government sustainability planning and implementation both within and external to government. Informants provided examples of how the government considered the audience and tailored sustainable development policy messaging for stakeholder buy-in – e.g. in the sustainable financing space, government messaging emphasised the opportunities *("Not to see the topic only as something costly and difficult and expensive")* and minimising German financial market risks to ensure a strong German economy.

> ***"The motivation is risk minimisation on various sides. We see that insurance companies, institutional investors are trying to minimise, especially long-term investment [risk] concerning sustainability, concerning climate risk, concerning resource risks, concerning image risks, concerning risks in human labour so they [company stakeholders] get interested."***

> ***"More to the point, I think if you consider the timeframe within which we have to make the adjustments, what climate scientists tell us, we don't have another 50 years to make very, very gradual adjustments … So if you very much emphasise the financial risk aspect, it's also not so political, because politician can't say 'Oh the central bank shouldn't take care of financial stability', because if they don't the problems could be quite severe down the road."***

However, several key informants emphasised that governments should partner with the private sector and civil society in their communication efforts, and the need to communicate to different stakeholders – especially the public – that government has strong evidence to ground its sustainable development policy initiatives.

> ***"It's very much about communication and showing the benefits of taking part in this [at a policy, planning, governance level]."***

> ***"Germany is launching the GreenTech Atlas – we can prove that green technology, sustainable technologies are a factor of economic growth. So we do have economic arguments that it's worth investing in sustainable green technologies and products and services."***

Case study 2: Levers for enabling effective SDG policy, planning and implementation in Mexico

Summary of Recommendations

- Political will at the highest level of national government is the most important lever for driving sustainable development governance structures, policy and planning.
- Policymakers and government officials need iterative education, training and awareness on the SDG agenda and its three pillars (and their interconnection) for policy momentum.
- Supporting champions for sustainable development within government ministries is crucial.
- Internal government SDG champions and actors must identify and push the best policy and practices that advanced countries are adopting.[12]
- With input and close support from multi-stakeholders, government must issue a clear taxonomy on sustainable development, as well as sustainable financing, which can marry with international understandings.
- Strategic mobilisation of the financial sector is recommended to push the SDG and complementary economic, social and governance (ESG) agendas with government.
- Need exists for persistent international pressure on governments to pursue the SDG agenda, including complementary sustainable financing policy initiatives. This pressure needs to come from multilateral agencies, international investors and the international business community.

Background – SDG policy, planning and governance in Mexico

> ***"The SDGs represent both the global consensus on a baseline of work to be undertaken in order to achieve global sustainability and resilience and a challenge to find organic ways for this agenda to not just coexist with but also to strengthen national policymaking. In Mexico, we at the Ministry of Finance were faced with this challenge but our deep commitment to the goals and their long-term perspective encouraged us to finds ways to tackle it. We understood the need to begin with a thorough diagnosis of what was already being done, particularly in terms of how much the government was investing in actions related to the SDGs. We needed a clear picture of how our current investments and development plans aligned with the SDGs in order to inform decisions that are strongly embedded in an SDG perspective, and to ensure that this perspective is the back bone of the budgetary process."[13]***
>
> ***"Without budget information we can't know if we are investing correctly and it becomes more difficult to monitor actions and their results … Public policy decisions and budget allocations can be made on an initial diagnosis of how much is currently invested in each SDG and what actions are done at the time …"[14]***

Mexico shares with Australia the status of being a middle power in its region. Like Australia, Mexico is also a Federation of States with strong traditions of local autonomy, and is a relatively resource rich nation.

Mexico is an upper middle-income country with a population of almost 130 million.[15] It has the second largest economy in Latin America and the 11th largest economy in the world.[16] Mexico plays an important mediating role between industrialised and emerging countries and is frequently a key player in international negotiations.[17] Mexico has been an early adopter of many climate change policies. It was the second country in the world – after the United Kingdom (UK) – to issue its Climate Change Law (2012), and like Germany is a pioneer in advancing climate protection and has considerable technical expertise[18] Similar to Australia, Mexico

12 In this context, advanced countries are not countries that are advanced in terms of having a high-income level but in terms of advancement in the area of sustainable development policy, planning and implementation – especially advancement in government led initiatives for sustainable financing.

13 https://www.internationalbudget.org/2017/07/mexicos-budgeting-sustainable-development/

14 https://www.transparenciapresupuestaria.gob.mx/work/models/PTP/Presupuesto/Documentos_anteriores/mexico_sdg.pdf

15 https://www.worldbank.org/en/country/mexico/overview#1; https://data.worldbank.org/?locations=MX-XT

16 https://www.worldbank.org/en/country/mexico/overview#1; https://data.worldbank.org/?locations=MX-XT

17 https://www.giz.de/en/downloads/agenda2030-en-mexico.pdf

18 https://www.e3g.org/library/will-mexicos-climate-change-leadership-continue-to-grow-during-election-sea; http://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/2018/11/Policy_report_Mexico%E2%80%99s-General-Law-on-Climate-Change-Key-achievements-and-challenges-ahead-29pp_AverchenkovaGuzman-1.pdf; https://www.giz.de/en/downloads/agenda2030-en-mexico.pdf; https://ips-dc.org/the_g20_under_the_mexican_presidency/; http://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/2018/11/Policy_report_Mexico%E2%80%99s-General-Law-on-Climate-Change-Key-achievements-and-challenges-ahead-29pp_AverchenkovaGuzman-1.pdf

is an OECD state and part of the Group of 20 nations (G20), has rich cultural history and diversity, and abundant natural resources.[19] Sitting on the Pacific Rim, Mexico is also part of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP). This Free Trade Agreement, of which Australia is part, entered into force on 30 December 2018.[20]

Coordination for national SDG implementation is led by Mexico's Office of the President. The National Council for the 2030 Agenda (National Council) is chaired by Mexico's President with multi-stakeholder representation. The National Council has been instrumental in formulating the content of Mexico's new National Strategy for 2030 Agenda Implementation in partnership with civil society, academia and the private sector, and with input from across different levels of government (federal, state, municipal).[21] This Strategy was released in December 2019 and the National Council is responsible for its implementation. The aspirations contained in the Strategy are to be integrated into Mexico's National Development Plans.

Mexico's Senate also set up a Working Group for Legislative Follow-up of the SDGs composed of 34 committees. The Specialised Technical Committee for the SDGs (CTEODS), established in 2015, is tasked with coordinating joint inter-institutional actions for collection, integration, production, processing, systematisation and dissemination of information that can be useful for designing and evaluating public policies for SDG compliance.

Mexico has developed a National Platform for Tracking the SDGs, which aims to measure and track progress on the SDGs in Mexico at granular national, state and municipal levels, with data visualisation tools. Alliance for Sustainability (AxS) was created by the Mexican Agency for International Development Cooperation (AMEXCID) to serve as a communication channel for SDG dialogue and action, and includes more than 50 leading enterprises in sustainability (sustainable production and consumption, climate change, energetic transition, water, financial inclusion, etc.), business organisations and business foundations to exchange information on how to integrate the SDGs into business models and design international cooperation projects based on the 2030 Agenda.

Subnational SDG planning efforts are also visible. For example, in mid-2017, the National Governors' Conference (CONAGO) established the 2030 Agenda Executive Implementation Commission, thereby pledging that Mexico's state governments will work together with multi-stakeholders. They have developed practical guidelines for providing guidance on sustainable development to enhance state and municipal development planning. The National Conference of Municipalities of Mexico (INAFED), which brings together over 2,000 municipalities, has also been used as a mechanism to engage local actors.[22]

Mexico issued two SDG VNRs in 2016 and 2018, respectively. According to the 2018 VNR, 12 Mexican states aligned their State Development Plans (SDPs) with the SDGs, and Mexico City has developed a publicly available digital platform for following up on the General Development plan for the capital, which includes monitoring the SDGs and other associated goals.

Mexico has been especially praised in international SDG circles for its ground-breaking work in estimating the amount of its national budget that contributes to accomplish the SDGs. The Specialised Technical Committee for the SDGs led by the Office of the President and the Institute of Statistics and Geography, developed a framework with the Ministry of Finance to integrate planning, public finance management, policy making and oversight to support the achievement of the SDGs. Within this framework, Mexico's Ministry of Finance in collaboration with United Nations Development Programme (UNDP) identified mechanisms to link budget allocations with the SDGs with a view to strengthening strategic planning, monitoring and evaluation **(Figure 3)**.[23]

As a result of the budgeting process, Mexico has improved information that can:

- identify the link between the current national planning (medium-term) and the long-term SDGs;
- assess the percentage of SDGs linked to government programmes and, conversely, the number of programs linked to each SDG;
- communicate the country's starting point and what has been achieved;
- make public policy decisions and budget allocations based on an initial analysis of how much is currently invested in each SDG.[24]

By examining the budget's relationship and facilitation of Mexico's SDG commitments, the effectiveness or impact of public spending on SDG realisation can be evaluated and can repeatedly re-orient policy and public spending in the years ahead. In Mexico, the first step towards mobilising resources that contribute to reaching the SDGs has been to link public spending with the 2030 Agenda. This has allowed the Mexican Government to identify critical gaps and evaluate the resources needed to delineate a budgetary planning strategy focused on sustainable development.

19 https://www.worldbank.org/en/country/mexico/overview#1; https://data.worldbank.org/?locations=MX-XT

20 https://dfat.gov.au/trade/agreements/in-force/cptpp/Pages/comprehensive-and-progressive-agreement-for-trans-pacific-partnership.aspx

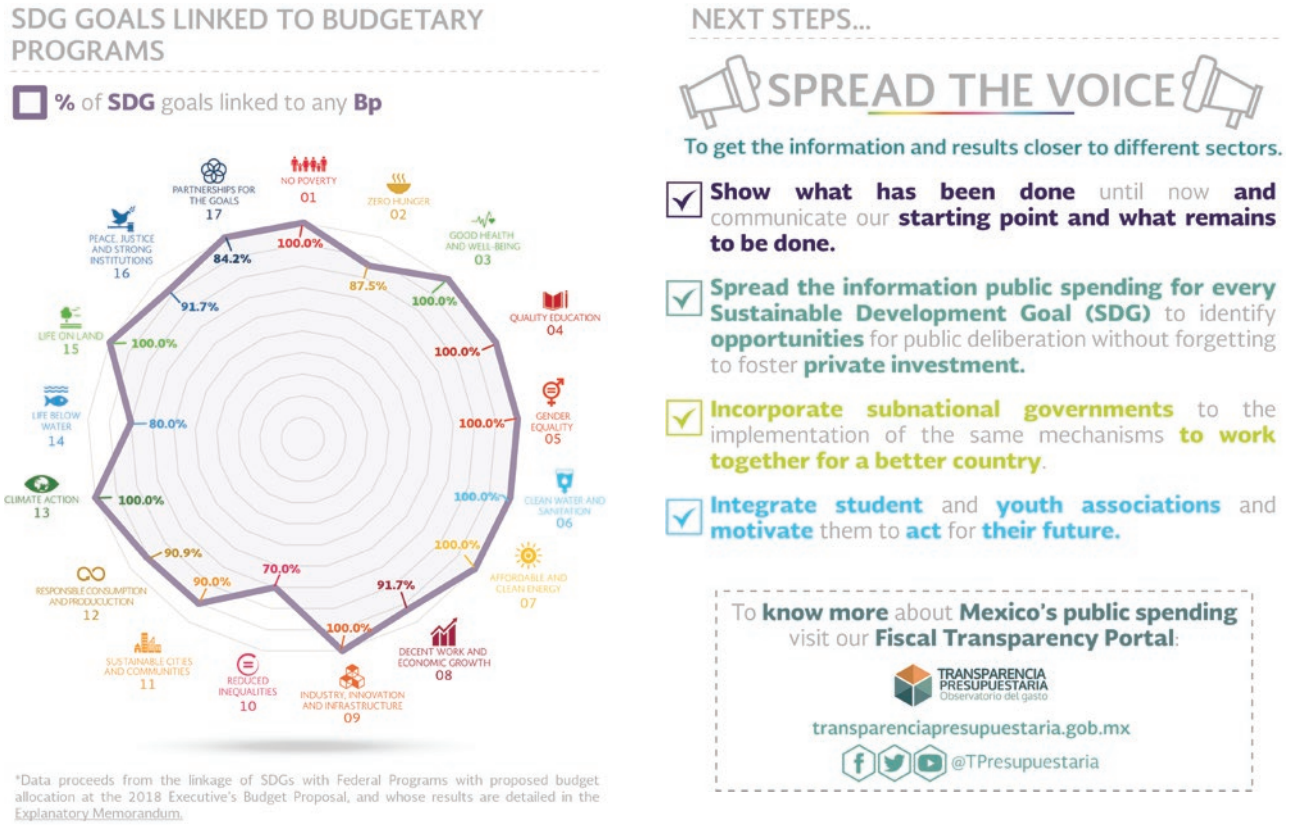
21 The National Council created multi-sectoral working groups specialising in the 17 SDGs grouped into four thematic areas: Free, Healthy and Safe People; Prepared, Productive and Innovative People; People Committed to Cities, Nature and the Environment; and People United to Leave No One Behind. https://www.giz.de/en/downloads/agenda2030-en-mexico.pdf

22 https://www.gob.mx/epn/prensa/conago-installs-executive-committee-to-ensure-compliance-with-the-2030-agenda-for-sustainable-development – The existing National Conference of Municipalities of Mexico (INAFED), which brings together 2,456 municipalities, has also been used as a mechanism to engage local actors.

23 https://www.oecd.org/gov/pcsd/governance-as-an-sdg-accelerator-0666b085-en.htm

24 https://www.oecd.org/gov/pcsd/governance-as-an-sdg-accelerator-0666b085-en.htm

Figure 3. Mechanisms to link budget allocations with the SDGs [19]



Moving forward, the evolving nature of SDG implementation in Mexico needs to be understood in terms of Mexico's shifting political landscape. From 2012 to 2018, Enrique Peña Nieto was President during the formative period of Agenda 2030's development, through to the UN General Assembly vote on the SDGs in September 2015, to the early years of Mexico's SDG implementation. However, Andrés Manuel López Obrador (known as AMLO) of the National Regeneration Movement (MORENA) convincingly won the presidential election in June 2018, and took over from President Nieto to begin his six-year presidential term in December 2018. AMLO was elected on a policy platform that seeks to address Mexico's poverty, human security concerns and human and civil rights abuses, and corruption (especially among the public service),[25] and he promised to rule with frugality (AMLO took a 60% presidential salary cut).[26,27] After 12 months in office, AMLO is enormously popular among the Mexican people and is emerging as Mexico's strongest president "in decades".[28]

Returning to Mexico's overt commitment to Agenda 2030 and its 17 SDGs, Mexico's former President Nieto was known to be tremendously supportive of the SDG agenda (see **chronology in Appendix 3**). Moreover, the foundations for Mexico's SDG policy, planning and governance frameworks were laid under the former president's auspice. Given that AMLO's election is relatively recent and the domestic policy shift that surrounds that to a greater anti-corruption, anti-poverty focus, international observers are unsure of AMLO's level of political commitment toward the SDGs. However, the government's release of the country's new National Strategy for Agenda 2030 Implementation in December 2019 is promising.

What is clear to international observers is that in Mexican politics, the President tends to be very active in crafting public policy early in their six-year term to progress their election policy priorities.[29] Thus, these early years of AMLO's presidency will be critical to sustaining SDG momentum. Given AMLO's focus on the social aspects of sustainable development, the SDG agenda's "natural alignment" with Mexico's multidimensional poverty measure as a guide to social policy could be a key lever.[30]

25 https://www.bloomberg.com/news/articles/2018-07-01/mexico-heads-to-polls-with-leftist-on-brink-of-historic-victory

26 https://www.theguardian.com/world/2018/jul/16/mexicos-president-elect-to-take-60-per-centpay-cut; https://www.theguardian.com/world/2018/dec/01/mexico-andres-manuel-lopez-obrador-president

27 https://www.bloomberg.com/news/articles/2018-07-01/mexico-heads-to-polls-with-leftist-on-brink-of-historic-victory

28 https://www.washingtonpost.com/world/the_americas/amlo-is-mexicos-strongest-president-in-decades-some-say-hes-too-strong/2019/11/28/9ee6e6d0-1071-11ea-924c-b34d09bbc948_story.html

29 https://www.e3g.org/library/will-mexicos-climate-change-leadership-continue-to-grow-during-election-sea

30 Mexico is the first country to introduce a multi-dimensional measure as a national poverty measure (income + social dimensions), which was developed by CONEVAL, an autonomous technical institution created by Congress through the General Law for Social Development (2004). Measure was motivated as a guide for the allocation of public resources and design of social programs sensitive to each of these dimensions and their interaction. Since 2012, it has been used to target and coordinate multi-dimensional, inter-agency and inter-government (federal, state, municipal) social development strategy, Nacional Inclusion Strategy (ENI) (National Crusade against Hunger: CNCH). Also pioneering integral CCT strategy: Progresa/Prospera CCT. The 2030 Agenda (2017) can be implemented in Mexico in part through the natural alignment of this measure and strategy to the SDGs: https://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2018/05/16-1.pdf

Research findings

The research team interviewed 11 SDG-related advisors or policy officers from three state and eight non-state agencies.

Key informants emphasised that **political will among the highest echelons of Mexico's new government is crucial for driving forward the SDG agenda, including interconnected policy-making around sustainable financing (the SDG economic pillar)**. In the Mexican context, informants stressed the prestige, power and **authority of the Office of the President and the role of the new President himself in terms of leading and shaping Mexico's sustainable development policy** and its alignment with the Agenda 2030. Many key informants were uncertain of the new President's interest in the SDGs, especially the SDG's environment pillar.[31] If the President was not so interested, key informants implied Mexico's SDG momentum might stall in coming years.

