
Achieving Successful Outcomes: SDG Chapter



A PricewaterhouseCoopers' Government and Public Services Publication



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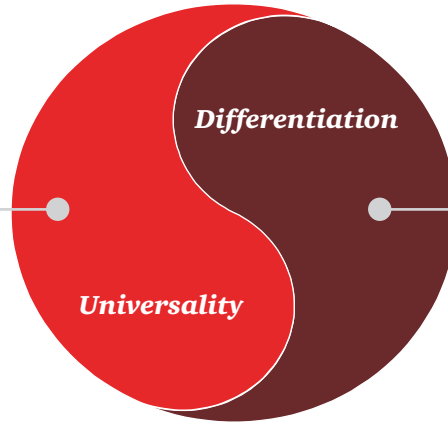
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Background

The SDGs, otherwise known as the Global Goals, are built on the principles of Universality and Differentiation

The 17 SDGs, and their corresponding targets, are intended to be **“global in nature and universally applicable”**



On the other hand, they are expected to recognize different national realities, capacities and levels of development and respect national policies and priorities

The 2030 Agenda for Sustainable Development is a plan of action for people, planet, prosperity, peace and partnership.

An important distinction between the post-2015 development agenda and the MDGs is that the SDGs are based on the principles of universality and differentiation.

Universality: they are not just for the developing world. Inequality, environmental issues, health and wellbeing, etc. apply to rich and poor countries alike.

Differentiation: they give recognition to different national realities, capacities and levels of development and respect national policies and priorities.


















National governments need to own the SDGs and approach them following a clearly thought out and tailored strategy

The exit of the old and birth of the new...

 <p>Eradicate extreme poverty and hunger</p> <p>1</p>	 <p>Achieve universal primary education</p> <p>2</p>	 <p>Promote gender equality and empower women</p> <p>3</p>	 <p>Reduce Child mortality</p> <p>4</p>
 <p>improve maternal health</p> <p>5</p>	 <p>Combat HIV/AIDS, Malaria and other diseases</p> <p>6</p>	 <p>Ensure environmental sustainability</p> <p>7</p>	 <p>Global partnership for development</p> <p>8</p>

MDGs

- Fewer in number
- Narrower in scope
- Greater focus on needs of developing countries
- Relies mostly on aid funding

 <p>No Poverty</p> <p>1</p>	 <p>Zero Hunger</p> <p>2</p>	 <p>Good Health and Wellbeing</p> <p>3</p>	 <p>Quality Education</p> <p>4</p>
 <p>Gender Equality</p> <p>5</p>	 <p>Clean water and sanitation</p> <p>6</p>	 <p>Affordable and clean energy</p> <p>7</p>	 <p>Good jobs and economic growth</p> <p>8</p>
 <p>Industry, innovation and infrastructure</p> <p>9</p>	 <p>Reduce inequalities</p> <p>10</p>	 <p>Sustainable cities and communities</p> <p>11</p>	 <p>Responsible consumption and production</p> <p>12</p>
 <p>Climate action</p> <p>13</p>	 <p>Life below water</p> <p>14</p>	 <p>Life on land</p> <p>15</p>	 <p>Peace, justice and strong institution</p> <p>16</p>
 <p>Partnerships for the goals</p> <p>17</p>	<h3>SDGs</h3> <ul style="list-style-type: none"> • Farther reach, address root causes • Global in nature, addresses universal developmental needs • Shift from aid as the primary funding for development • Emphasises trade and sustainable, inclusive economic development • Recognises the importance of the private sector 		



Desired change

Nigeria joins the world to pursue the SDGs...

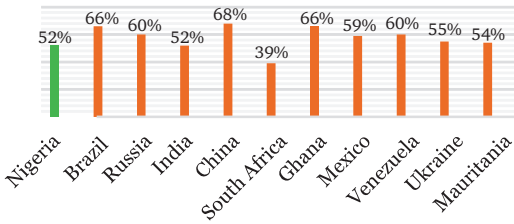
MDGs



Where we are

Poverty Indicator:

Employment to working population ratio

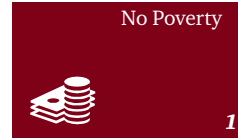


Hunger Indicator:

25.5%

underweight prevalence
in under-5 year old
children (2014)

SDGs



Where we want to be

Key Indicators

- Zero percentage of population living on < \$1.25 per day
- Zero percentage of population in multi-dimensional poverty by national definitions
- Zero Stunting and wasting in children under 5 years of age

MDGs



Where we are

2014 Net attendance rates (Proxy):

Primary school – 68.7%,

Secondary school - 57.4%

2014 Literacy rate of 15-24 year-olds:

Women – 66.7%, Men – 78% (2011)