Alternatively, several key informants considered **whether the new President explicitly adopts the language of the SDGs (or the language of human rights) to reshape Mexico's economic and social policies under his presidency didn't matter, so long as the SDG agenda's vision and values are inherently upheld and integrated in the new government's governance and policy-making initiatives**. For instance, although the new President is driving a whole-of-government anti-corruption policy agenda, according to a key informant he has not overtly linked this to Mexico's achievement of SDG 16 (Peace, Justice and Strong Institutions) – but does this matter? Likewise, although the President focuses on developing strong policies to address inequities and eradicate poverty in Mexico that could be linked to the SDG's social pillar, the President is not necessarily expressly associating these policy reforms to Mexico's SDG commitments, despite clear alignment.

> ***"You have to see [the SDGs] in the context of the new administration in Mexico… The reality [is], we have a very presidential kind of government. The president is very important."***
>
> ***"The new Mexican government is really trying to implement a new economic policy paradigm where equality is in the centre, and it's not only about growth. We need inclusive growth."***
>
> ***"Some of the SDGs [do have much] potential in Mexico at this time, because some of the SDGs are very aligned with the president's way of thinking."***
>
> ***"The SDGs as a brand… we care more about the agenda behind it, and the specific issues."***

Key informants also discussed the reason why Mexico's former government led by President Nieto was keen to pursue Agenda 2030 and offered two key reasons as to what generated the previous government's political commitment. First, **Mexico was a key player in SDG formulation**. Consequently, from the outset **there was a sense of SDG ownership among high-level government actors and the need to 'lead by example' with SDG policy-making and implementation at home**. Second, efforts in 2017 to strategically align Mexico's national budget with the SDG targets was a critical lever in increasing awareness and embedding the importance of the SDGs in national cross-departmental SDG policy and planning efforts. This activity served as an important vehicle to educate policy officers throughout government on 'what is sustainable development?' and why Agenda 2030 is important for Mexico and the Mexican people. Informants spoke of **the education, training and awareness of policy makers and government officials on the SDGs and its three pillars (and their interconnection) as a vital lever for advancing policy momentum**.

In addition, informants explained that examination of Mexico's budget through an SDG lens enabled policy and planning officers in different ministries to better see that their ministry may not have an adequate budget for SDG achievement. In turn, this led policymakers to think about and scope SDG budgetary and financing policy innovations, such as developing complementary innovative sustainable financing policies and building strong government collaboration with the private sector. In summary, Mexican informants perceive that **the business of *doing* SDG policy and planning is instrumental to enable SDG success – embedding SDG importance among policy officers by engaging them in inclusive planning and implementation processes (such as SDG budgetary planning processes) that involve collaboration across government ministries and with stakeholders beyond government**.

> ***"First of all, we have to recall that Mexico has been very involved in the negotiation to define the SDGs. So I think that that [political involvement] creates a certain culture within the country among government actors too."***
>
> ***"… the first initiative of linking budgetary programs to SDG targets that was done in 2017 for the first time as being institutionalised, and now it's a regular practice. Each government unit at the federal level has to connect the budgetary program they are in charge of to one or various SDG targets. Actually, they generally connect their budgetary program to various targets."***

31 This is despite Mexico being an active player in international efforts to tackle climate change for the past two-and-a-half decades (Edwards G and Roberts JT (2015) A fragmented continent: Latin America and the global politics of climate change. Cambridge, MA: MIT Press). Mexico is currently the world's 10th largest greenhouse gas emitter (PWC, 2017 – Porras P (2017) Mexico: Redrawing the global energy map through its energy reform. New challenges and opportunities. EUCERSPWC (2017) The Long View: How will the global economic order change by 2050? Available at: https://www.pwc.com/gx/en/world-2050/assets/pwc-the-world-in-2050-fullreport-feb-2017.pdf). Around half of its emissions come from transport and electricity generation, with industry responsible for a further 18% (INECC, 2018c – INECC (2018c) Inventario Nacional de Emisiones de Gases y Compuestos de Efecto Invernadero. Available at https://www.gob.mx/inecc/acciones-y-programas/inventario-nacional-de-emisionesde-gases-y-compuestos-de-efecto-invernadero). Energy generation is heavily based on fossil fuels (80%) (ibid INECC (2018c).

"[Mexico's 2017 SDG budgetary initiative was] a way for them [public servants] to understand the integral approach of development, of sustainable development. The fact they can make visible the connection from their program that they are [working on], for example, focused on education to gender aspects, energy aspects, communication aspects. So I think this impact is really important."

One key informant pointed out that even though Mexico has had a change of government since the 2017 SDG budgetary initiative, and there are now new policy officers in the ministries (notably the Ministry of Finance), the 2017 SDG budgetary initiative continues to have impact on shaping how policy officers approach policymaking under the new government. New policy officers continue to work toward SDG achievement even though their policymaking endeavours may be less explicit in their connection to the SDG narrative. They are, nonetheless, focusing on the integrity of sustainable development and human rights that, in this informant's view, underscores Agenda 2030. Key informants also cited **the importance of champions for sustainable development within government ministries**, including the championing of sustainable financing. This frequently depended on individual policymakers i.e. who was "*inside the ministries, which person you are talking to, or which area*". In terms of Mexico's Ministry of Finance, one informant suggested that a culture of innovation within that Ministry was also an important enabling factor: *"It's institutional; they're creative and interested in innovation"*.

"I can see it in my job … that training and training strategies in general are very effective, and many people change their perception on doing policy … [now] there are new people there [in the Ministry of Finance not involved in the 2017 SDG budgetary initiative], they are not the same, but they still are very – they still are working it in the same direction … But the SDGs, sustainable development is human rights, so you can work SDGs with other narratives. So, they use a narrative of traversing human rights and rights in general, and within this framework they are creating important initiatives in the quality of the budgetary programs. They are asking each public department and ministries that are right now elaborating their budget, their programs derived from the national strategy plan to focus on integrity of sustainable development and human rights."

Case study 3: Levers for enabling effective SDG policy, planning and implementation in Indonesia

Summary of Recommendations

- Political will at the highest levels of government is the most important lever for driving sustainable development governance structures, policy and planning.
- A Ministry for National Development Planning is important to strategically guide and support SDG implementation across and among different levels of government (i.e. provincial and local levels). In the Indonesian context, BAPPENAS is the Ministry for National Development Planning that coordinates the country's SDG efforts.
- The SDGs should be the overt language of national development.
- Governments should look to shift their SDG commitments from policy to law (i.e. Presidential Decree No. 59/2017 on implementing the SDGs in Indonesia).
- To enhance political will for SDG planning and implementation at the provincial and local levels, and among different stakeholders, the Ministry for National Development Planning must work hard to ensure the SDGs are communicated in a way that is localised and appeals to different audiences.
- Countries should pioneer innovative SDG financing mechanisms, such as those being pioneered in Indonesia with government support.
- Financing the SDG agenda, and encouraging complementary corporate sustainability practices across the three SDG pillars (economic, environmental, social), should become a state and non-state policy priority.
- Localise the SDG indicators to country contexts and circumstances, and ensure these indicators are tracked and reported on through open data platforms.

Background on SDG governance, policy and planning in Indonesia

> ***"For the Republic of Indonesia, implementing [the] national development agenda is implementing SDGs. The SDGs are institutionalized from the highest national level to subnational entities, and integrated in national and subnational development planning. This is a massive and collaborative endeavour between government and non-state actors." (Main messages, Indonesia's VNR 2019)***

Indonesia is the world's fourth most populous nation with over 270 million people living in 34 provinces across the Indonesian island archipelago. Indonesia is rich in natural resource potential but also in cultural diversity: Indonesia's 350 different ethnic groups speak over 483 languages and dialects. Indonesia is an emerging middle-income country and home to the world's 10th largest economy and the largest economy in Southeast Asia.[32] Its government is active in numerous multilateral forums such as ASEAN, OPEC and the UN. Indonesia played a prominent role in the formulation of the post-Millennium Development Goal (MDG) sustainable development agenda: former President Yudhoyono was appointed by the UN Secretary to co-chair the High-Level Panel of Eminent Persons to advise on the post-2015 global development framework (see **chronology in Appendix 4**).

For the Indonesian Government, implementing the country's national development agenda "is synonymous with implementing the SDGs".[33] The national government's wholesale focus on localising the SDGs reflects its genuine high-level commitment to the SDG principle to Leave No One Behind.[34] Indonesia's National Coordination Team is led by a Steering Committee headed by President Joko Widodo (Jokowi) with Indonesia's Ministry of National Development Planning (BAPPENAS) tasked to lead and support SDG implementation across national government agencies, as well as integrating SDG implementation "downstream" at the provincial and local government levels and among key stakeholders (i.e. private sector, civil society and philanthropy, and academia) (**Figure 4**). A number of ministries have working groups, some that meet weekly, which have been examining how to ensure that the BAPPENAS-led SDG vision is integrated throughout their respective ministries' policies and programs.

President Jokowi's election and inauguration coincided with the SDG rollout (September 2015). Jokowi's new government quickly identified strong overlap between the new President's "Nawcita" vision for sustainable development and Indonesia's SDG commitments. This connection was integrated by the new government in its framing of Indonesia's National Mid-Term Development Plan 2015-2019 or RPJMN (*Rencana Pembangunan Jangka Menengah*). The new RPJMN (2020-2024) builds on Indonesia's commitment to SDG implementation in the RPJMN (2015-2019), and identifies seven priority areas to facilitate Indonesia's progression to become a high-middle income country.

32 https://www.worldbank.org/en/country/indonesia

33 Republic of Indonesia (2019), Voluntary National Review: Empowering People and Ensuring Inclusiveness and Equality. Report prepared by Minister of National Development Planning (BAPPENAS) for the High-Level Political Forum on Sustainable Development.

34 Republic of Indonesia (2019), Voluntary National Review: Empowering People and Ensuring Inclusiveness and Equality. Report prepared by Minister of National Development Planning (BAPPENAS) for the High-Level Political Forum on Sustainable Development.

Figure 4. Governance framework for SDG implementation at the national level in Indonesia

(Source: Indonesian Ministry of National Development Planning/National Development Planning Agency 2017: https://www.asia-pacific.undp.org/content/dam/rbap/docs/meetTheSDGs/Amalia%20Widyasanti%20-%20Indonesia%20-%20SDG%20Strategy.pdf)

The content of the RJPMN (2020-2024) has been strengthened by issuance of the Presidential Decree No. 59 on SDG implementation (July 2017). The Presidential Decree provides a mandate in relation to SDG implementation in four areas at the national, regional and municipal levels: (1) inclusive governance, (2) preparation of SDG action plans (at national and local levels), (3) importance of successful reporting and (4) SDG financing.

The Presidential Decree encouraged subnational governmental commitment and establishment of SDG provincial coordination teams to mainstream the SDGs into subnational medium-term development plans. To ensure these provincial-level SDG coordination teams reflect the Presidential Decree's direction for implementation of inclusive governance for SDG achievement, stakeholders are not only from local government, but also from local philanthropy and businesses, academia, civil society, and the media.

Under the Presidential Decree, governors and district heads/mayors are also required to integrate the Presidential Decree's four participatory platforms to progress SDG implementation into their governance mandates and individual policy and planning areas. BAPPENAS released a National Road Map for SDG implementation (2018-2030) to guide all stakeholders.

BAPPENAS' drive for joint ownership of SDG implementation among different stakeholders in Indonesia is evidenced by BAPPENAS:

- Collaborating with UNDP Indonesia to initiate a 'University Network for SDGs'. Today, at least 13 Indonesian universities have SDG centres or 'hubs' to mainstream Indonesia's commitment to the SDGs in university curricula, teaching and research. BAPPENAS also expects these SDG hubs to build local government and other stakeholder SDG awareness, capacity and collaborative partnerships, including support for local governments to develop their Subnational Action Plans (*Rencana Aksi Daerah* – RAD).
- Issuing a Multi-Stakeholder Partnership (MSP) Guideline document to further support and guide SDG mainstreaming in all sectors of Indonesian society (government, civil society, business, academia, the media).
- Launching an open One Data Portal (Satu Data Portal) to be used as a SDGs monitoring dashboard.

In addition, Indonesia is scoping a variety of financing sources to fund SDG implementation, with activities initiated by BAPPENAS and other key stakeholders:

- BAPPENAS stablished a SDGs Financing Hub to reduce financing gaps and implement innovative financing solutions, collaborations and sources through multi-stakeholder collaboration.
- Supported by BAZNAS (National Amil Zakat Agency), Indonesian Philanthropy and the Syarif Hidayatullah State Islamic University of Indonesia, BAPPENAS launched the Zakat Book of Jurisprudence on the SDGs to support zakat managers link zakat contributions and zakat funded programs to Indonesia's SDG achievement at national and subnational levels.
- In line with Presidential Decree No. 59/2017, the SDG Indonesia One platform was launched with the support of the Ministry of Finance to source funding for diverse infrastructure projects for SDG implementation through integrated and innovative financial solutions and partnerships by mobilising funds from philanthropic agencies, the private sector (etc).

- Indonesia's Financial Services Authority (OJK) issued a regulation on the Application of Sustainable Finance for Indonesia's financial services institutions and publicly listed companies (No.51/POJK.03/2017). The regulation provides taxonomy for the financial sector (the meaning of 'sustainable finance', 'environment', 'sustainable finance product and/or services', 'sustainable financial action plan' and 'corporate social and environmental responsibilities (CESR)' are defined, for example. Article 2 requires companies to apply sustainable finance principles to their business activities, Article 9 mandates corporates engage in such activities to be "awarded" by incentives, and Article 10 proscribes that companies submit a Sustainability Report to OJK on an annual basis.

Research findings

From in-depth review of online grey and peer-reviewed literature on SDG governance, policy and planning in Indonesia, combined with our review of five key informant interview transcripts and invaluable peer-review process, 10 levers that help explain Indonesia's successful SDG implementation are identified. Each of these levers has direct relevance to Australia's potential SDG response.

Indonesia's high-level role on the world stage during the SDG formulation process

The Indonesian Government signed onto the SDG agenda at the UN General Assembly in New York in September 2015, approximately one year after President Jokowi assumed office. When Jokowi became Indonesia's seventh president, policymakers in the Ministry for National Development Planning (BAPPENAS) and Ministry of Foreign Affairs (KEMLU) were already sensitised to the Indonesian Government's commitment to being an international leader on the SDG agenda, notably through former President Yudhoyono's prestigious appointment by the UN Secretary-General to co-chair the High-Level Panel of Eminent Persons to advise on the global post-MDG development strategy. These high-level civil servants were professionally committed to integrate the post-2015 agenda into their nation's ongoing national development policy and planning efforts under the new government, and continue and build on Indonesia's considerable development achievements under the MDGs.[35]

Political will at the highest levels of Indonesian Government

On his election in 2015, President Jokowi's "Nawacita" electoral promise, which included a vision of sustainable development for Indonesia's future prosperity, complemented and easily married with the Indonesian Government's commitments under the SDG agenda. A change in presidency in no way undermined SDG roll-out in Indonesia, but strengthened the internal legitimacy of the SDG agenda.

The strategic and influential role played by Indonesia's Ministry for National Development Planning (BAPPENAS) in guiding and supporting SDG implementation

BAPPENAS has been tasked by the President's Office to implement the SDGs in and throughout Indonesia, and to particularly support Indonesia's provincial and local governments integrate and roll-out the SDGs in their development policies and plans. The existence of this ministry, and its central focus on coordinating and implementing the SDGs domestically across all levels of government and among external Indonesian stakeholders (including business and the private sector, civil society, philanthropy, and academia and higher learning institutes), is a major asset and enabler for SDG realisation in Indonesia and achievement of this agenda's central Leave No One Behind principle.

Inclusive and strong SDG governance at all levels of government is led and encouraged by BAPPENAS and actively pursued in provincial and local government settings. This demonstrates political commitment and will at provincial and local levels

Not only has BAPPENAS released a SDG Roadmap (2018-2030) to guide coordinated and cohesive national, provincial level SDG policy, planning and implementation efforts, but the provincial governments are joining together through provincial networks to share SDG implementation learnings and are integrating the SDGs into their own provincial mid-term and medium term development plans (i.e. up to 2024). SDG integration is important for local-level SDG budgetary planning purposes, and for auditing/accountability purposes with BAPPENAS.

The SDGs constitute the language of development in Indonesia

All national development "socialisation" efforts in Indonesia, whether that be in relation to advancing economic, environmental or social initiatives in different settings and with different stakeholders, are grounded in the language and framing of the SDGs. Through the language and socialisation of the SDG agenda, the normalisation and long-term embedding of this agenda within and across Indonesian policy and planning only strengthens and grows.

Presidential Decree No. 59/2017 on implementing the SDGs

SDG implementation at the national, provincial and local levels is not a matter of policy but law through the issuance of Presidential Decree No. 59/2017. Implementation of the SDG agenda as a matter of law engenders further commitment and serious response at and within all levels of government in Indonesia. The fact that national SDG realisation is an explicit part of Indonesian law positively influences provincial-level governments to work with both their national and more locally-based sustainable development partners to develop regional sustainable development indicators [20]. The Presidential Decree is also cited as a key lever that can drive corporate uptake and alignment with the SDGs, especially for sustainable financial purposes.

35 Ministry of National Development Planning (BAPPENAS) (2012) Report on the Achievement of the Millennium Development Goals in Indonesia 2011. Available: https://www.id.undp.org/content/dam/indonesia/Project%20Docs/MDGs/Report%20on%20the%20Achievement%20of%20the%20MDGs%20in%20Indonesia%202011.pdf

To enhance political will for SDG planning and implementation at the provincial and local levels, and among different stakeholders, BAPPENAS works hard to ensure the SDGs are communicated in a way that localises, contextualises and appeals to different audiences throughout Indonesia

This is evidenced by BAPPENAS issuing a Multi-Stakeholder Partnership (MSP) Guideline document to further support and guide SDG mainstreaming in all sectors of Indonesian society (government, civil society, business, academia, the media). This is also demonstrated by BAPPENAS collaborating with BAZNAS (National Amil Zakat Agency), Indonesian Philanthropy, and the Syarif Hidayatullah State Islamic University to launch the Zakat Book of Jurisprudence on the SDGs to support zakat managers. Further, a study investigating whether the local government policies on water conservation in the regency of Kuningan (West Java) "embody the SDGs" reinforces the BAPPENAS strategy as it found that strategic communication of the SDG water conservation agenda to local level decision-makers using culturally responsive language and framings, grounded in the Islamic faith (where appropriate), is crucial to advance political will to progress local SDG implementation [21].

An SDG capacity building culture is growing among different stakeholders, beyond BAPPENAS, enabling joint ownership of SDG implementation

For instance, SDG centres and hubs are expanding in and throughout Indonesian universities. The coordinators of these hubs are keen to ensure the next generation of Indonesian professionals are fully aware of the SDG agenda and Indonesia's commitment to its achievement, as well as individual Indonesians' role in this achievement. These university-based SDG centres are also initiating collaborative partnerships with their local government agencies and other SDG stakeholders (including the private sector and civil society) to support SDG policy, planning and implementation efforts.

Innovating SDG financing mechanisms are being pioneered in Indonesia with strong national government support

For instance, in 2018 SDG Indonesia One was launched. This is a highly innovative platform managed by a 100% government-owned non-bank financial institution for infrastructure finance, which aims to narrow the SDG financing gap for SDG-related infrastructure projects by mobilising funds from philanthropic donors and the private sector with infrastructure investment opportunities throughout Indonesia.

Financing the SDG agenda, and encouraging complementary corporate sustainability practices across the three SDG domains (economic, environmental, social), is both a state and non-state priority

Private sector actors, along with government ministries (such as the Ministry of Finance, KEMLU and BAPPENAS) are well aware that Indonesia stands to benefit from financial connectivity to (and by leveraging) the global SDG "opportunity". To support sustainable finance taxonomy and corporate compliance and alliance with Indonesia's larger SDG implementation strategy, Indonesia's Financial Services Authority (OJK) issued a regulation on the Application of Sustainable Finance for Indonesia's financial services institutions and publicly listed companies (No.51/POJK.03/2017), which mandates annual sustainable development reporting by Indonesia's financial services institutions and publicly listed companies to OJK.

Indonesia's government promotes to Indonesian businesses that SDG implementation presents a new business model and large market opportunities. There is cognisance among state and non-state actors that this huge futures opportunity (which will be key to harness the shift for Indonesia to become a high-middle income country) needs to be embedded in strong regulation, including to help eradicate corruption and facilitate greater business/government accountability and transparency in the financing space.

Reporting on Indonesia's localised SDG indicators through an open data platform

Through lengthy internal and external stakeholder consultation, BAPPENAS has adapted the SDG indicators to the Indonesian context. Incremental achievement of these localised SDG indicators at national, principal and local levels is reported by BAPPENAS in its open DATA Portal (*Satu Data Portal*), which not only monitors SDG achievement throughout Indonesia, but highlights the remaining gaps.

Cognisance of the challenges and the iterative, dynamic nature of SDG roll-out

BAPPENAS, among other Indonesian SDG stakeholders, is well aware of ongoing complex SDG implementation challenges. This awareness is evidenced in the content of Indonesia's VNR on the SDGs of 2019, and in other forums.[36] Because there is cognisance of the implementation challenges, there is, in turn, commitment by various stakeholders to address them. For instance, in a number of Indonesian ministries there are SDG working groups, comprised of 10 or more staff members and relevant external stakeholders, that frequently meet to discuss: (1) synergising the respective ministry's programs and targets with Indonesia's SDG targets, (2) how the said ministry's performance and program contributions toward achievement of *all 17 SDGs* can be further optimised, and (3) identifying the challenges and barriers – and enablers – within the said ministry for iteratively and incrementally improving comprehensive SDG alignment and achievement in policy and planning.

36 See, for example, Armida Alisjahbana's article in The Jakarta Post (online), Focusing on Indonesia's SDG Priorities (September 2016). Available: https://www.thejakartapost.com/academia/2016/09/14/focusing-on-indonesias-sdg-priorities.html


SECURITY BOAT

Documentary analysis of submissions to the Australian Senate Inquiry into the UN SDGs – focus on Best Practice

Summary of Recommendations

Inquiry stakeholders who offered suggestion on international best practice examples that Australia can learn from in five key areas:

- National and subnational SDG governance, policy and planning.
- Countries' legislative changes for embedding the SDG agenda.
- Advancing government-corporate SDG action and interface for SDG policy, planning, finance and investment.
- International methods for increasing SDG public awareness raising and education by (and in) government.
- Lack of need to look overseas – learnings from best practice examples of SDG implementation are already occurring on Australian shores.

Of the 164 written submissions to the Australian Parliamentary Inquiry into the UN SDGs of 2018, 96 addressed the Inquiry's Term of Reference H, which sought "examples of best practice in how other countries are implementing the SDGs from which Australia could learn", or otherwise provided suggestions on international best practice. Of these 96 submissions, 10 were lodged by individuals (mainly from Australian universities). Eleven were lodged by government organisations; four by local governments; six by federal entities (including the federal government research agencies CSIRO and ACIAR); and one by a state/territory government agency (VicHealth). The remaining 75 submissions were lodged by non-government actors (NGAs) spanning the Australian business, industry and private sectors, as well as civil society, community networks and peak bodies.

When the content of the 96 Inquiry submissions was subjected to thematic analysis, we found respondents most commonly identified, and offered suggestions on, Australia adopting and contextualising international best practice examples that related to:

1. **National and subnational SDG governance, policy and planning.**
2. **Countries' legislative changes for embedding the SDG agenda.**
3. Advancing government-corporate SDG action and interface for SDG policy, planning, finance and investment.
4. **International methods for increasing SDG public awareness-raising and education by (and in) government**.
5. Lack of need to look overseas, given learnings from best practice examples of SDG implementation are already occurring and can be found on Australian shores.

Each theme had a number of sub-themes. **This report presents findings on themes 1, 2 and 4.**

National and subnational SDG governance, policy and planning

In reviewing the Parliamentary Inquiry data, eight sub-themes emerged under the larger theme of governance (**Appendix 5, Table 1**). Inquiry respondents cited and commended international best practice examples regarding:

1. Appointment of a Minister for Sustainable Development (and operation of a Ministry of Sustainable Development).
2. Creation of high-level bodies or mechanisms to coordinate the development and implementation of a national SDG implementation plan.
3. Parliamentary endorsement and oversight of national SDG policy and planning efforts.
4. Independent SDG oversight and implementing auditing platforms.
5. SDG 'ownership' across government ministries and departments.
6. The role of national and subnational SDG open data platforms.
7. Participatory governance mechanisms.
8. Learning from SDG governance activities and arrangements in the Indo-Pacific region.

In terms of international best practice examples of SDG policy and planning, Inquiry respondents cited 'best practice' examples clustered under three sub-themes (**Appendix 5, Table 2**):

1. Develop a strategic national SDG implementation plan or roadmap

- National government needs an SDG policy and planning strategy, which a national SDG implementation plan enables.
- Assess domestic legislation and policies for SDG policy and planning coherence.
- Localise SDG targets and indicators within national implementation plans to reflect country contexts and development realities.
- Ensure multi-stakeholder partners are actively involved and collaborating with government in the development of the plan (including local SDG targets and indicators), and its monitoring and evaluation.
- Data coordination and integration into national implementation plans (and their reporting).

2. Embed the national SDG implementation plan in law

- Shift domestic implementation of the SDG agenda from a policy mandate to a hard domestic law mandate.

3. Financing for SDG policy and planning realisation

- Align national budgets (and budgetary planning) to support SDG policy and planning implementation.
- Build government-private sector SDG partnerships to unlock capital and investments in SDG policy and planning implementation and achievement.

Countries' legislative changes for embedding the SDG agenda

Four key 'best practice' examples of how national governments are shifting the SDG agenda from policy to law were commended by Inquiry respondents:

1. Incorporating sustainable development into national legal frameworks.
2. Integrating wellbeing legislation into domestic law.
3. Drafting cultural heritage legislation related to the SDGs – establishing a legal basis for SDG 11.4 (Make Cities & Human Settlements inclusive, safe, resilient and sustainable).
4. Strengthening legislation around SDG 16 (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels).

Appendix 5, Table 3 presents corresponding country examples provided by Inquiry respondents.

International methods for increasing SDG public awareness-raising and education by (and in) government

Inquiry respondents cited six important types and exemplars of international SDG promotional activities that Australia could learn from to embed the SDG agenda (**Appendix 5, Table 4**):

1. Government-led national SDG awareness raising campaigns, including a large-scale government advertising/information campaign.
2. Appointment of SDG champions in government, civil society and industry.
3. Integration of the SDGs in schools and higher-learning institution curricula and activities.
4. Independent (i.e. non-government run) online platforms for SDG knowledge exchange and promotion.
5. Innovative SDG public relation activities, such as the SDG promotional activities of the British Columbia Council for International Cooperation in Canada.


NO STOPPING
ANY
TIME


VÍA EN OPERACIÓN
REVERSIBLE
INICIO

Recommendations

Despite the 18 recommendations for advancing SDG implementation in Australia, issued by the Senate FATRC-led Parliamentary Inquiry into the UN SDGs in February 2019, the Australian Government has failed to demonstrate the political will, commitment to planning and accountability mechanisms, and associated essential linked financing in the national budget for SDG policy and planning. Furthermore, Australia's Voluntary National Review report lodged with the UN High-Level Panel on Sustainable Development in mid-2018 is not a national SDG action plan, nor does it report on implementation of a national action plan [6].

In 2020, and with ten years to go until SDG achievement, Australia surely remains a rudderless ship in terms of national SDG policy and planning. The limited awareness of the SDG agenda among the Australian public only serves to reinforce the Australian Government's policy silence on the SDGs. However, lack of public awareness and government inaction are synergistic and mutually reinforcing.

Therefore, this report recommends that the Council of Australian Governments (COAG) urgently establish a COAG Ministerial Council on the SDGs to progress coordinated and comprehensive national and subnational SDG policy and planning.

The 2030 Agenda for Sustainable Development and its 17 SDGs are a matter of national significance and policy priority and thus require urgent COAG attention. This report recommends that the COAG Council system is best positioned to advance SDG policy and planning in Australia – including leading the development of a national SDG implementation plan. The COAG can draw lessons, learning and inspiration from best practice international SDG policy and planning examples highlighted in this report.

Recommendation 1: The Council of Australian Governments (COAG) should establish a Ministerial Council with representation of local government. The Council should consist of relevant senior ministers from each Australian jurisdiction. The mandate of this Council should be to first develop an SDG national implementation plan and then to coordinate and be accountable to the Prime Minister and the COAG for the plan's integration with government activity at all three levels of government in Australia.

Recommendation 2: The Australian Government should prioritise financing implementation of the SDG agenda, through its national implementation plan, and encourage complementary corporate sustainability policies, procedures and practices that span the three SDG pillars (economic, social and environmental).

Recommendation 3: Each Australian Parliament should establish a standing committee to foster awareness raising, transparency and public accountability in SDG implementation.

Recommendation 4: Each Australian municipal government should establish a publically accessible standing committee of elected and professional council officials to provide oversight to the SDG implementation plans in their municipality or city.

Recommendation 5: Government leaders and policymakers should engage more with sustainability experts who have relevant and practical experience across sectors. To this end, the Australian Government should appoint a high-level advisory committee of relevant academics, business leaders and representatives of appropriate NGOs to provide advice direct to the Ministerial Council.

Recommendation 6: In order to demonstrate real commitment, governments at all levels in Australia should translate their SDG commitments from policy guidance to legislation.

Recommendation 7: The SDG language and narrative should overtly become the national language that frames economic, social and environmental development, policy and planning by government leaders and policymakers. This will raise awareness of the SDGs in policy circles as well as in the broader community. The SDGs must be communicated to different local audiences in ways that contextually, culturally and politically appeal to those audiences. To this end, the Australian Government should appoint a permanent Cabinet subcommittee on SDGs to oversee and review all key government planning.

Recommendation 8: The SDG indicators must be localised by policymakers, with support from multi-stakeholder partners, to address Australian contexts and circumstances. Policymakers must ensure indicators for progress are known, tracked and reported on through transparent data platforms.

Recommendation 9: Government leaders and policymakers should make a detailed study of and require an investment in iterative education, training and awareness raising on the SDG agenda, its three pillars (economic, social and environmental), and their interconnection for policy momentum. This includes learning from leadership examples of SDG policy and practice, monitoring and review, which are demonstrated regionally and internationally and included in this research.

Recommendation 10: SDG stakeholders external to government should identify internal government SDG policy champions and support them. Likewise, government leaders and heads of ministries should identify and support internal SDG policy and planning champions.

Recommendation 11: The Australian Government should participate fully and *at an appropriately senior level* in all multilateral and regional forums in relation to SDG implementation.

Recommendation 12: In the interests of efficiency and effectiveness, governments at all three levels should work in partnership with NGO's and private sector actors who have as their objective raising awareness about the SDGs in the Australian community and their implementation in Australia and internationally.

This research also supports the many expert best practice recommendations provided to the Australian Parliamentary Inquiry from which Australia can learn:

- National and subnational SDG governance, policy and planning is essential.
- Legislative changes for embedding the SDG agenda are required.
- Advancing government-corporate SDG action and interface for SDG policy, planning, finance and investment is key.
- Demonstrated methods for increasing SDG public awareness raising and education by (and in) government can be learned from.
- In addition to overseas practice, there are multiple learnings from best practice SDG implementation are already occurring on Australian shores.

These rich and lengthy international best practice examples provided by Inquiry stakeholders are condensed into four tables and presented in **Appendix 5. An SDG Momentum Matrix is also attached to this report's recommendations (Table A). The matrix is a practical instrument that identifies and sets out the key indicators of best practice, as found by this study, for maximising SDG governance, policy and planning impact, particularly at the national level. The tool can assist policymakers and SDG stakeholders to engage in constructive policy discussions to chart the way forward in Australia and elsewhere.**

Finally, the findings and recommendations of this report are a reminder that while each country faces its own unique barriers and challenges in formulating national SDG policy and planning, many countries are taking the 2030 Agenda for Sustainable Development and its 17 SDGs seriously, in their own national interest. Germany, Mexico and Indonesia are prime examples of countries getting on with the business of SDG policy, planning and implementation. Such countries are proactively and courageously seeking and investing in solutions for complex intergenerational challenges that defy borders and short-term electoral cycles. Internally, cross-departmental policymakers are engaging in difficult conversations to identify opportunities (and trade-offs) for necessary economic, environment and social transformation.

Tragically, Australia's catastrophic bushfire crisis over the 2019-2020 period, followed by COVID-19 serves to reinforce that a 'business as usual' approach to Australia's most pressing futures economic, social and environmental policy challenges is not the way forward. Australians do not want to be 'Left Behind', and nor should Australia globally. National policy alignment with international SDG commitments is in our national interest. COAG leadership is urged.

Table A. Good practice momentum matrix to assess country SDG governance, policy and planning status (SDG Momentum Matrix)

The matrix is a practical instrument that identifies and sets out the key indicators of best practice, as found by this study, for maximising SDG governance, policy and planning impact, particularly at the national level. The tool can assist policymakers and SDG stakeholders to engage in constructive policy discussions to chart the way forward in Australia and elsewhere.