SDGs



Where we want to be

Key Indicators

- Full completion of free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes
- Full literacy and numeracy of both men and women, all youths and a substantial proportion of adults

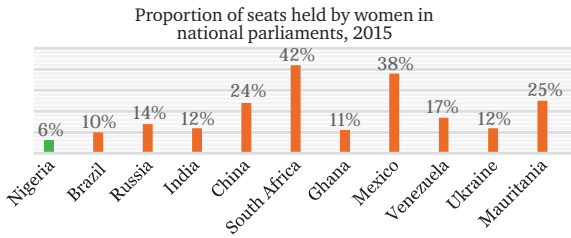
Nigeria is faced with the great task of achieving the SDGs by 2030

MDGs

Promote gender equality and empower women **3**



Where we are



SDGs

Gender Equality **5**



Where we want to be

Key Indicators

- Zero discrimination against all women and girls in all forms
- Zero violence against all women and girls in the public and private spheres, in all forms including trafficking and sexual and other types of exploitation

MDGs

Reduce Child mortality **4**

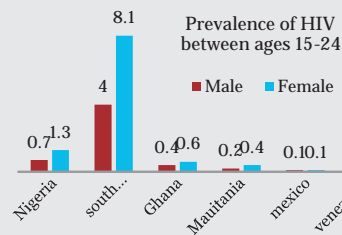
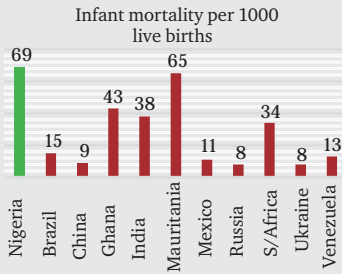
improve maternal health **5**

Combat HIV/AIDS, Malaria and other diseases **6**

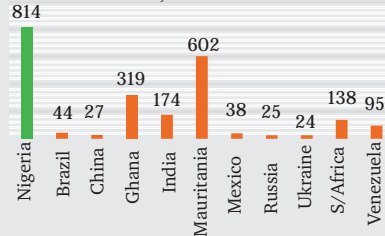




Where we are



Maternal mortality Ratio per 100,000 live birth



SDGs

Good Health and Wellbeing **3**



Where we want to be

Key Indicators

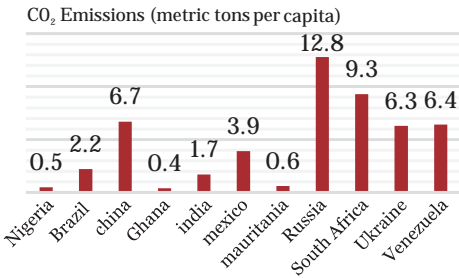
- Reduction in global maternal mortality ratio to less than 70 per 100,000 live births
- Zero preventable deaths of newborns and children under 5 years of age
- Reduction in neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births

Sustainable development is the desired change for Nigeria and the world

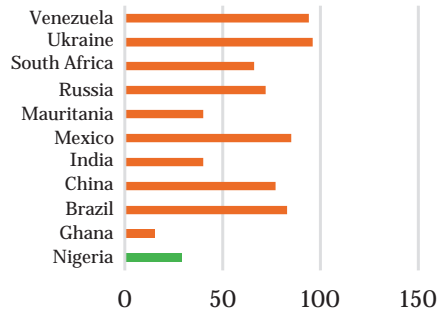
MDGs



Where we are



Improved sanitation facilities (% of population with access)



SDGs



Where we want to be

Key Indicators

- Universal and equitable access to safe and affordable drinking water for all
- Access to adequate and equitable sanitation and hygiene for all and end open defecation
- Strengthened resilience and adaptive capacity to climate-related hazards and natural disasters
- Integration of climate change measures into national policies, strategies and planning
- Universal access to affordable, reliable and modern energy services
- Substantial increase in the share of renewable energy in the global energy mix
- Access for all to adequate, safe and affordable housing and basic services and upgrade slums
- Access to safe, affordable, accessible and sustainable transport systems for all
- Implementation of the 10-year framework of programmes on sustainable consumption and production
- Prevention and significant reduction in marine pollution of all kinds
- Conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services