** **Country Indicator Status:** [1] N/A to country context [2] No [3] Under preliminary examination, discussion or internal/external consultation [4] Under serious examination, discussion or internal/external consultation [5] Under final high-level policy, legal or regulatory decision-making stage [6] Present of implemented [7] M&E phase [8] Other

Enabler for Country SDG Achievement	Indicator	Country Indicator Status**
Effective Governance	• Appointment of Minister for Sustainable Development (or similar title) • Political will for SDG realisation actively demonstrated by government leaders, i.e. President, Prime Minister • Establishment of a Ministry of Sustainable Development (or similar title) • Evidence of SDG ownership across all government ministries & departments • Existence of SDG open data platform that reports on SDG national & subnational data • Listening & learning from SDG governance activities & arrangements in the Indo-Pacific region • Listening & learning from Indigenous leaders, community voices & cultural practice • Appointment of SDG champions in government, civil society or industry • Government leaders present country commitment to the SDG agenda to the public & all stakeholders (including the private sector & civil society) as an opportunity & intergenerational economic, environmental & social investment • Regular policy meetings on SDG items are held within and across ministries & government departments, including between appropriate national and subnational government agencies • A positive SDG culture generally exists among policymakers & government civil servants wherein on a personal level the importance of the SDG vision is valued, embraced & supported (explicitly or implicitly) • Civil servant staff in different government agencies are funded full-time to engage in country SDG policy, planning, M&E • Subnational governments have their own SDG governance frameworks, implementation & budgetary plans linked to the national SDG implementation plan	
Accountable Governance	• High-level bodies or mechanisms to coordinate the development & implementation of a national and/or subnational SDG implementation plan exist(s) • National or supreme auditing institutions play a clearly defined role in good governance for sustainable development • Parliamentary endorsement & oversight of national/subnational SDG policy & planning efforts • Independent SDG auditing platforms, oversight and implementation mechanisms exist at national and subnational levels • Implementation of the SDG agenda has shifted from policy to domestic law mandate • Wellbeing policy or legislation that integrate SDG principles is embedded in domestic law • Domestic law supports cross-government, multi-sectoral SDG policy integration efforts • Regular lodgement of Voluntary National Reviews on SDG achievement with UN High-Level Political Forum	

Enabler for Country SDG Achievement	Indicator	Country Indicator Status**
Inclusive Governance	• Establishment of SDG-specific participatory governance platforms & mechanisms • Government support for independent online platforms for SDG knowledge exchange & promotion • Evidence of different levels of government working together to generate all of country SDG accountability, transparency, awareness raising and sharing of SDG knowledge & implementation experience • Policymakers actively consult and network with SDG specialists from academia, civil society or the private sector on a range of SDG issues, including the development of SDG indicator content • Policymakers include Indigenous leaders in SDG indicator development, policy & planning	
National SDG implementation plan	• A National SDG implementation plan exists • Subnational SDG implementation plans or roadmaps exist, which are connected to the national SDG plan	
Policy & planning coherence	• Assess domestic legislation, policy & regulatory environments for SDG consistency & compliance • Local multi-stakeholder partners are actively involved & collaborating with government in the development of SDG planning, M&E • In addition to the overarching SDG policy & planning coordinating agency, working groups exist in different ministries to integrate & localise SDG policy & planning into their own ministerial & departmental portfolios • Policymakers with specialist SDG knowledge are available in government agencies & such individuals can access relevant external SDG networks & stakeholder locally, regionally & internationally • Policymakers look to integrate & align SDG policy & planning with complementary national commitments under other relevant multilateral agreements (i.e. Addis Ababa Action Agenda on Finance for Sustainable Development, Paris Agreement on Climate Change, Sendai Framework for Disaster Risk Reduction, & the New Urban Agenda at subnational levels) • Policymakers receive SDG education & training (e.g.) on systems thinking approaches to policymaking for sustainable development, & potential SDG tools, frameworks that could enhance SDG policy & planning coherence • Policymakers from different government agencies identify & discuss SDG trade-offs & synergies at SDG-related meetings internally or externally • Policymakers are scoping SDG good governance policy & practices that other countries are adopting, &/or engage with international SDG knowledge brokers, to further their critical thinking & applied learning • Government initiates the development & provides administration support for multi-stakeholder expert committees to collaborate & advise government on SDG policy, implementation & M&E	

Enabler for Country SDG Achievement	Indicator	Country Indicator Status**
SDG financing to activate national SDG implementation plan	• The Ministry of Finance has requested each ministry & public agency assess their budgetary plans for SDG alignment with the national SDG implementation plan • National budget (and budgetary planning) are aligned with SDG policy & planning implementation, including fiscal support for realisation of country-specific SDG targets & indicators • Policy & planning officers in different ministries are increasingly strategically considering & scoping SDG budgetary & financing policy innovations & partnerships • There is clear financial & human resource investment by government in SDG planning processes over the long term with external stakeholders, including investment in participatory governance platforms & mechanisms • Champions within government ministries that advocate for SDG financing can be identified • The Ministry of Finance actively supports an institutional culture of innovation • Government supports the establishment & growth of government-private sector SDG partnerships to unlock capital & investment for SDG achievement • Government have published cogent taxonomy around sustainability, sustainable development, climate change &/or the SDG agenda • Government has developed complementary innovative sustainable financing laws or policies • Government has launched an innovative financing platform (public-private partnership) that aims to narrow the SDG financing gap for SDG-related projects by mobilising funds from donors & the private sector	
Policy, SDG data & information systems analysis	• SDG targets & indicators within national implementation plans have been localised & contextualised to respond to country development realities (based on the evidence) • Country specific SDG targets & indicators are integrated into the national implementation plan & M&E activities • Policymakers are aware of the limitations of SDG indicators, & seek context-specific solutions (i.e. engaging with local stakeholders & different population segments for guidance & the development of innovative, locally & culturally appropriate SDG measurement & data gathering & reporting practices)	
Effective SDG communication & awareness raising strategies	• Government tailors SDG communications & messaging to appeal to different audience stakeholders, & grounds these communications in positive SDG opportunities • Government is part of collaborative & strategic partnerships with civil society & the private sector to promote the SDG agenda to both internal & external stakeholders • Existence of culturally responsive & novel communication & public relations campaigns on national SDG commitment • Scientists & SDG knowledge brokers are able to effectively access SDG policymakers to update them on new tools, frameworks, theories and methods for SDG implementation that may benefit SDG policymakers & planners – & policymakers also seek SDG technical specialists out for guidance & advice (reciprocity in knowledge exchange & learning) • Integration of the SDG agenda into school & higher learning institutional curricula & activities	

Appendices

1. Research methods
2. Chronology of key SDG-related German Government activities
3. Chronology of key SDG-related Mexican Government activities
4. Chronology of key SDG-related Indonesian Government activities
5. Findings from the Australian Parliamentary Inquiry into the UN SDGs on best practice international governance, policy and planning that Australia can draw on

Appendix 1. Research methods

Part 1 – Rapid review of the peer-reviewed and grey literature on SDG governance, policy and planning frameworks, methods and enablers

Desktop review of the emergent key scholarly and practitioner 'best practice' literatures relating to national SDG governance structures and policy and planning for optimal SDG implementation (and who is producing that literature)

Literature review technique

The topic of SDG governance, policy and planning is a relatively new and contemporaneous multidimensional topic. 'Best practice' examples and approaches are dynamically and swiftly evolving in both theory and practice, and are strong economically, politically and socio-culturally contextual at both national and subnational governance, policy and planning levels. Therefore, the aim of this analysis was not to perform a meta-analysis or a systematic review on topic. Rather, a rapid review of the literature was far more appropriate. As a formal definition of a rapid review does not exist [22], we followed a working definition provided by Khangura and colleagues [23]. These authors define a rapid review to be "a type of knowledge synthesis for providing evidence to decision makers in a short timeframe" in which components of the systematic review process are simplified or omitted to produce information in a short period of time [23]. We further followed Munn and colleagues' guidance that a rapid review can potentially be conducted for any of the purposes or indications for a scoping or systematic review [24]. Borrowed namely from the public health disciplinary domain, the rapid review format – although imperfect and with limitation – was nonetheless "a time- and resource-efficient way to look back in order to plan ahead" [25]. The findings of such review can therefore provide contemporaneous and considered guidance to policymakers enmeshed in complex and dynamic decision-making and planning on unfolding multidimensional SDG issues.

Information sources and literature search

A rapid review of the peer-reviewed and grey literature on best practice SDG governance, policy and planning was conducted using the search terms "Sustainable Development Goals" or "SDGs" AND "governance" or "policy" or "policy coherence" in the multi-disciplinary Scopus database in January and February 2020. Documents that had the relevant search terms in their title, abstract and/or key words were sought. However, with 3,103 document 'hits' in Scopus, pragmatic concessions were made regarding the breadth and scope of the selected documents for analysis. Therefore, Scopus search findings from 2020 (145 document hits), 2019 (1,011 document hits), and 2018 (775 document hits) were reviewed. In many ways, the most up-to-date literature on this crosscutting topic was searched, which included scanning of relevant article reference (snowball search). The grey literature was scoped through a Google Search and through scanning relevant peer-reviewed article reference lists.

Data analysis and synthesis

We rapidly scanned 1,931 documents in the Scopus database. Of these, 230 were identified for closer examination. A quality appraisal of the literature was not conducted. A quality appraisal was not relevant as our interest lay not in the quality of publications identified but in their qualitative, thematic content. Thus, data was thematically analysed and synthesised by means of an adapted version of qualitative content analysis of included publications from our Scopus findings [26]. In taking this mediated approach, we sought to: (1) identify the most up to date evidence on SDG governance, policy and planning; (2) examine how research is being conducted on the emergent topic of SDG governance, policy and planning and who is conducting that research (3) identify and analyse the gaps in the knowledge base; and (4) identify the evolving and somewhat nuanced levers and enablers that support and optimise SDG governance, policy and planning worldwide [27]. Literature review findings also allowed us to identify who is actively researching, assessing and monitoring emergent good governance, policy and planning practices for SDG implementation.

Part 2 – Review of the submissions to the Australian Parliamentary Inquiry into the SDGs of 2018

Review the 164 written submissions to the Australian Parliamentary Inquiry into the UN SDGs to analyse what Australian stakeholders are saying to the Australian Government with respect to potential national and subnational SDG governance, policy and planning models.

Purpose of analysing the submissions to the Australian Parliamentary Inquiry into the SDGs

The purpose of this research component was twofold. Our first objective was to identify which countries that Australian stakeholders – who have a strong interest in SDG implementation in Australia and/or as part of Australia's ODA program – suggest Australian policymakers could look to and learn from with respect to emerging lessons and best practices for optimal SDG governance, policy and planning.

Our second objective was, from data findings, identify three 'best practice' countries that Australian stakeholders point to from which SDG implementation examples and lessons can be more deeply interrogated and offered to Australian policymakers and SDG stakeholders. These three countries were the focus of Research Part 3.

Information sources and search strategy

Rather than conduct a series of interviews with Australian SDG stakeholders, we used the content of the already publicly available, online written submissions to the Australian Senate FATRC-led Parliamentary Inquiry into the UN SDGs of 2018 as the data set for this analysis. That Inquiry comprised an online public submission process and a series of public hearings in Sydney, Melbourne and Canberra throughout 2018 [28]. Australian stakeholders who lodged written submissions to the Inquiry were tasked with providing their views on the Inquiry's eight terms of reference that guided the FATRC (**Box 1**) [29]. This study focused on Inquiry respondent findings to Terms of Reference H.

Box 1. The Australian Senate Foreign Affairs and Trade References Committee's eight terms of reference for the Parliamentary Inquiry into the United Nations Sustainable Development Goals [29]

a. the understanding and awareness of the SDG across the Australian Government and in the wider Australian community;
b. the potential costs, benefits and opportunities for Australia in the domestic implementation of the SDG;
c. what governance structures and accountability measures are required at the national, state and local levels of government to ensure an integrated approach to implementing the SDG that is both meaningful and achieves real outcomes;
d. how can performance against the SDG be monitored and communicated in a way that engages government, businesses and the public, and allows effective review of Australia's performance by civil society;
e. what SDG are currently being addressed by Australia's Official Development Assistance (ODA) program;
f. which of the SDG is Australia best suited to achieving through our ODA program, and should Australia's ODA be consolidated to focus on achieving core SDG;
g. how countries in the Indo-Pacific are responding to implementing the SDG, and which of the SDG have been prioritised by countries receiving Australia's ODA, and how these priorities could be incorporated into Australia's ODA program; and
h. examples of best practice in how other countries are implementing the SDG from which Australia could learn.

The Committee received 164 submissions totalling 1983 pages [30]. Overall, the content of the written submissions was rich, thoughtful and instructive: they were proffered by a diverse mix of multisectoral actors and agencies, with over two-thirds (69%) prepared by non-government actors (NGAs) (**Table 1**).

Table 1. A snapshot of the parties that made submissions to the Australian Parliamentary Inquiry into the UN SDGs

Inquiry respondents	Study % (n)
Non-government actors (NGAs) i.e. submissions made by civil society organisations, community networks, peak bodies, educational entities (schools or universities), business and industry, or the private sector more broadly	69% (n=114)
Government organisations or agencies i.e. submissions made by Federal, state/territory and local government or government delegations	12% (n=19)
Individuals i.e. submissions made by members of the public	18% (n=30)
Joint i.e. submissions made by government and non-government actors	>1% (n=1)

Data analysis and synthesis

The 164 written submissions were accessed from a publicly available Australian Parliamentary website, where they were uploaded and publicly posted after formal acceptancy by the FATRC. Guided by the methodology in a previous documentary review of parliamentary inquiry responses [31], written submission content was reviewed several times. Those submissions that responded directly to the Inquiry's Term of Reference H – examples of best practice in how other countries are implementing the SDG from which Australia could learn – or that included or referred to best practice examples (but elsewhere in the submission, not necessarily in response to Term of Reference H) were included in this analysis.

Ninety-six submissions were identified as relevant. The dialogue and views of the stakeholders on examples of best practice in other countries implementing the SDGs from which Australia could learn were then subject to thematic analysis as described by Attride-Stirling [32]. Several further iterative readings of these submissions led to identification of five themes. Three thematic findings that particularly pertain to good practice SDG governance, policy and planning will be reported on.

Three 'best practice' countries that Inquiry stakeholders repeatedly highlighted were subsequently selected to become the focus of this study's third research component.

Research Part 3 – Interviews with SDG actors in three countries

Key informant interviews with SDG related policy-makers and stakeholders in 3 countries; countries identified as implementing best practice SDG governance, policy and planning approaches by Australian Parliamentary Inquiry respondents.

Purpose of conducting interviews with international actors

Our third research component addressed Recommendation 7 issued by the FATRC Inquiry into the UN SDGs: "that the Australian Government, through the interdepartmental committee, regularly share resources on international best practice across government to improve Australia's performance against the SDGs".

Country selection strategy

The FATRC Inquiry stakeholders included in Research Part 2 frequently pointed to Denmark, Finland and Sweden as the cluster of countries from which the Australian Government should draw international lessons and inspiration. However, a number of Inquiry stakeholders emphasised that the Federal Government could learn relevant SDG innovation lessons not only from wealthy countries and regions, but also from developing nations, including countries in the Indo-Pacific region. For this reason, research team members decided against the suggested Scandinavian countries for study inclusion. Once these countries were taken off the table, eight countries emerged as the next cluster of countries that Inquiry stakeholders repeatedly cited: United Kingdom (UK), Germany, The Netherlands, Indonesia, South Korea, Mexico, Brazil and Colombia. Of these eight countries, three countries in different global regions – including the Indo-Pacific – were selected: Germany, Indonesia and Mexico. The efforts of these three countries to engage with their respective civil society and/or private sectors on SDG governance, policy and planning was commended by Inquiry respondents. In making this selection, we further note two of these countries are on the Pacific Rim, and like Australia, all three countries are members of the Group of 20 (G20) international forum.

Recruitment strategy

Once the three countries were selected we then sought to conduct in-depth interviews with 30 key informants (ten from each country) working in the crosscutting, multi-sectoral sustainable development governance, policy and planning space.

The interview schedule contained ten questions **Box 2**. Because we interviewed elite policy actors in each of the three countries that work in close-knit sustainable development policy and planning networks, for reasons of anonymity case study findings will report on interviewee demographics in general terms (i.e. whether key informants belonged to a government or non-government agency), and refrain from identifying (e.g.) the ministry or think tank.

Box 1. Research Part 2 Interview Questions

1. What is the organisation you work for, how long have you worked for this organisation, and what is your current role?
2. Please clarify how your current role focuses on SDG related governance, policy, planning or implementation initiatives or efforts in the country in which you work.
3. How long have you been working in the SDG policy or development space? Were you involved in rollout of the SDG precursor, the Millennium Development Goal (MDG) agenda from 2001-2015?
4. Can you please describe what are the SDG governance, policy, planning or implementation efforts that are occurring in the country in which you work, particularly led by Government.
5. Our research indicates that the country in which you are based presents as an example to other countries, such as Australia, in terms of political commitment, multi-stakeholder buy-in, and governance and policy momentum for SDG achievement. Do you agree? If so, why do you think that is? Who or what are the key drivers for SDG achievement in the country you are based?
6. Further to the above question, what do you think are the enablers, levers, mechanisms, and opportunities for advancing the SDG agenda within the country you are based.
7. What do you think are the governance, policy and planning challenges in the country you are based in maintaining SDG momentum, moving forward until the year 2030?
8. Do you think there are other countries that are doing SDG policy and planning particularly well?
9. How is the country in which you are based budgeting for, and/or financing, SDG implementation?
10. How is the country government in which you are based liaising with civil society organisations, business and industry to embed and increase participatory governance mechanisms and platforms for accountable and inclusive SDG rollout?
11. There is growing policy focus within governments, globally, on the wellbeing agenda. Is your country focusing on this too, and if so, is this agenda being linked to the SDG agenda?
12. Are you satisfied with the data collection policy and practices in your country for optimal SDG governance, monitoring and evaluation? Are potentially invisible segments of the population in the country in which you are based being adequately included and represented in the SDG data, in your view?

Data collection, analysis and synthesis

In supporting elite and very busy policy actors to take part in face-to-face or Skype interviews, it was not always possible to elicit responses to all 12 interview questions in short time periods of convenience to the key informants. Therefore, in light of the contemporaneous spotlight on SDG financing at the UN General Assembly in September 2019, as well as among SDG policy specialists at the two-day high-level Global Council SDGs In Action meeting hosted by the Government of the United Arab Emirates in Dubai in February 2019 (attached to the World Government Summit), we probed often time-poor informant's for their views on national SDG budgeting and innovative financing processes and platforms for SDG realisation. The research team viewed financing for SDGs as a particularly critical enabler for bringing to life on paper SDG policy commitments, as well as generating national SDG governance arrangements.[37]

Taking a case study approach [33], we reviewed the VNRs for each of the three countries, as well as other relevant SDG-related documents sourced from both the grey and peer-reviewed literature (available in the English language). The literature was reviewed and iteratively read together with the interview transcripts to help researchers understand the country contextual background underlying key informant responses. Subsequently, a chronology of key SDG-related activities for Germany, Mexico and Indonesia was collated by the research team. Interview transcript discourse was thematically analysed to explore and identify what actions and activities drive (or don't drive) legitimacy of and for the SDG policy agenda in each key informant's respective country context. In performing our analysis, we were mindful of the Hall model of policy agenda setting [34] (**Box 2**).

37 Yet research findings elucidate from all three study components that there exist many other important and complementary levers that can optimise 'best practice' SDG governance, policy and planning approaches and processes in addition to financing and human resource investment.

Box 2. The Hall model of agenda setting for analysing which issues might be taken up by government [35]

- ***Legitimacy*** is a characteristic of issues with which governments believe they should be concerned with and in which they have a right or even obligation to intervene. These represent issues where governments feel most people will accept state interventions. Issues range from high to low legitimacy.
- ***Feasibility*** refers to the potential for implementing the policy and is defined by the prevailing technical and theoretical knowledge, resource, availability of skilled staff, administrative capability and existence of the necessary infrastructure of government. Does the state have the capacity to ensure implementation? There may be technological, financial or workforce limitations that suggest that particular policy may be impossible to implement, regardless of how legitimate it is seen to be.
- ***Support*** refers to the rather elusive but important issue of public support for, or public trust in, government – at least in relation to the issue in question. This may be strong support of important interest groups, or it may be relatively weak support for policy. If support is lacking, or discontent is high, it may be very difficult for government to implement policy.