Deliberate effort is required to move from where we are to where we want to be

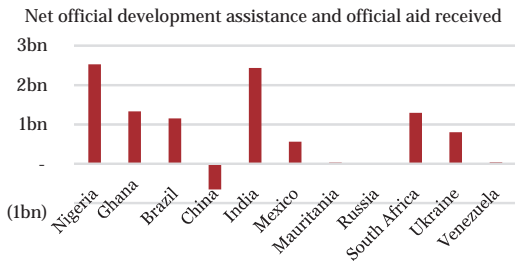
MDGs

Global partnership for development



8

Where we are



SDGs

Partnerships for the goals	Reduce inequalities
 17	 10
Good jobs and economic growth	Industry, innovation and infrastructure
 8	 9

Where we want to be


Key Indicators

- Full implementation of official development assistance commitments by developed countries
- Long-term debt sustainability by developing countries
- Regional and international cooperation on and access to science, technology and innovation
- Income growth of the bottom 40 per cent of the population at a rate higher than the national average
- Social, economic and political inclusion of all
- Quality, reliable, sustainable and resilient infrastructure
- Inclusive and sustainable industrialization
- Sustained per capita economic growth in accordance with national circumstances

SDG 16 – Peace, Justice and Strong Institutions can be described as an orphan SDG having no direct MDG feeding directly into it.

However, the SDG is quite critical to Nigeria in the light of prevailing issues such as terrorism and insecurity, corruption, poor enforcement of justice & human rights, weak governance

Peace, justice and strong institutions



16

Key Indicators

- Significant reduction in all forms of violence and related death rates
- Zero abuse, exploitation, trafficking and all forms of violence against and torture of children
- Significant reduction in illicit financial and arms flows, strengthened recovery and return of stolen assets and combating of all forms of organized crime
- Substantial reduction in corruption and bribery in all their forms
- Effective, accountable and transparent institutions at all levels

PwC's Point of View



PwC's SDG Point of View on a page...



Contribution to Change 1

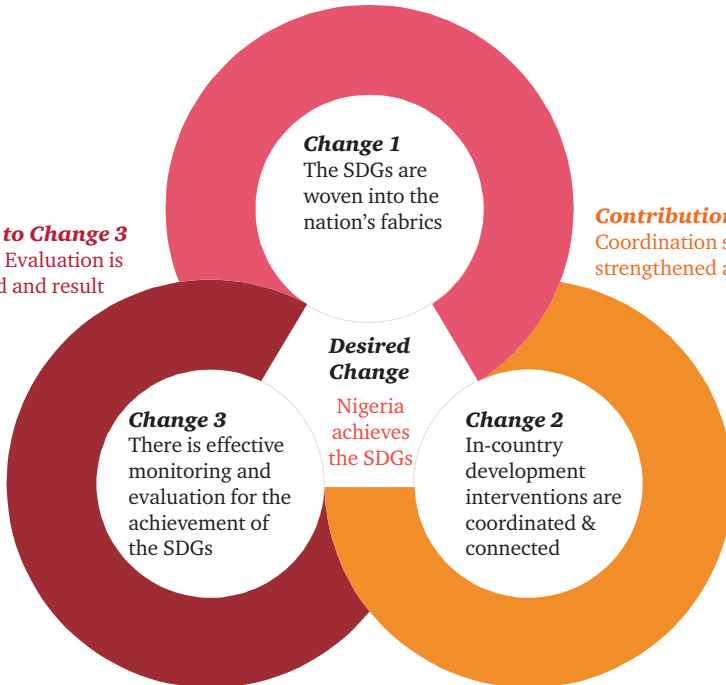
Priority SDGs are communicated & embedded at all levels of government intervention

Indicators of Change

- Existence of SDG Theories of change and national strategic frameworks
- Initiatives towards the achievement of the SDGs are embedded in sectoral plans and annual budgets.
- Priority SDGs are fully achieved

Contribution to Change 3

Monitoring and Evaluation is institutionalized and result enabling



Contribution to Change 2

Coordination systems are strengthened and effective

Indicators of Change

- The quality and success rate of interventions are improved as a result of feedback and learning systems

Indicators of Change

- Consolidated development gains are realised from synergised development interventions.

Nigeria can emerge as an SDG success story by adopting a strategic approach that results in 3 key changes...

Changes (C)

C₁

The SDGs are woven into the nation's fabrics

Synchronising the SDGs with national developmental efforts will ensure local buy-in, national ownership and conscious focus.

C₂

In-country development interventions are coordinated & connected

Central coordination will ensure that all developmental efforts are tailored/made relevant to local context. It prevents spread of efforts in multiple direction and maximizes impact.