Nine key informants from Germany and eleven from Mexico agreed to participate in study interviews. It was more challenging to recruit Indonesian key informants (five interviews were conducted), so a different approach to collating case study findings had to be taken. We began with an in-depth review of the online grey and peer-reviewed literature on SDG operationalisation in Indonesia at both national and subnational levels. Research team members also attended a number of UN General Assembly side-events in New York in September 2019, and a closed-door SDG sustainable development policy and financing meeting in Jakarta in late 2019, for contextual insight. On both occasions, a number of valuable conversations were held under Chatham House rules. Once draft case study findings were finalised synthesising the literature and interview data, we then put preliminary case study findings to a 10-person panel of Indonesian SDG multi-stakeholder specialists for expert peer-review. We obtained panel consensus and support for case study key findings.

Appendix 2.
Chronology of key SDG-related German Government activities

Year	Key activities
2001	• The German Council for Sustainable Development, an independent advisory council, was set up to support the German Government promote societal dialogue on sustainability.
2002	• Germany adopted its first sustainable development strategy, which is regularly updated (4-yearly).
2014	• With input from civil society, faith based organisations, the private sector and academia, the German Federal Ministry for Economic Cooperation and Development (BMZ) published its Charter for the Future, setting out the political priorities the German Development Minister intended to pursue over the following three years in Germany and in its partner countries, and in German business, civil society and academia (November).
2015	• Germany assumes presidency of the G7 and within the G7 pushes for SDG implementation and commitment to climate change mitigation (June). • Germany signed onto Agenda 2030 and its 17 SDGs with 192 UN Member States (September).
2016	• Germany releases its first Voluntary National Review (VNR) on the SDGs (June). • Germany lodged its VNR with the High-Level Political Forum (July). • The German Council for Sustainable Development (RNE) established the Regionale Netzstellen Nachhaltigkeitsstrategien (Regional Hubs for Sustainability Strategies (RENNS)), a network of 20 actors (mainly from civil society) from all 16 German Länder, divided into four hubs, tasked with advancing Agenda 2030 implementation in Germany.[38]
2017	• Government adopted the new and radically revised version of the German Sustainable Development Strategy (GSDS) aligning with the 17 SDGs (January). • Germany assumes presidency of the G20 and adopts "Shaping an interconnected world" as the slogan for its presidency.
2018	• Multi-party commitment (through coalition agreement of the Christian Democratic Union of Germany (CDU), Christian Social Union (CSU) and Social Democratic Party of Germany (SPD)) to SDG implementation and to the promotion of sustainable development as a benchmark for good government and guiding principles of all German policy (March). • Following formal request from the Federal Government, international experts reviewed the GSDS and its implementation and presented recommendations to the Federal Government (June-July).[39] • Federal Cabinet adopted an addition to its 2016 GSDS (November).[40]

38 The RENN serve to strengthen nationwide networking and awareness raising on SDG initiatives and contribute to SDG participatory governance and community inclusion. Funded by the Federal Government, appointed by the German Länder, coordinated by the RNE Office and independent in their project implementation, the RENNs can link actors in a unique manner across the various governance levels of the Federal State. The Federal Government provides a total of 17 million euros to fund the RENNs until end 2022.

39 Two previous international peer reviews were carried out in 2009 and 2013.

40 https://www.bundesregierung.de/resource/blob/975274/1588964/1b24acbed2b731744c2ffa4ca9f3a6fc/2019-03-13-dns-aktualisierung-2018-englisch-data.pdf?download=141

Year	Key activities
2019	• Federal Ministry of Finance (BMF) together with the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) and in coordination with the Federal Ministry for Economic Affairs and Energy (BMWi) initiate a federal strategy for Sustainable Finance to be developed with the State Secretary Committee of the Federal Government for Sustainable Development. The strategy is intended to support Germany to become a leading sustainable finance location (February). • The German Government established a Sustainable Finance Advisory Board to advise government on the development and implementation of its sustainable finance strategy, pool existing expertise and promote dialogue between relevant actors (June).[41] • Federal Statistical Office (Destatis) launches the German National Reporting Platform on the SDG indicators (SDG-NRP), an open source national reporting platform providing data and metadata on Germany's SDG progress that uses the global indicators approved by the UN General Assembly (July).[42] • The German Government released an agreement on new climate policies relating to carbon dioxide pricing via emission certificates, costlier fuels, cheaper rail, and a ban on oil heaters from 2026 (September).[43] • The German Cabinet adopted a climate package that will look to implement a framework Climate Action Law (incorporating the principle of sustainability in the Basic Law or constitution) and Climate Action Program 2030 (October).
2020	• The German Cabinet adopted The National Bioeconomy Strategy, which lays out the guidelines and objectives of bioeconomic policy and identifies measures to implement the policy (January).[44] • The German Federal Government and four federal states, where lignite is mined, agreed at a Federal Chancellery meeting to phase out coal-fired power stations in Germany by 2038: a decision that will make it possible to achieve Germany's climate target by 2030 (January).[45] • Angela Merkel, German Chancellor, signalled that the government intends to use Germany's Presidency of the Council of the European Union (EU) to progress European sustainability targets (commencing July).[46] • The new version of the GSDS is scheduled to be released in 2020 and five dialogue conferences will be held across Germany with stakeholders to provide input into the updated document (date tbc).
2021	• Germany has signalled it will lodge its second VNR with the High-Level Political Forum.

41 https://www.bundesfinanzministerium.de/Content/DE/Pressemitteilungen/Finanzpolitik/2019/06/2019-06-06-Sustainable-Finance.html;jsessionid=73AD212B17F582DA5FEC672AF51DEE23.delivery2-replication

42 https://sdg.iisd.org/news/germany-launches-national-reporting-platform-on-sdg-indicators/

43 https://www.dw.com/en/merkels-cabinet-agrees-climate-packet-environmentalists-say-its-paltry/a-50517157

44 https://www.bundesregierung.de/breg-en/issues/sustainability/biooekonomie-1712668

45 https://www.bundesregierung.de/breg-en/issues/sustainability/einigung-zum-kohleausstieg-1712990

46 https://www.bundesregierung.de/breg-en/issues/sustainability/-we-must-make-better-progress-on-the-sustainable-development-goals--1634872

Appendix 3.
Chronology of key SDG-related Mexican Government activities

Year	Key activities
2006	• Election of President Felipe Calderón (2006-2012) who made climate change a public policy priority for Mexico.[47]
2010	• Mexico hosted the Cancún Climate Change Conference (COP16), which "produced the basis for the most comprehensive and far-reaching international response to climate change the world had ever seen to reduce carbon emissions and build a system which made all countries accountable to each other for those reductions" (November).[48]
2011	• Mexico assumed presidency of the G20 (December).
2012	• Mexico became the first large oil-producing emerging economy to adopt climate legislation, the General Law on Climate Change, which established the National System on Climate Change (SINACC) (April).[49] • UN Secretary-General Ban-Ki Moon announced the 27 members of a High-level Panel to advise on the global development framework beyond 2015 (post-Millennium Development Goals), with the Panel's work closely coordinated with that of the intergovernmental working group tasked to design the SDGs, as agreed at the Rio +20 conference. Mexico's Secretary of Foreign Affairs, Patricia Espinosa, is appointed to the panel (July). • Mexico set up the Climate Change Fund to allocate resources to mitigate and adapt to climate change pursuant the General Law on Climate Change, with the initiative adopted in accordance with the global climate change strategy that emerged at COP16 (November). • Enrique Peña Nieto became Mexico's 57th President (2012- 2018) (December).
2015	• Mexico was the first developing economy to submit an intended Nationally Determined Contribution (NDC) leading up to the negotiations of the Paris Agreement (March).[50] • Mexico committed to the SDG agenda with 192 UN Member States (September). • The Nacional Financiera (NAFIN), a state owned development bank, issued the first Mexican green bond for US$500m, which was the first Latin American bond to gain Climate Bond Certification by the Climate Bonds Standard Board, with the proceeds of NAFIN's first green bond allocated to financing wind energy generation projects in Mexico (October). • The new Energy Transition Law, which builds on the General Law on Climate Change, came into effect to regulate the sustainable use of energy and chart Mexico's pathway for decarbonisation (December).[51]
2016	• Mexico's Specialised Technical Committee for the Millennium Development Goals (CTESIODM) became the Specialised Technical Committee on the SDGs (CTEODS), which is chaired by the Office of the President and brings together 29 federal entities tasked with developing a work program for SDG implementation, revising and adjusting SDG indicators to the Mexican context and publishing an open data platform (SDGs National Platform) (February). • The third meeting of the Inter-agency and Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs) is held in Mexico City, with the meeting jointly hosted by the National Institute of Statistics and Geography (INEGI) and the Ministry of Foreign Affairs (Mexico currently co-chairs the IAEG-SDGs) (March-April). • The National Institute of Statistics and Geography (INEGI) initiated a national mapping process for the SDGs' 232 global indicators to determine which indicators are applicable in Mexico, what their level of availability and disaggregation is, and which government agencies serve as the source for this information. INEGI determined that 160 global indicators are applicable in Mexico, while the other 63 indicators either do not apply domestically or require additional regional or global calculations (June).

47 In the National Development Plan 2007–2012 Calderon's government stated that climate change must become an important consideration for all sectors and, to achieve this goal, established a Special Programme on Climate Change (PECC).

48 https://unfccc.int/process-and-meetings/conferences/past-conferences/cancun-climate-change-conference-november-2010/cancun-climate-change-conference-november-2010-0

49 The SINACC is comprised of the Inter-Ministerial Commission on Climate Change, the Consultative Council on Climate Change, and the National Institute of Ecology and Climate Change and includes representation of the state governments and of the associations of municipal governments, as well as representatives of the Mexican Congress. The Ministry of Environment acts as the secretariat. http://www.lse.ac.uk/GranthamInstitute/publication/mexicos-general-law-on-climate-change-key-achievements-and-challenges-ahead/; & see http://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/2018/11/Policy_report_Mexico%E2%80%99s-General-Law-on-Climate-Change-Key-achievements-and-challenges-ahead-29pp_AverchenkovaGuzman-1.pdf

50 Ref: EDF and IETA [Environmental Defence Fund and International Emissions Trading Association] (2018) Mexico: A Market Based Climate Policy Case Study, available at https://www.ieta.org/resources/Resources/Case_Studies_Worlds_Carbon_Markets/2018/MexicoCase-Study-Jan2018.pdf

51 The Ministry of Energy ("SENER"), the Ministry of Environment and Natural Resources, the Energy Regulatory Commission and the National Commission for the Efficient Use of Energy will be the authorities in charge of applying the Law. As a result of this Law, SENER will establish goals for the generation of power using clean energies: 25% by 2018; 30% by 2021; and 35% by 2024.

Year	Key activities
2016	• Mexico submitted its first Voluntary National Review (VNR) on the SDGs to the UN High-Level Political Forum on Sustainable Development (HLPF) (June/July).[52] • Mexico's Senate created a Senate Working Group for Monitoring the Legislative Implementation of the SDGs, which organises awareness and training forums on Agenda 2030 for legislators and has developed a diagnostic tool on the legislative capacity to address Agenda 2030 in Mexico (September). • Mexican President Enrique Pena Nieto addresses the UN General Assembly in New York and spoke about Mexico's commitment to pursue Agenda 2030, including more sustainable development and promoting human rights (September). • Mexico's Green Finance Advisory Board (CCFV) was established to develop a green finance agenda incorporating the financial system's associations, development and multilateral banks, investment bankers, asset managers, rating agencies, and non-governmental organisations.[53] • Mexico City became the first local government in Latin America to issue a local green bond to finance climate resilient infrastructure including access to potable water, wastewater systems, energy efficient public lighting and transport infrastructure (December).[54]
2017	• The National Council for the 2030 Agenda for Sustainable Development was established as the coordinating mechanisms for SDG implementation at the highest-level of Federal Government, and is chaired by Mexico's president and the Office of the President serves as Secretariat. The National Council serves as the SDG planning and coordinating mechanism between the federal and local governments, civil society, the private sector and academia to the design, execution and evaluation of policies for 2030 Agenda compliance. The Council also includes a National Strategy Committee, which assesses the recommendations made by the working groups, and a Follow-Up and Evaluation Committee. Twelve government bodies were designated as Coordinating Units for the SDGs directly related to their areas of competence (April). • The National Governors' Conference (CONAGO) established the 2030 Agenda Executive Implementation Commission, led by the governor of Colima, thereby pledging that Mexico's state governments will work together with multi-stakeholders and have developed practical guidelines for providing guidance on sustainable development to enhance state and municipal development planning. The National Conference of Municipalities of Mexico (INAFED), which brings together 2,456 municipalities, has also been used as a mechanism to engage local actors (June).[55] • The SDGs Specialised Technical Committee (CTEODS), led by the Office of the President and the Institute of Statistics and Geography, developed a framework with the Ministry of Finance to integrate planning, public finance management, policy making and oversight to support the achievement of the SDGs. • At the Paris "One Planet Summit", Banco de Mexico (Mexico's central bank) was one of eight central banks that established the Network of Central Banks and Supervisors for Greening the Financial System (NGFS), which supports an orderly transition towards a low pollution and low carbon economy by promoting best practices, improving data availability, and by raising awareness of the consequences of climate change (December). • Mexico's National Planning Law was updated to introduce and integrate the three dimensions of sustainable development and Agenda 2030's key principles in national development planning, and mandates current and future policymakers take a 20-year perspective into decision-making consideration (i.e. across presidential terms) (June – December). • Mexico's National Institute for Federalism and Municipal Development (INAFED) launched a program to raise SDG awareness and train local government employees on Agenda 2030 to strengthen local government knowledge and technical capacity.[56]

52 https://sustainabledevelopment.un.org/content/documents/10756Full%20report%20Mexico%20-%20HLPF%202016%20FINAL.pdf

53 https://www.fc4s.org/mexico-joins-fc4s

54 The bond was "oversubscribed" 2.5 times over, meaning that investors were willing to buy more of these bonds than Mexico City had to sell: https://www.greenbiz.com/article/lessons-learned-mexico-citys-first-green-bond

55 https://www.gob.mx/epn/prensa/conago-installs-executive-committee-to-ensure-compliance-with-the-2030-agenda-for-sustainable-development – The existing National Conference of Municipalities of Mexico (INAFED), which brings together 2,456 municipalities, has also been used as a mechanism to engage local actors.

56 By May 2018, seven states and 53 municipalities registered to take part in this INAFED program. https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs.pdf

Year	Key activities
2018	• Mexico's Parliament passed a decree amending the General Law on Climate Change (2012) to make it compatible with the Paris Agreement on Climate Change (April)[57] • The presidential election was held and won by Andrés Manuel López Obrador of the National Regeneration Movement (MORENA), running as the candidate of the *Juntos Haremos Historia* (Together We Will Make History) alliance (June). • Mexico launches an online platform, Information System of SDGs (SIODS), to track progress toward achieving the SDGs, which reports on 66 indicators corresponding to 16 of the 17 SDGs. Another government website is created to provide information regarding SDG implementation in Mexico (see www.gob.mx/agenda2030) (July). • Mexico submitted its second VNR on the SDGs to the HLPF (July)[58] • Thirty-one of Mexico's 32 states have implementation and follow-up mechanisms (known as OSIs) for the 2030 Agenda, and some municipal governments have similar mechanisms as well. OSIs are in charge of coordinating the design and execution of strategies, policies, programs and action for SDG implementation at the state level, as well as bringing together different local actors (June). • Mexico's new National Strategy for the Implementation of the 2030 Agenda to guide the elaboration of future National Development Plans (NDP) is under public review[59] • President Enrique Peña Nieto's presidential term ends (November). • Andrés Manuel López Obrador takes office and begins his six-year presidential term (December).
2019	• Mexico hosted the Friends of Monterrey retreat that specifically focused on the 2019 Financing for Sustainable Development Report of the Inter-Agency Task Force (March)[60] • Mexico released its new National Strategy for 2030 Agenda implementation; its long-term vision is to guide the elaboration of Mexico's future National Development Plans (NDP) (December).

57 The 2018 amendment amends the emission reduction objectives according to those specified in the Nationally Determined Contribution (NDC) submitted in 2015. This includes an unconditional commitment to reduce greenhouse gas emissions by 22% and black carbon emissions by 51% below business as usual by 2030: http://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/2018/11/Policy_report_Mexico%E2%80%99s-General-Law-on-Climate-Change-Key-achievements-and-challenges-ahead-29pp_AverchenkovaGuzman-1.pdf In making the 2018 amendment, Mexico was one of the first countries to modify its domestic legislation to make it more consistent with the Paris Agreement: http://www.lse.ac.uk/GranthamInstitute/wp-content/uploads/2018/11/Policy_report_Mexico%E2%80%99s-General-Law-on-Climate-Change-Key-achievements-and-challenges-ahead-29pp_AverchenkovaGuzman-1.pdf

58 https://sdg.iisd.org/news/mexicos-sdg-portal-brings-functionality-to-reporting/https://sdg.iisd.org/news/mexicos-sdg-portal-brings-functionality-to-reporting/; https://www.itu.int/net4/wsis/archive/stocktaking/Project/Details?projectId=1514909895

59 The ultimate goal of the National Strategy is to ensure continuity across administrations, independently of any political changes that may occur. As part of the development of the National Strategy, 12 Federal government units were designated coordinating units for each of the 17 SDGs in accordance with their thematic and sectoral characteristics. Each of these units has been in charge of coordinating the collection and incorporation of inputs into the National Strategy and communicating with the Shared Responsibility Units (UGC) that directly or indirectly impact compliance with each SDG.

60 https://www.un.org/development/desa/statements/mr-liu/2019/03/the-retreat-of-the-group-of-friends-of-monterrey.html

Appendix 4.
Chronology of key SDG-related Indonesian Government activities

Year	Key activities
Early 2000s	• The MDGs became a key reference in framing and guiding Indonesia's National Long Term Development Plan (RPJPN) for 2005-2025, the National Medium Term Development Plans (RPJMN) for 2004-2009 and 2010-2014, Annual Government Work Plans (RKPs), and State Budget (APBN) documents.[61]
2009	• President Susilo Bamban Yudhoyono re-elected for second term. • In a speech to leaders at the G20 Summit (Pittsburgh, USA), President Yudhoyono confirms Indonesia commitment to reducing Green House Gas emissions by 26% from the BAU level, and if it can secure international support will aim to reach 41% reduction (September).
2011	• The UN names Indonesian President Yudhoyono "Global Champion for Disaster Risk Reduction". • Following President Yudhoyono's G20 speech in 2009, Indonesia releases a National Action Plan for Green House Gas (GHG) Reduction (RAN-GRK) to provide a policy framework for central and local governments, the private sector, and other key stakeholders in implementing actions related to GHG emission reductions during the period of Indonesia's Long-Term Development Plan (RPJP 2005-2025). The RAN-GRK was approved and made law through Presidential Regulation No. 61 in 2011, and a complementary guide book for stakeholders released.[62]
2012	• UN Secretary-General Ban-Ki Moon announces the 27 members of a High-level Panel of eminent persons to advise on the global development framework beyond 2015 (post-MDGs), and Panel to be co-chaired by Indonesia's President Yudhoyono, President Ellen Johnson Sirleaf of Liberia, and Prime Minister David Cameron of the UK (July).
2014	• Election of President Joko Widodo (Jokowi) (July). • Inauguration of President Jokowi who came to power with a national development agenda, "Nawacita", with nine development priorities including sustainable development (October). • Indonesia's Financial Services Authority (*Otoritas Jasa Keuangan* (OJK)), pursuant to an MOU with the Indonesian Ministry for the Environment and Forestry, issues the Indonesian Sustainable Finance Roadmap (2015-2019), OJK's first sustainable finance policy, and a Guidance Book for Clean Energy is also issued (December).[63]
2015	• President Jokowi's government launched the National Mid-Term Development Plan 2015-2019 or RPJMN (Rencana Pembangunan Jangka Menengah), with 3 parts: the National Development Agenda, the Sectoral Development Agenda, and the Regional Development Agenda. The RPJMN translates the "Nawacita" electoral promise into action, with SDG convergence elaborated in the National Development Agenda (January).[64] • Indonesia, together with 192 UN Member States, commits to implement the SDG agenda (September).
2016	• Indonesian Government implements a Social Forestry (SF) program, defined as a system of forest management activities involving local communities to improve wellbeing and implement sustainable forestry (month unknown).[65] • Indonesia's Financial Services Authority (OJK) in partnership with the International Finance Corporation (IFC – World Bank) hosts an International Sustainable Finance Forum in Bali to promote government policies in relation to SDG achievement (July).[66]

61 Ministry of National Development Planning (BAPPENAS) (2012) Report on the Achievement of the Millennium Development Goals in Indonesia 2011. Available: https://www.id.undp.org/content/dam/indonesia/Project%20Docs/MDGs/Report%20on%20the%20Achievement%20of%20the%20MDGs%20in%20Indonesia%202011.pdf

62 Ministry of National Development Planning (BAPPENAS) (2011) Guidelines for Implementing Green House Gas Emission Reduction Action Plan (Republic of Indonesia, Reference Book). http://ranradgrk.bappenas.go.id/rangrk/admincms/downloads/publications/Gudeline_for_implementing_green_house_gas_emission_reduction_action_plan.pdf

63 OJK is a supervisory and regulatory agency for Indonesia's financial services such as banks, insurance companies, multifinance companies, pension funds, and micro finance institutions. OJK also oversees the capital market and conducts consumer education and protection. See: Setijawan E (December 2019), What are the determinants for the implementation of sustainable finance policy in Indonesia? (WP/19/07). https://www.ojk.go.id/id/data-dan-statistik/research/working-paper/Documents/WP-19-07.pdf#search=sustainable%20finance and OJK (December 8, 2014), Joint Press Release: OJK and Environment and Forestry Ministry Launch Roadmap to Sustainable Finance and Guidance Book for Clean Energy: https://www.ojk.go.id/en/berita-dan-kegiatan/siaran-pers/Pages/joint-press-release-ojk-and-environment-and-forestry-ministry-launch-roadmap-to-sustainable-finance-and-guidance-book-f.aspx. The Roadmap for Sustainable Finance in Indonesia (2015-2019) is available at: https://www.ojk.go.id/id/Documents/Pages/Keuangan-Berkelanjutan/Roadmap%20Keuangan%20Berkelanjutan%20Perubahan%2001.pdf#search=sustainable%20finance

64 The SDGs are mainstreamed in the RPJMN 2015- 2019, which captures 94 out of Agenda 2030's 169 targets. Indonesia's implementation of its National Long Term Development Plan (RPJPN 2005-2025) is divided into 4 (four) stages of 5-year Medium Term Development Plans (RPJMN), and currently the Indonesian Government is entering the final stage of RPJPN (2020 – 2024).

65 See Banjade MR, Herawati T, Liswanti N, Mwangi E (2016) "Forest tenure reform in Indonesia: When? What? Why? CIFOR Infobrief no. 163. Bogor, Indonesia: Centre for International Forestry Research (CIFOR). https://www.cifor.org/library/6333/

66 OJK (December 1, 2016) Press Release: OJK Holds International Forum in Bali to Promote Sustainable Development Programs. https://www.ojk.go.id/en/berita-dan-kegiatan/siaran-pers/Pages/Press-Release-OJK-Holds-International-Forum-in-Bali-to-Promote-Sustainable-Development-Programs.aspx

Year	Key activities
2017	• Completion of SDGs National Implementation Plan (January). • Indonesia lodges its Voluntary National Review (VNR) on the SDGs to the High-Level Political Forum on Sustainable Development (HLPF) (June/July).[67] • Issuing of Presidential Decree No. 59/2017 that provides the legal basis for progressing SDG implementation by Indonesia's Ministry of National Development Planning (BAPPENAS) (July). • A regulation on the Application of Sustainable Finance is issued by Indonesia's Financial Services Authority (OJK) to financial services institutions and publicly listed companies (No.51/POJK.03/2017) as follow-up to the Financial Services Authority's Roadmap of Indonesian Sustainable Finance. OJK also releases a second regulation, "Issuance and Requirements for Securities [that] Effect Environmental Friendly Debt or Green Bonds". OJK further reviews and extends its Sustainable Financing Roadmap (2014-2019) which includes 19 medium and long-term activities to be conducted by 2024 (July).[68] • OJK with Bali's Udayana University launches the Bali Center for Sustainable Finance (BCSF) to provide integrated information about Sustainable Finance for stakeholders, with the launch seminar's key address titled "Sustainable Finance as Key Instrument to Achieving SDGs" (July). • The Indonesian Government's Supreme Audit Board (BPK RI) together with 10 Supreme Audit Institutions (SAI) meet in Bali to discuss the role of the auditing agency in SDG implementation. The Supreme Audit Board is involved in auditing SDGs preparation and implementation (August). • The mainstreaming of the SDGs into the RPJMN 2015-2019 is further elaborated in the annual Government Work Plan (RKP) (2017 to 2019), and its associated budget. Additionally, the SDG agenda is mainstreamed into Indonesia's Mid-Term Regional Development Plan (RPJMD) and Annual Government Plan at the Provincial and District/City levels (month unknown).[69] • The Indonesian Government introduces the New Urban Agenda (NUA) planning and governance reforms in Indonesia, aiming for the NUA to support and guide urban-level SDG implementation (month unknown). • Filantropi dan Bisnis Indonesia (FBI4SDGs), a platform comprising business and philanthropy stakeholders, ran a series of Philanthropy Festivals throughout Indonesia focusing on the SDGs (months unknown). • In the Indonesian Government's Annual Report of Indonesia's South-South and Triangular Cooperation (SSTC) 2016, released in 2017, the SDGs are cited as an instrument that Indonesia will leverage to support all country SSTC efforts (month unknown).[70]
2018	• UNDP Indonesia in collaboration with Indonesia's Ministry for National Development (BAPPENAS) initiate establishment of a 'University Network for SDGs' (January). • Indonesia's Vice President officially launches the National SDGs Action Plan (RAN) (2017-2019) (Permen No. 7/2018), which summarises both state and non-state actors' work plan to achieve SDGs targets by 2019 as an initial step towards achieving Indonesia's SDG targets by 2030 (June). • The completion of Indonesia's SDG National Road Map 2018-2030, which is to also support guidance of SDG implementation at the regional and local (and city) levels (July). • BAPPENAS launches the Zakat Book of Jurisprudence on the SDGs, with preparatory support from BAZNAS (National Amil Zakat Agency), Indonesian Philanthropy, and the Syarif Hidayatullah State Islamic University of Indonesia, BAPPENAS launches the Zakat Book of Jurisprudence on the SDGs. The book is to support zakat managers achieve the SDGs in Indonesia, and links zakat contributions and zakat funded programs to Indonesia's SDG achievement (July).[71] • Indonesia's Ministry for National Development (BAPPENAS) launches a One Data Portal (*Satu Data Portal*) to be used as a SDGs monitoring dashboard. The portal monitors 241 SDG indicators that were agreed on by the government and contains all available SDG data from Government at national and subnational levels, as well as showing data gaps.[72]

67 Indonesia's first VNR highlighted the importance of reducing poverty and improving community welfare through two main ways (1) improving the quality of human resources and (2) enhancing economic opportunities and sustainable livelihoods.

68 OJK (July 12, 2017) Press Release: OJK Launches Bali Centre for Sustainable Finance to Support Sustainable Development Program (SP 79/DKNS/OJK/VII/2017). https://www.ojk.go.id/en/berita-dan-kegiatan/siaran-pers/Documents/Pages/Press-Release-OJK-Launches-Bali-Center-for-Sustainable-Finance-to-Support-Sustainable-Development-Program/SP%2079-ENGLISH.pdf#search=sustainable%20finance; also see OJK (February 18, 2018) Indonesia Makes Significant Progress in Sustainable-Finance Reforms. https://www.ojk.go.id/sustainable-finance/id/berita/berita-internasional/Pages/Indonesia-Makes-Significant-Progress-in-Sustainable-Finance-Reforms.aspx

69 Indonesia's NUA aligns with the international "New Urban Agenda" that is the result of an agreement at Habitat III Cities Conference in Quito, Ecuador in October, which affirms global commitments in sustainable urban development. Indonesia's NUA plan, Agenda Baru Perkotaan, is available: http://jakberketahanan.org/wp-content/uploads/2018/10/NUA-Terjemahan_sm-1.pdf

70 Annual Report of Indonesia's South-South and Triangular Cooperation (SSTC) 2016. Available: http://open_jicareport.jica.go.jp/pdf/12315719.pdf

71 Larawana Intan Sari Thistle (July 31, 2018) The Book of Jurisprudence on SDGs, A guide for Zakat Managers. KBK News (Online) http://www.kbknews.id/2018/07/31/buku-fikih-zakat-on-sdgs-panduan-bagi-pengelola-zakat/

72 The open data platform is to support evidenced based policymaking, move toward SDG reporting interoperability digitally, and further SDG accountability/ transparency to the Indonesian Public. The One Data initiative was a project led by the Presidential Staff Office (KSP) in collaboration with BAPPENAS, and supported by Indonesia's Central Statistics Agency (BPS) and the Geospatial Information Agency (BIG). See – https://drive.google.com/file/d/1paZ-0vsuDrybHc7Aa-BDAKLR3Ed6keoV/view; https://data.go.id/

Year	Key activities
2018	• SDG Indonesia One is launched, which is a platform that proposes integrated financial solutions to address the financing gap relating to SDG implementation per Presidential Decree No. 59/2017. Managed by PT Sarana Multi Infrastruktur (Persero) which is a 100% government owned non-bank financial institution for infrastructure finance, SDG Indonesia One aims to narrow the SDG financing gap by mobilising funds from philanthropists and the private sector, turning millions into billions of dollars. At the same time, Indonesia stands to benefit from financial connectivity to the global SDG opportunity (October).[73] • International Monetary Fund-World Bank Annual Meeting held in Bali exploring how emerging markets can tap into global partnerships and opportunities for inclusive, sustainable and equitable growth for localising SDG achievement (October). • The ASEAN leaders gather in Bali and discuss strengthening ASEAN cooperation for SDG implementation in the SDG region. Indonesian President Jokowi uses the phrase 'No one left behind' (referencing the SDG agenda) in promoting the need to ensure that economic development in the ASEAN region is inclusive of all (October).
2019	• Indonesia's Ministry of National Development Planning (BAPPENAS) launches Multi-Stakeholder Partnership (MSP) Guidelines to further support and guide SDG mainstreaming in all sectors of society (government, civil society, business, academia, the media) (January).[74] • Indonesia hosts a country-level workshop on "Closing the SDGs Investment Gap" in New York in collaboration with UNDESA as part of its active participation at the SDGs Investment Fair (SDGI Fair) organised by UN DESA and UN Global Compact (April). • President Joko Widodo re-elected for a second five-year term (April/May). • Indonesia's Ministry of National Development (BAPPENAS) establishes a SDGs Financing Hub to reduce financing gaps and implement innovative financing sources through multi-stakeholder collaboration (April).[75] • Indonesia lodges its second VNR on the SDGs to the HLPF, noting three key features of Indonesia's approach to implementation – (1) multi-stakeholder approach (2) innovative financing & (3) low carbon development (June/July). • The Indonesian Government's House of Representatives (DPR RI) hosts the World Parliamentary Forum on Sustainable Development (WPFSD) in Bali on the theme "Combating Inequality through Social and Financial Inclusion". The WPFSD was initiated by the Indonesian Government and its parliamentary partners in 2017 (September). • BAPPENAS in partnership with the Tanoto Foundation and UNDP launch SDG Academy Indonesia, a learning and capacity building platform for government and non-government stakeholders to fast-track Indonesia's SDG achievement with 3 main programs: (1) SDGs Leadership Certification programme (2) Study Abroad programme (3) Mobile Learning programme (October).[76]
2020	• Indonesia releases its National SDG Roadmap (2018-2030) (*Peta Jalan Tujuan Pembangunan Berkelanjutan SDGs*) (January/February). • At least 13 universities across Indonesia are reported as having SDG centres or "hubs" to mainstream Indonesia's commitment to the SDGs in university curricula, teaching and research, and to build local government and other stakeholder SDG awareness, capacity and collaborative partnerships. • Indonesian Government is entering the final stage of RPJMN (2020 – 2024), which is aligned to the SDGs and contains 4 pillars: (1) Strong political and legal institutions; (2) Improving community welfare; (3) Development of an advanced and robust economic structure; (4) Achieving biodiversity preservation. The Government has used 'projection analyses' based on its current SDG indicator data as a reference for the drafting of the new RPJMN.[77]

73 https://www.bclplaw.com/print/content/43720/Postcard-from-Bali-SDG-Indonesia-One-and-Financing-the-2030-Agenda-for-Sustainable-Development.pdf

74 MSP Guidelines are available at https://www.partnerschaften2030.de/wp-content/uploads/2019/06/first-Indonesian-Multi-Stakeholder-Partnership-MSP-Guidelines.pdf. The guidelines are published in Bahasa with a summary in English (Page 6 – 8).

75 The SDG Funding Hub will coordinate SDG project funds from zakat, corporate social responsibility (CSR), philanthropy, crowdfunding (etc). In addition to private funds, the SDGs Financing Hub will coordinate the state budget (APBN) as well as private and government financing (including non-budget investment financing (PINA)) and cooperation between the government and business entities (KPBU). In addition to coordination, the SDGs Financing Hub will help facilitate "the matching process" between the financing and SDG action agenda for all indicators. See Alaydrus (April 4, 2019) Bappenas Forms Financing Hub SDGs. BISNIS (Online) https://ekonomi.bisnis.com/read/20190404/9/907970/bappenas-bentuk-financing-hub-sdgs

76 Tanoto Foundation (October 10, 2019) Tanoto Foundation joins forces with Ministry of Development Planning (BAPPENAS) and UNDP to launch SDG Academy Indonesia. https://tanotofoundation.org/en/news/bappenas-undp-and-tanoto-foundation-to-launch-sdg-academy-indonesia/

77 RPJMN (2020 – 2024) is implemented with a Holistic, Integrative, Thematic, and Spatial approach (HITS). Holistic relates to a comprehensive approach from upstream to downstream; Integrative relates to integration in terms of the parties implementing and funding sources; Thematic relates to the emphasis or focus of planning up to the Priority Program; and Spatial involves the linkage of location function from various integrated activities. The alignment of RPJMN (2020-2024) with the SDGs ensures the RPJMN comprehensively adopts and integrates the 3 main SDG pillars (the economic, environmental and social dimensions) and also emphasises the additional pillar of justice and good governance.