C₃

There is effective monitoring and evaluation for the achievement of the SDGs

Impact monitoring approach to M&E will provide early feedback and warnings on deviations as well an dynamic learning system for re-strategising and re-evaluation as necessary

These changes are premised on 5 assumptions:

Assumption 1

The SDGs have been adopted by the country

Assumption 2

The SDGs are prioritized by country peculiarities

Assumption 3

Pursuit of all SDGs is not mandatory

Assumption 4

Donor intervention is aligned to national context

Assumption 5

Iterative reviews of country strategies are permissible

Nigeria must define its intended contribution to change over the short, medium and long term till 2030. This requires focus on priority SDGs - CC1

C1

The SDGs are woven into the nation's fabrics

Contribution to Change (CC) 1

Priority SDGs are communicated & embedded at all levels of government intervention

The seventeen (17) SDGs were analysed against four (4) major criteria:

- Current level of achievement
- Alignment with government focus
- Dependencies
- Ease of achievement

The SDGs were categorised into two (2) with 6 SDGs identified as priority:

Category 1 – Critical (Priority)

- Quality Education
- Industry, Innovation and Infrastructure
- Peace, Justice and Strong Institutions
- Partnership for the Goals
- Climate action
- Decent work and Economic Growth

Category 2 – Others

- Life on Land
- Zero Hunger
- Reduced Inequalities
- Sustainable Cities and Communities
- Affordable and Clean Energy
- Life below Water
- Good Health and Well-being
- No Poverty
- Responsible Consumption and Production
- Gender Equality
- Clean Water and Sanitation

Possible Strategies:

- Develop sectoral Theories of Change, Strategic Frameworks and long-term plans to institutionalise and entrench the prioritised SDGs nationwide.
- Medium Term Sector Strategies (MTSS) and Medium Term Expenditure Frameworks (MTEF) should form the bedrock for multi-year and annual federal and state government budgets to provide a basis for the funding and implementation of national priorities (synchronized with the priority SDGs).
- Prioritization of the SDGs should be revisited every 3-5 years.

Indicators of Change (How we would know that change has occurred)

- Theories of change and national strategic frameworks are built around the SDGs
- Initiatives towards the achievement of the SDGs constitute a significant portion of sectoral plans and annual budgets.
- Priority SDGs are fully achieved

Effective coordination of in-country development activities will also contribute significantly to the desired change - CC2

C2

In-country development interventions are coordinated & connected

Contribution to Change (CC) 2

Coordination systems are strengthened and effective

Possible Strategies:

- Strengthen the coordination desk at the Ministry of Budget and National Planning as the single point of call for:
 - harmonising all international developmental interventions aligning them with national priorities
 - Shaping designed interventions to better suit local context.
- The coordination function should be expanded into a full fledged program office with responsibilities beyond mere collation of development interventions to entail:
 - Extensive research and empirical analysis
 - review and redesign of development programs in line with government priorities and local realities.

Indicators of Change (How we would know that change has occurred)

- Consolidated development gains are realized from synergized development interventions

What gets measured, gets done. Effective monitoring and evaluation is required to ensure the achievement of desired results - CC3

C3

There is effective monitoring and evaluation for the achievement of the SDGs

Contribution to Change (CC) 3

Monitoring and Evaluation is institutionalized and result enabling

With SDGs integrated into national plans and annual budgets across relevant sectors, a basis for performance evaluation of government at all levels (including their Ministries, Departments and Agencies (MDAs)) is formed.

To ensure that SDGs are effectively implemented and deliver the desired results, Monitoring and Evaluation must be embedded into the government substructure to ensure effective implementation of planned initiatives and timely evaluation of

impact.

The system should provide an avenue for feedback and learning such that where deviations / underperformance is recorded, a review of strategy and redesign of interventions can be undertaken.

Institutionalizing M&E will require that the M&E body is given specific powers, due legal backing and some level of independence/autonomy. For transparency and credibility, the body should operate with representation from/in conjunction with the private sector and civil society.

Indicators of Change (How we would know that change has occurred)

- The quality and success rate of interventions are improved as a result of effective and timely monitoring, evaluation, feedback and learning.



About PwC

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Assurance Services



Tax Services

At PwC, we reach out to the markets we serve through industry clusters:

- Government and Public Services (G&PS)
- Consumer and Industrial Products and Services (CIPS)
- Financial Services (FS)
- Energy, Mining and Utilities (EMU)

Significant success in sustainable development can be achieved in Nigeria with detailed strategies developed and implemented around the major areas of

contribution to change suggested in this concept note.

PwC is willing to support the Federal Government of Nigeria in designing and implementing the necessary strategies to achieve the desired change.

By so doing, we provide highly valuable support for our clients' priorities leveraging our rich local, regional and global knowledge, deep technical and multi-sectoral expertise.