Appendix 5.
Findings from the Australian Parliamentary Inquiry into the UN SDGs on best practice international governance, policy and planning that Australia can draw on

Table 1. SDG Governance: Australian Parliamentary Inquiry respondents' commendation of international best practice

Minister for Sustainable Development and Ministry of Sustainable Development
• **Belgium:** Minister for Sustainable Development. • **France:** Minister for Ecology, Sustainable Development and Energy. • **Luxemburg:** Minister for Sustainable Development and Infrastructure. • **Indonesia:** Minister for National Development Planning. • **Colombia, Seychelles, Mauritius:** Have created dedicated ministries, or secretariats within ministries, that are tasked with SDG delivery.
High-level bodies or mechanisms to coordinate the development and implementation of a national SDG implementation plan
• **Japan:** Established a new cabinet body called 'SDGs Promotion Headquarters', which oversees implementation of the government's action plan 'SDGs Implementation Guiding Principles'. • **Indonesia:** Established a National SDG Secretariat in 2016 and a National Open Government Secretariat in 2015 that built upon previous government initiatives to support open government reforms. • **Czech Republic:** The SDG agenda is coordinated at the national level by the Government Council on Sustainable Development (GCSD), chaired by the Prime Minister and has been carried out in cooperation with hundreds of experts and stakeholders gathered within the GCSD and its nine thematic Committees. • **Aruba:** Part of the Kingdom of the Netherlands, Aruba established a National SDG Commission in 2017 consisting of representatives of the Ministry of General Affairs and Department of Economic, Affairs, Commerce and Industry. • **Brazil:** Established a National Commission for the SDGs with a clear working plan. • **Chile:** Established a National Council for Implementation of the 2030 Agenda for Sustainable Development and government network for the SDGs. • **Mexico:** Established a national committee working on SDG implementation. • **Botswana:** Established a steering committee on the achievement of the SDGs that produced a national SDG Roadmap. • **Nigeria:** The Nigerian government established select SDG committees in both the House of Representatives and the Senate. • **Finland:** The Prime Minister's Office houses a Sustainable Development Coordination Secretariat, which coordinates national actions to fulfil the 2030 Agenda. It also leads the National Commission on Sustainable Development, which has been operating for 23 years, and works in close coordination with the country's Development Policy Committee. • **Wales:** Established a Future Generations Commission that moves away from a 'tick-box' approach to a long-term approach toward sustainable wellbeing that can build solid partnerships between key stakeholder and build movements for change. • **Denmark, Sweden and The Netherlands:** Have successfully established institutional mechanisms to ensure policy coherence for development.
Parliamentary endorsement and oversight
• **Spain:** In December 2017, Spain committed to the development of a national development strategy in which the policies are aligned with the 2030 Agenda for Sustainable Development. The Parliamentary Commission of International Cooperation for Development also executed an earlier resolution calling for a High-Level Government Group for Agenda 2030 to create an administrative institution especially tasked with meeting the Sustainable Development Goals. • **Finland:** In 2017, the Finnish Government reported to its Parliament on national implementation of the 2030 Agenda for Sustainable Development. • **Sweden:** The Swedish Government's Policy for Global Development is the country's central SDG planning document and it was ratified by Sweden's Parliament. • **Germany:** The federal government's German Sustainable Development Strategy framework for SDG implementation is subject to parliamentary review. • **Norway:** The Indigenous peoples' assembly – the Sami Parliament – is involved through dialogue with the line ministries and formal consultation mechanisms.

Independent SDG oversight and implementation auditing platforms

- **United Kingdom:** Australia could look to integrate a localised version of the UK Women's Budget Group or the Independent Commission on Aid Impact; create an appropriately resourced, independent Anti-Slavery Ombudsman or Commissioner, modelled on the office of the Independent Anti-Slavery Commissioner created by Section 40 of the UK's Modern Slavery Act; establish an equivalent to the UK's Foreign Secretary's Advisory Group on Human Rights to deliver on the SDGs; introduce Justice Impact Tests already introduced in the UK, which require all government policy officials to consider and plan for the impact of all government policy and legislative proposals, across all government portfolios, on the justice system. This includes consideration of the impacts on legal aid, courts, tribunals and the judiciary, prosecuting bodies, prisons and youth justice systems. The test incorporates a 'polluter pays' principle – meaning that there is a presumption that the policy-owning department will meet any additional costs flowing to the justice system from its proposals. The Law Council also considers that Justice Impact Tests are also desirable to support good governance and appropriate expenditure of public money.
- **Germany:** The German Government has adopted a comprehensive Sustainable Development Strategy covering all priority areas for the country. To further assure its integration and integrity, the government has established an international review process of and for its Sustainable Development Strategy. Reviewers comprise representatives from national, regional and international government agencies, the private sector and civil society organisations. The outcome of the review is presented to the German public.
- **Bangladesh:** SDGs targets have been assimilated into the country's Annual Performance Agreement (APA), a results-based performance management system across the whole spectrum of the public sector, assessing individual and ministries/agencies performance.

SDG ownership across government ministries and departments

- **Finland:** The Sustainable Development Coordination Secretariat, located in the Prime Minister's Office, requested the Government's line ministries to identify existing policies, measures, activities and budgets that are contributing to achievement of the 17 SDGs. This mapping exercise informed the development of Finland's 2030 Agenda National Implementation Plan.
- **Germany:** Appointed ministry coordinators for sustainable development in all ministries that are responsible for implementing Germany's national Sustainable Development Strategy.
- **Czech Republic:** The SDG agenda is coordinated at the national level by the Government Council on Sustainable Development (GCSD), Chaired by the Prime Minister and has been carried out in cooperation with hundreds of experts and stakeholders gathered within the GCSD and its nine thematic committees.
- **Benin:** Has broken the SDGs into four major themes, and a number of the ministries are working on planning and programming for implementation.
- **Indonesia:** The Indonesian government has been working to develop a whole of government approach to the SDGs coordinated through the Minister of National Development Planning.
- **Chile:** Established a National Council for Implementation of the 2030 Agenda for Sustainable Development and government network for the SDGs.
- **United Kingdom:** A UK SDG Inquiry found the ability for robust SDG governance and coordination structures to influence government departments ensures accountability for domestic implementation. The UK Inquiry recommended a fully resourced internal communications strategy to ensure all departments understand their responsibilities.
- **Colombia:** Rather than assigning responsibility for individual SDGs to different parts of the government, the approach adopted by the Colombian government in its own interpretation of the SDGs was to identify a number of priority themes cutting across sectors and even across both domestic and international action.

National and subnational open data platforms

- **Indonesia:** Indonesia's National Bureau of Statistics is leading the implementation of a policy for coordinated and integrated data provision for all related SDG initiatives in all regions and provinces.
- **United States:** The Sustainable Development Solutions Network (SDSN) published the US Cities SDGs Index 2017. The SDGs were used to develop a cities index for the 100 most populous cities in the US. The index comprises 49 indicators of sustainable development, for which comparative data was available at metropolitan scale across the US.

Participatory governance mechanisms

- **Indonesia:** Presidential Regulation No. 59/2017 establishes governance mechanisms for the SDGs that focus on stakeholder engagement at the national and subnational levels. This includes mandating the holding of SDG dialogues between government, civil society networks and the private sector. Indonesia is also demonstrating its commitment to the SDGs through participatory planning and budgeting at national and local levels. This draws on a deliberative process, traditionally implemented at village level ("Musrenbang"), and is a good example of the SDGs being adapted to local governance and cultural contexts.
- **Bangladesh:** In 2017, Bangladesh delivered its first Voluntary National Review (VNR) on the SDGs accompanied by a report from the Citizen's Platform for SDGs. A Disability Alliance on SDGs, initiated and convened by CBM Bangladesh, has further reviewed SDG implementation in Bangladesh through a disability lens and has shared its report with government to provide an independent assessment on the extent to which people with disabilities are included.
- **Nigeria:** In 2017, Nigeria presented its first VNR on the SDGs, and in doing so cited as 'key successes to celebrate' both its engagement with private sector and civil society advisory groups, including its collaboration with the Joint Association of Persons with Disability and Women in Nigeria.
- **Sweden:** The Swedish government produces a regular report on policy coherence which is scrutinised by a civil society platform.
- **Ecuador:** The ODS Territorio Ecuador has been set up, including an SDGs Strategic Thinking National Group to spur integrated, multisector action on the 2030 Agenda: https://odsterritorioecuador.ec/
- **Denmark:** DANIDA, Denmark's development cooperation that sits under the Foreign Ministry, has launched its "Youth Leading the World 2030" strategy, which recommends youth-focused strategies to operationalise and optimise SDG achievement and supports youth participation in deciding Denmark's future development: https://restlessdevelopment.org/file/youth-leading-the-world-2030-pdf

Learn from SDG governance activities and arrangements in the Indo-Pacific region

- **Indonesia:** Implementation of Presidential Decree No. 59/2017 mandating SDG implementation throughout Indonesia.
- **Timor-Leste:** The Government of Timor-Leste has established a working group on the SDGs to work on the localisation of the SDGs in national development efforts. A focal point for the SDGs is identified in every line ministry and Government agency and responsible Government agencies have been identified for each of the SDG targets.
- **Myanmar:** The Ministry of Planning and Finance (MoPF) has coordinated efforts to raise awareness on the SDGs among different ministries at the national and subnational level. In 2016, an SDG Coordination Committee was established chaired by MoPF and, in 2017, the first statistical baseline on the SDGs was prepared together with a discussion paper considering integration of the SDGs into Myanmar Planning and Budgeting Framework.
- **Cambodia:** Has established the National Council for Sustainable Development and also incorporated SDG 12 and 13 into its Climate Change Action Plan (2016-18).

Table 2. SDG Policy & Planning: Australian Parliamentary Inquiry respondents' commendation of international best practice

Key considerations	Country examples given by Australian Parliamentary Inquiry respondents
Develop a strategic national SDG implementation plan or roadmap	
National government needs an SDG policy and planning strategy, which a national SDG implementation plan enables	• **Scandinavian countries:** Denmark, Sweden, Finland, Norway. • **EU countries:** Germany, The Netherlands (and its three kingdoms in the Caribbean: Aruba, Curaçao and St Maarten), Czech Republic, Estonia. • **Other Northern European countries:** United Kingdom, Switzerland. • **Asia and Southeast Asian region:** Indonesia, Japan, Korea, China, Myanmar, Cambodia, Timor-Leste. • **Pacific region:** Papua New Guinea, Solomon Islands, Fiji, Samoa. • **The Americas:** Canada, Mexico, Colombia, El Salvador, Guatemala, Panama. • **Middle Eastern region:** Jordon. • **African region:** Kenya, South Africa, Nigeria, Sierra Leone, Zambia.
Assess domestic legislation and policies for SDG policy and planning coherence	• **Estonia:** Undertook a policy gap analysis. • **Denmark:** All Danish legislation is being assessed against the SDGs.
Localise SDG targets and indicators within national implementation plans to reflect country contexts and development realities	• **Indonesia.** • **Mexico.** • **Germany.**
Ensure multi-stakeholder partners are actively involved and collaborating with government in the development of the plan (including local SDG targets and indicators), and its monitoring and evaluation	• **Sweden:** The Swedish government produces a regular report on policy coherence which is scrutinised by a civil society platform. The experience suggests that regular government reporting, combined with strong civil society accountability mechanisms are crucial for effective SDG policy coherence. • **The Philippines:** Civil society organisations participated in developing national SDG indicators in workshops held with government agencies. • **Switzerland, France & Germany:** All taken the step to create a comprehensive set of national indicators. In determining these national indicators, governments of these countries all held widespread comprehensive consultation processes with civil society.
Data coordination and integration into national implementation plans (and their reporting)	• **Indonesia:** The National Bureau of Statistics is leading the implementation of a policy for coordinated and integrated data provision for all related SDG initiatives in all regions and provinces. This emphasis on data coordination and integration is a common theme across many countries' efforts to implement the SDGs and should be encouraged.
Embed the national SDG implementation plan in law	
Shift domestic implementation of the SDG agenda from a policy mandate to a hard domestic law mandate	• **Indonesia:** Presidential Decree No.59/2017. • **Sweden:** The policy coherence across Sweden's ministries for SDG policy, planning and implementation is mandated in law. • **Estonia:** Estonia's sustainable development principles have been determined by the National Strategy on Sustainable Development. The strategy basics are derived from the Law on Sustainable Development. This Act sets out regulations on sustainable use of the natural environment and natural resources.

Key considerations	Country examples given by Australian Parliamentary Inquiry respondents
Financing for SDG policy and planning realisation	
Align national budgets (and budgetary planning) to support SDG policy and planning implementation	• **Copenhagen Consensus Centre (CCC):** It is prudent for all levels of Australian government to look to cost-benefit analysis to effectively prioritise and coordinate SDG implementation strategies accordingly. The international economic think tank Copenhagen Consensus Centre (CCC) has published a detailed cost-benefit analysis on the SDGs, which can offer an excellent starting point for tailoring this model of prioritisation in Australia https://www.copenhagenconsensus.com/ • **Sweden's financing framework:** Sweden has outlined its vision and framework through which the financing of the SDGs are to be implemented: Leadership that facilitates institutional coherence, which is essential for bringing together actors across the sectors in the society to build an integrated approach and ensuring policy alignment. A vision for results that the country wants to achieve is the foundation of an integrated national financing framework on which steering mechanisms, financing plans and targets are built. Strategic and specific financing policies. Strategic policies, such as medium-term expenditure frameworks, tax revenue strategies, national aid policies and industrial development strategies, take the long-term vision for results and develop estimates of the costs and types of investments needed. This provides a broad framework within which operational financing policies that mobilise the outputs leading to sustainable development impacts can be developed. Strong monitoring, evaluation and learning systems are an essential ingredient of results focused planning and implementation. An enabling environment for accountability and dialogue is essential to build the trust necessary to mobilise contributions from stakeholders outside government, make sure policies are being designed and delivered effectively, and ensure a voice for citizens, civil society, business, academia, development partners and other actors. • **Denmark:** Has adopted an Action Plan for the 2030 Agenda and the Ministry of Finance has been made responsible for coordinating the implementation of the SDGs to ensure they are integrated into domestic policy. • **Mexico:** National budgetary planning for SDG investment. • **Paraná, Brazil:** The state government of Paraná is taking an integrated approach to SDG implementation to influence uptake of the SDGs by its 339 municipalities, including incorporating the SDGs into the State budget. As early as 2018, the State will have its first thematic budget fully aligned with the goals of the SDGs, and the provision of government accounts based on the SDGs enables and improves auditing models of both state accounts and municipal accounts.
Build government-private sector SDG partnerships to unlock capital and investments in SDG policy and planning implementation and achievement	• **Mexico, Germany, The Netherlands, United Kingdom, Finland, Denmark, Sweden, Korea, Indonesia, The Philippines, Canada**

Table 3. SDGs from policy to law: Australian Parliamentary Inquiry respondents' commendation of international best practice

Shifting from policy to law	Country	Legal shift	Description
Incorporating sustainable development into national legal frameworks	Indonesia	Presidential Decree No. 59/2017	• Signed in 2017 and announced at the G20 meeting in Hamburg (Germany), Presidential Decree No. 59/2017 establishes governance mechanisms for the SDGs – as a matter of law – that focus on stakeholder engagement and mainstreaming the SDGs into sectoral development plans and budgets at the national at both ministerial and subnational levels. Indonesia's decentralised approach involves the participation of a wide range of stakeholders in SDG discussions so that the 2030 Agenda can be adapted to national and subnational contexts. • The Presidential Decree makes SDG policy, planning and implementation a matter of law, mandated by the highest levels of government.
	Switzerland	Constitutional level	• The principles of sustainable development are incorporated into their national legal frameworks of many countries, including at constitutional level. Sustainable development is stipulated in Switzerland's Federal Constitution and thus an objective for all state authorities. It must be integrated from the start in existing planning and control processes of the Federal Council, the departments and offices of the Federal Administration.
	Egypt	Constitutional level	• In March 2015, before the formal adoption of Agenda 2030, Egypt adopted Egypt's Vision 2030, which is aligned to the SDGs. Egypt also aligned its constitution with the implementation of the SDGs. Egypt committed itself to achieving sustainable development through its revised national constitution, drafted and adopted in January 2014, and approved through a national referendum. • The revised constitution covers the three dimensions of sustainable development, as well as many of the 17 SDGs in its different articles, presented as national goals, binding all sectors and levels of government. It calls upon different stakeholders to participate in a state-led development process toward achieving them. • https://sustainabledevelopment.un.org/content/documents/10738egypt.pdf
	Sweden	Constitutional level and Parliament ratification of development policy and planning	• Sustainable development is explicitly part of Sweden's constitution. • Government adopts binding policy instruments that affect domestic and international implementation of its 2030 Agenda. • Sweden's Policy for Global Development is ratified by Parliament for coherence.
	Denmark	Legislation must be consistent with national SDG commitments	• All Danish legislation is assessed against Denmark's SDG commitments • Denmark has woven the SDGs into its national strategic prosperity plan – so the SDGs are fundamental to all aspects of regulatory, government and daily activities and decision making
	Colombia	Legislation must be consistent with national SDG commitments	• Colombia has woven the SDGs into its national strategic prosperity plan – so the SDGs are fundamental to all aspects of regulatory, government and daily activities and decision making.
	Estonia	National law on Sustainable Development	• Estonia's sustainable development principles have been determined by the National Strategy on Sustainable Development. The strategy basics are derived from the Law on Sustainable Development. This Act sets out regulations on sustainable use of the natural environment and natural resources.