Appendix - Prioritising the SDGs

SDG Prioritisation Criteria based on PwC's Assessment

<i>S/N</i>	<i>Criteria</i>	<i>Guidance</i>	<i>Weight</i>
1	<i>Current State</i>	<p>What is Nigeria's current state with respect to this goal, its indicators and targets.</p> <p>Scoring: Achieved=0, Not achieved with improvement = 1, Not achieved, no progress = 2</p>	30%
2	<i>Dependencies</i>	<p>Does the achievement of this SDG have direct implications for the achievement of other SDGs? How many more SDGs will be positively impacted directly if the SDG is achieved?</p> <p>Scoring: None (no other SDG depends on it) = 0, 1 to 5 SDGs depend on it = 1 "More than 6 SDGs depend on it = 2</p>	40%
3	<i>Alignment with government focus</i>	<p>Is the SDG in line with current plans and priorities of government?</p> <p>Scoring: None=0, Some alignment=1, Strong alignment=2</p>	20%
4	<i>Ease of Achievement</i>	<p>Are there 'low hanging mangoes' in this area? Will the achievement of the SDG require intensive efforts and commitment of huge resources? Can change be experienced in the short to medium term? Are there complex and/or multiple bottlenecks to be overcome before the SDG will be achieved?</p> <p>Scoring: Difficult= 0, Quite easy =1, Very easy=2</p>	10%

The SDGs were ranked in order of priority and weighted accordingly based on the four (4) identified prioritisation criteria

S/N	SDG	Current State	Weighted score (30%)	Dependencies	Weighted score (40%)
1	No Poverty	1	0.3	1	0.4
2	Zero Hunger	1	0.3	1	0.4
3	Good Health and Well-being	1	0.3	1	0.4
4	Quality Education	2	0.6	2	0.8
5	Gender Equality	1	0.3	1	0.4
6	Clean Water and Sanitation	1	0.3	1	0.4
7	Affordable and Clean Energy	2	0.6	1	0.4
8	Decent work and Economic Growth	2	0.6	1	0.4
9	Industry, Innovation and Infrastructure	2	0.6	2	0.8
10	Reduced Inequalities	1	0.3	1	0.4
11	Sustainable Cities and Communities	2	0.6	1	0.4
12	Responsible Consumption and Production	2	0.6	1	0.4
13	Climate action	2	0.6	1	0.4
14	Life below Water	2	0.6	1	0.4
15	Life on Land	2	0.6	1	0.4
16	Peace, Justice and Strong Institutions	1	0.3	2	0.8
17	Partnership for the Goals	1	0.3	2	0.8

Alignment with govt. focus	Weighted score (20%)	Ease of Achievement	Weighted score (10%)	Total Weighted Score	Rank
2	0.4	0	0	1.1	13
2	0.4	1	0.1	1.2	8
2	0.4	0	0	1.1	13
2	0.4	0	0	1.8	1
1	0.2	1	0.1	1	16
1	0.2	0	0	0.9	17
1	0.2	0	0	1.2	10
2	0.4	0	0	1.4	5
1	0.2	0	0	1.6	2
2	0.4	1	0.1	1.2	8
1	0.2	0	0	1.2	10
0	0	1	0.1	1.1	13
2	0.4	0	0	1.4	5
1	0.2	0	0	1.2	10
1	0.2	1	0.1	1.3	7
2	0.4	0	0	1.5	3
1	0.2	1	0.1	1.4	4

Analysis of the dependencies among the Goals

<i>SDG No.</i>	<i>SDG</i>	<i>Dependent SDG</i>	<i>COUNT</i>
1	No Poverty	2	1
2	Zero Hunger	3	1
3	Good Health and Well-being	4, 8, 9, 11	4
4	Quality Education	3, 5, 6, 8, 9, 10, 11, 12, 13, 17	10
5	Gender Equality	1, 2, 3, 10, 12	5
6	Clean Water and Sanitation	3, 11, 14, 15	4
7	Affordable and Clean Energy	9, 11, 13, 14, 15	5
8	Decent work and Economic Growth	1, 2, 9, 10, 17	5
9	Industry, Innovation and Infrastructure	1, 7, 10, 11, 12, 17	6
10	Reduced Inequalities	1, 4, 5, 8	4
11	Sustainable Cities and Communities	3, 8, 13, 14, 15	5
12	Responsible Consumption and Production	2, 6, 13, 14, 15	5
13	Climate action	3,14,11,15	4
14	Life below Water	2, 3	2
15	Life on land	2, 3	2
16	Peace, Justice and Strong Institutions	4, 6, 5, 8, 9, 10, 11, 13, 17	9
17	Partnership for the Goals	1, 3, 4, 5, 6, 7, 8, 9, 13, 16	10

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