Shifting from policy to law	Country	Legal shift	Description
Incorporating sustainable development into national legal frameworks	Italy	Legislation requiring sustainable development measures to be incorporated in national budgets.	• [No explanatory or further information provided by Inquiry respondent]
Integrating wellbeing legislation into domestic law	Wales	Enacting legislation on the wellbeing of future generations	• Wales has enacted legislation on the wellbeing of Future Generation: The Wellbeing of Futures Generations Act 2015 (Wales). This Act is the legislation that underscores 'The Wales We Want' program to build sustainable development principles, goals and progress measures in Wales' long-term development. • The Welsh Act requires all government agencies to understand, plan for and evaluate progress by a set of key sustainable wellbeing and development principles detailed in the 'Wales-Sustainable Development Charter' and establishes a Commissioner for Future Generations. • The Welsh Government's Wellbeing of Future Generations Act implicitly enshrines domestic implementation of the SDGs into law.
	New Zealand	Enacting legislation on the wellbeing of children and developing a national sustainable wellbeing framework to guide budgetary and policy decisions	• In February 2018, the New Zealand Government introduced legislation aimed at addressing child poverty, acknowledging the importance of the SDGs. The Bill includes the development of a child wellbeing strategy and measure for how success will be determined and reported on, both in the short and long-term. Australia "need not reinvent the wheel on leading social policy but rather learn from the practice and progress of neighbours and allies alike and adapt to our own particular circumstances and governance arrangements". • "A third project, currently in the planning stage but potentially a world-leader, is outlined in a recent announced by NZ PM Hon Jacinda Ardern. This will develop a national sustainable wellbeing framework to guide budgetary and policy decisions in NZ." • The New Zealand Government has recently announced it will introduce a tool and framework for measuring national progress on three fronts – raising income and improving environmental and social goods.
Draft cultural heritage legislation related to the SDGs – establish a legal basis for SDG 11.4 (Make Cities and Human Settlements inclusive, safe, resilient and sustainable)	United Kingdom	Domesticate Australia's commitments to the First and Second Protocols of the Hague Convention on the Protection of Cultural Property in Armed Conflicts (1954)	• Based on (or following) UK experience, it would be a relatively simply process for a Bill to be drafted as a symbol of the nation's commitment to the SDGs and to SDG target 11.4 in particular – i.e. for the Australian Government to adopt the First and Second Protocols to the Hague Convention Protection of Cultural Property in Armed Conflict (1954), of which Australia is a signatory. • This is an opportunity to put Australia on a level with 108 nations that are parties to the First Protocol (including Canada (2005), NZ (2013), and UK (2017)) and the 75 nations that are parties to the Second Protocol (Canada (2005), NZ (2013), and UK (2017).

Shifting from policy to law	Country	Legal shift	Description
Strengthening legislation around SDG 16	Australia's Pacific neighbours	Formalise public servant codes of conduct into a leadership code (as separate legislation or as a constitutional amendment)	• Pacific countries are moving to formalise Codes of Conduct into a Leadership Code (as separate legislation or as a constitutional amendment), which shows a much more serious focus on Ministerial and MP conduct than in Australia. Australia could learn from the more rigorous focus on SDG16 through these Codes in the Pacific. • Vanuatu's Leadership Code violation was cited in the final judgements which saw 13 Ministers, an ex-PM, and MPs convicted of corruption offences; Nauru's new Leadership Code is truly good practice – devised from local community input and applying to all positions of leadership, not just MPs; Kiribati has just established a Leadership Code Commission to implement its Code. • The Solomon Islands is also amending its Code to strengthen provisions.

Table 4. Methods for increasing SDG public awareness-raising and education cited by Australian Parliamentary Inquiry respondents

Type of good practice examples	International SDG awareness raising action	Country or region
Government-led national SDG awareness raising campaigns	• The Indonesian Government has actively sought to align national priorities and national development plans with the SDGs and has stimulated debates on key topics. For example, in Indonesia a Presidential regulation (signed in 2017 and announced at the G20 meeting that month in Hamburg, Germany) establishes governance mechanisms for the SDGs that focus on stakeholder engagement and mainstreaming the SDGs into sectoral development plans and budgets. While implementation is devolved to provincial governments, regular monitoring and evaluation reporting occurs at both the ministerial and subnational level. Indonesia's decentralised approach involves the participation of a wide range of stakeholders in SDG discussions so that the 2030 Agenda can be adapted to national and subnational contexts. Activities include running awareness-raising programs on the largest national broadcasters; and holding dialogues between civil society networks and the private sector to effectively translate a commitment to inclusive SDG governance into a policy framework. • The UK government aims to raise awareness of the SDGs by working with various media outlets to promote SDG awareness (national campaign). Botswana has run a number of awareness-raising campaigns for the SDGs to create SDG ownership at all levels. Awareness raising campaigns have been undertaken for national and local government staff, civil society, academia, parliament and development partners. • In 2016, an SDG media campaign was launched in Sudan by the Sudanese Minister of Information https://www.dabangasudan.org/en/all-news/article/sudan-launches-its-sustainable-development-goals-media-campaign	• Indonesia • United Kingdom • Botswana • Sudan
Appoint SDG champions in government, civil society or industry	• As well as a national plan and strategy, ministers and departments – or celebrity figureheads – could be appointed as champions for particular SDGs and/or targets – as Swedish ICT leader Ericsson has done. • The appointment of SDG Ambassadors such as through Belgium's SDGs Voices Program: https://www.sdgs.be/en/sdg-voices • Appoint a Minister for Sustainable Development (i.e. Belgium), or Minister for Ecology, Sustainable Development and Energy (France), or Minister for Sustainable Development and Infrastructure (Luxemburg). • Establish a new national cabinet body called 'SDGs Promotion Headquarters', which oversees implementation of the government's action plan (Japan). • Nigeria's President appointed a Senior Special Assistant to the President on the SDGs. • UK SDG Inquiry further found the ability for robust SDG governance and coordination structures to influence government departments ensures accountability for domestic implementation. The UK Inquiry recommended a fully resourced internal communications strategy to ensure all departments understand their responsibilities to deliver on the SDGs. • DANIDA (Denmark's development cooperation that sits under the Foreign Ministry) has launched its "Youth Leading the World 2030" strategy that recommends youth-focused strategies to operationalise and optimise SDG achievement.	• Sweden • Belgium • France • Luxemburg • Japan • Nigeria • Denmark
Integrate the SDGs in schools and higher-learning institution curricula and activities	• Include SDG learning curricula into primary and secondary school textbooks • Encourage educational institutions to include the SDGs as part of school curriculum and establish SDG focused university programs • Create national 'Sustainable Universities' networks • See example initiated by the *Italian Alliance for Sustainable Development (ASviS)* https://asvis.it/l-asvis/ • Collaborate with SDG educational agencies – *Compass Education* http://www.compasseducation.org/ A Thai based non-profit organisation that aims to globally transform learning, thinking and action by youth, educators, school leaders and educational institutions to contribute to building a flourishing and sustainable future for all – *World's Largest Lesson* http://worldslargestlesson.globalgoals.org/ World's Largest Lesson was launched in September 2015 and works in partnership with UNICEF to bring the SDGs to children all over the world and unites them in taking action. The World's Largest Lesson has reached over 130 countries and impacted over 8 million children each year.	• Republic of Korea • Finland • Norway • Estonia • Italy

Type of good practice examples	International SDG awareness raising action	Country or region
Independent (i.e. non-government run) online platforms for SDG knowledge exchange and promotion	• Establish online SDG platforms where multi-stakeholders can interact to inform national and subnational sustainability policy, planning and implementation – *Science Platform Sustainability 2030* https://www.iass-potsdam.de/en/research-group/sdg-platform A central hub where scientists and partners from politics, the economy and civil society jointly reflect on pressing sustainability issues and communicate knowledge for sustainability, with a particular view to implementing Germany's Sustainable Development Strategy. The platform operates independently and is systematically integrated into the political process of implementing the 2030 Agenda in Germany. It is open to anybody who wants to contribute their expertise to advancing sustainability policy. – *SDG Nederland* www.sdgnederland.nl www.gateway.sdgcharter.nl SDG Nederland is a growing movement of more than 600 companies, civil society organisations, youth groups, municipalities, financial institutions, education and knowledge institutions and resident's initiatives that contribute to achieving the SDGs. The SDG Netherlands Foundations facilitates this movement – both online and offline – by bringing parties together and helping to shape new partnerships. The web platform informs the public about the initiatives already under way and how the Dutch can contribute to achieving them. The office of the SDG Netherlands Foundation consists of six employees at the Tropical Institute (KIT), Amsterdam. – *The Italian Alliance for Sustainable Development (AsviS)* https://asvis.it/l-asvis/ AsviS was established in February 2016 as an initiative of the Unipolis Foundation and the University of Rome "Tor Vergata" to raise awareness in Italian society of the importance of the 2030 Agenda and to mobilise Italian stakeholders to engage and achieve Italy's SDG commitments. AsviS currently brings together over 2020 civil society institutions and networks. – *Global Citizen* https://www.globalcitizen.org Global Citizen is a movement of engaged citizens who are using their collective voice to end extreme poverty by 2030. On the Global Citizen online platform, the public can learn about the systemic causes of extreme poverty, take action on those issues, and earn rewards for their actions – as part of a global community committed to lasting change. The mission of Global Citizen is to build a movement of 100M action-taking Global Citizens to help achieve the vision of ending extreme poverty by 2030. Global Citizen's head office is in New York with offices in the UK, Canada, Australia and South Africa. – *Pearl Initiative* https://www.pearlinitiative.org/ Prominent business leaders from across the Gulf Region formed the Pearl Initiative in 2010 to create a non-profit vehicle for the private sector to collectively take a lead in adopting higher standards in corporate governance and transparency, and foster a corporate culture of sustainability & accountability. The Pearl Initiative believes that proactively raising standards in these areas enhances business. The Pearl Initiative proactively discuss how the private sector can help advance the SDGs through their online platform and by collaborating and supporting major forums. – *Project Everyone* https://www.devex.com/organizations/project-everyone-68684 Project Everyone is executed by a team of communications and campaign specialists working in partnership with a diverse range of organisations on campaigns, content and events which ladder up to the achievement of the SDGs. If the SDGs are met, they ensure the health, safety and future of the planet for everyone on it. And their best chance of being met is if everyone on the planet is aware of them. So, the simple but mighty ambition of Project Everyone is to share the global goals with all 7 billion people on this planet. – *DataShif*t https://civicus.org/thedatashift/ DataShift is an initiative of CIVICUS, a global alliance of civil society organisations and activists dedicated to strengthening citizen action and civil society throughout the world. DataShift aims to build the capacity and confidence of civil society organisations to produce and use citizen-generated data and is helping to fill gaps and add context for SDG indicators.	• German university • Dutch civil society organisation • Italian civil society organisation • UK civil society organisation • International civil society organisations (head office – United States, South Africa) • Middle East business leaders

Type of good practice examples	International SDG awareness raising action	Country or region
Innovative SDG public relation activities	• **Sustainability Festivals** The Italian Alliance for Sustainable Development (AvsiS) raises SDG awareness through community education and engagement programs linked to a national sustainability festival. • **An SDG train** An SDGs train toured the country of Belarus to promote the 2030 Agenda https://www.un.org/sustainabledevelopment/blog/2015/10/express-for-sdgs-train-departs-on-tour-through-belarus/ • **SDG radio programs** A weekly radio program broadcast in Hindi on national radio in India informs citizens about the SDGs https://sdg-communicator.org/2018/03/13/tune-into-the-sdgs-on-indian-public-radio/ In Indonesia, SDG activities include running awareness-raising programs on the largest national broadcasters https://www.sdg2030indonesia.org/event/14-radio-talkshow-sdgs-dan-partisipasi-warga	• Italy • Belarus • India • Indonesia
British Columbia Council for International Cooperation	• The British Columbia Council for International Cooperation (BCCIC) is a network that engages in sustainable development and social justice issues and is particularly focused on promoting and supporting the implementation of the SDGs both locally and globally. BCCIC's work includes SDG-related public engagement, capacity building, networking, policy and representation, research and youth engagement. BCCIC is a membership-based organisation made up of interested individuals, international development organisations and practitioners, and civil society organisations in British Columbia, Canada. https://www.bccic.ca/	• Canadian civil society organisation

References

1. Jackson, M., et al., *Performance measurement: Concepts and techniques.* American Society for Public Administration, 1998.

2. Doran, G.T., *There's a SMART Way to Write Management's Goals and Objectives.* Management Review, 1981. 70: p. 35-36.

3. UN Department of Economics & Social Affairs (UNDESCA), *Voluntary National Reviews Reports – What do they (not) tell us? CDP Subgroup on voluntary national reviews.* 2019, UN Committee for Development Policy: New York.

4. United Nations Conference on Trade and Development (UNCTAD), *New Innovation Approaches to Support Implementation of the Sustainable Development Goals.* 2017, United Nations.

5. Stafford-Smith, M., et al., *Integration: the key to implementing the Sustainable Development Goals.* Sustainabiltiy Science 2017. 12(6): p. 911-919.

6. Brolan, C., *Australia needs political courage, will and leadership to realise the SDGs*, in DevPolicy Blog. 2018: DevPolicy Blog.

7. Brolan, C. and L. Herron, *IWD 2019: Australia leads best when it leads by example*. MJA Insight Plus, 2019. 4 March.

8. United Nations General Assembly, *Transforming our world: the 2030 Agenda for Sustainable Development* 2015, UN New York

9. OECD, Better Policies for 2030: *An OECD Action Plan on the Sustainable Development Goals.* 2016, OECD Online

10. Stafford-Smith, M., et al., *Integration: the key to implementing the Sustainable Development Goals.* Sustainability Science, 2017. 12(6): p. 911-919.

11. Kostoska, O. and L. Kocarev, *A novel ICT framework for sustainable development goals.* Sustainability (Switzerland), 2019. 11(7).

12. Australian Government, 2017 *Foreign Policy White Paper.* 2017, The Australian Government Canberra.

13. Australian Government, *Report on the Implementation of the Sustainable Development Goals.* 2018, Commonwealth of Australia: Canberra.

14. Foreign Affairs Defence and Trade References Committee, *The United Nations Sustainable Development Goals* (SDG). 2019, The Australian Senate Canberra

15. Allen, C., et al., *Greater gains for Australia by tackling all SDGs but the last steps will be the most challenging.* Nature Sustainability, 2019. 2(11): p. 1041-1050.

16. Allen, C., et al., *Assessing national progress and priorities for the Sustainable Development Goals (SDGs): experience from Australia.* 2019.

17. Brolan, C., *What do the SDGs really have to offer? An end of year reflection from Queensland. APPS Policy Forum (The Asia Pacific Policy Society). 7 December 2018.* 2018.

18. Kirby, M., *Whitlam as internationalist: a centenary reflection.* Melbourne University Law Review, 2016. 39(3): p. 850-894.

19. Mexico's Sustainable Development Goals Specialized Technical Committee, *Investing for Sustainable Development: How does Mexico invest in the Sustainable Development Goals.* 2015, Mexican Ministry of Finance.

20. Rahma, H., et al., *Development of a composite measure of regional sustainable development in Indonesia.* Sustainability (Switzerland), 2019. 11(20).

21. Akhmaddhian, S., Hartiwiningsih, and I.G.A.K.R. Handayani, *The government policy of water resources conservation to embodying sustainable development goals: Study in Kuningan, Indonesia.* International Journal of Civil Engineering and Technology, 2017. 8(12): p. 419-428.

22. Tricco, A., Anton, J, Zarin, W, Strifler, L, Ghassemi, M, Ivory, J, Perrier, L, Hutton, B, Moher, D, Straus, SE., *A scoping review of rapid review methods.* BMC Medicine, 2015. 13(224): p. 1-15.

23. Khangura, S., Konnyu, K, Cushman, R, Grimshaw, J, Moher, D., *Evidence summaries: the evolution of a rapid review approach*. Systematic Reviews, 2012. 1(10): p. 1-9.

24. Munn, Z., Peters, MDJ, Stern, C, Tufanaru, C, McArthur, A, Aromataris, E., *Systematic review or scopin review? Guidance for authors when choosing between a systematic or scopin review approach.* BMC Medical Research Methodology, 2018. 18(143): p. 1-7.

25. Hummel, P., Saxena, A, Klinger, C., *Rapid qualitative review of ethical issues surrounding healthcare for pregnant women or women of reproductive age in epidemic outbreaks.* Epidemiology and Health, 2018. 40(e2018003): p. 1-9.

26. Liamputtong, P. and D. Ezzy, *Qualitative Research Methods (2nd Edition).* 2005, Melbourne, Australia Oxford.

27. Munn, Z., et al., *Systematic review or scoping review? Guidance for authors when choosing between a systematic or scoping review approach.* BMC Medical Research Methodology, 2018. 18(143): p. 1-7.

28. Parliament of Australia. *United Nations Sustainable Development Goals.* 2017 Available from: https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Foreign_Affairs_Defence_and_Trade/SDGs.

29. Parliament of Australia. *Inquiry into the United Nations Sustainable Development Goals (SDG): Terms of Reference.* 2017 [cited November 2019] Available from: https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Foreign_Affairs_Defence_and_Trade/SDGs/Terms_of_Reference.

30. Parliament of Australia. *Inquiry into the United Nations Sustainable Development Goals (SDG): Submissions received by the Committee* 2018 [cited November 2019] Available from: https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Foreign_Affairs_Defence_and_Trade/SDGs/Submissions.

31. Brolan, C., Herron, L, Carney, A, Fritz, EM, James, J, Margetts, M., *A potential human rights act in Queensland and inclusion of the right to health.* Australian and New Zealand Journal of Public Health, 2018. 42(2): p. 120-126.

32. Attride-Stirling, J., *Thematic networks: an analytic tool for qualitative research*. Qualitative Resaerch, 2001. 1(3): p. 385-405.

33. Crowe, S., Cresswell, K., Robertson, A., Huby, G., Avery, A., Sheikh, A., *The case study approach* BMC Medical Research Methodology, 2011. 11(100).

34. Hall, P., Land, H., Parker, R., Webb, A., *Change choice and conflict in social policy.* 1975, London: Heinemann.

35. Allen, C., Metternicht, G., Wiedmann, T., Pedercini, M., *Greater gains for Australia by tackling all SDGs but the last steps will be the most challenging.* Nature Sustainabilitly, 2019. 2: p. 1041-1050.

Whitlam Institute
WITHIN WESTERN SYDNEY UNIVERSITY

Female Orphan School
Western Sydney University Parramatta campus
Cnr James Ruse Drive & Victoria Road Rydalmere NSW 2116
Locked Bag 1797 Penrith NSW Australia 2751
T+ 61 2 9685 9210 E info@whitlam.org
whitlam.org

WESTERN SYDNEY
UNIVERSITY