USER MANUAL
SDG-TPG

SDG TARGET
PRIORITIZATION
GRID

SDG-TPG

SDG TARGET
PRIORITIZATION GRID

NOTHING COMES OUT OF NOWHERE

**PREFACE BY CLAUDE VILLENEUVE
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Sustainable development is not a new idea. Traditional cultures reveal knowledge, know-how, myths and stories which, in the light of experience, hold the keys to building the future. In the 1960s, the emergence of a global perspective and the evidence of the adverse effects of economic growth such as environmental degradation and increased inequalities, catalyzed the formulation of a new utopia. "What if we could simultaneously enjoy the benefits of human development, the enrichment of societies and the long-term sustenance of ecosystem services?" Fifty years ago, in the run-up to the United Nations Conference on the Human Environment, Ignaci Sachs, Francesco di Castri and Maurice Strong proposed sustainable development as an avenue to achieving this utopia.

PREFACE

After the adoption of the World Conservation Strategy in 1980 and once the Brundtland Report coined the phrase "sustainable development" in 1987, the term became unavoidable and marked the shift from utopia to concept.

"But how can we measure a society's progress toward this ideal?" It was this question, raised by one of my students in 1988, that initiated the process that led to the Sustainable Development Analysis Grid (SDAG). We first had to ask the right questions and broaden our perspective. By adopting an open, transdisciplinary approach, we were able to benefit from the numerous and diversified insights of those who held part of the truth. We had to question conventional approaches and engage actors in the field. To begin with, sustainable development does not exclude anyone. It is based on dialogue and the desire to do better in building the future we want, together. This objective cannot be achieved through power struggles. It requires the skills and involvement of all actors to the extent of their abilities. Sectarianism is deadly. Fundamentalism only leads to exclusion. Openness to alterity is a prerequisite for success.

Over the years, the representation of the sustainable development model has expanded beyond the three static "pillars" that are still too often cited in official discourse. The dynamic model comprising six dimensions (cultural, social, ethical, economic, environmental and governance) is truly innovative insofar as it considers the complexity of human development on a planet with finite resources. The method of combining weighting to calibrate, assessment to qualify, and improvement analysis to enhance is essential to establishing priority goals. It makes it possible to identify the best choices in a consensual manner and to measure progress. It guarantees stakeholder buy-in, and therefore the success of policies, strategies, programs and projects (PSPPs) analyzed using the SDAG. The advent of Agenda 2030 and the Sustainable Development Goals (SDGs) in 2015 triggered the adaptation of the SDAG approach to this global framework that all countries must embrace, and gave birth to the SDG Target Prioritization Grid (SDG-TPG).

With a system-level assessment, the concept of sustainability can be operationalized and utopia brought within reach. The SDAG was already 20 years old when the Institut de l'énergie et de l'environnement de la Francophonie [Institute of the French-speaking world for energy and the environment] became the Institut de la Francophonie pour le développement durable [Institute of the French-speaking world for Sustainable Development]. We must pay tribute to the Institute's director, Ms. Fatimata Dia, for her keen foresight and to Mr. Tounao Kiri for his determination in recognizing the tool's potential and providing the funds needed to test it in the member countries of the Organisation internationale de la Francophonie (OIF). Collaboration between the Institut de la Francophonie pour le développement durable (IFDD) and the University of Quebec at Chicoutimi (UQAC) has supported its development as well as the creation of complementary tools for systemic sustainability assessment. I would also like to acknowledge the contributions of Mr. Sibi Bonfils, the Global Shift Institute team and my former students and colleagues who participated in the development of these powerful and complementary tools that are made available to you.

Nothing comes out of nowhere. It's not enough to dream, call for change or curb growth to build a better future. Twenty years ago, Francesco di Castri compared sustainable development to craftsmanship: "It becomes a matter of craftsmanship in the noblest sense of the word, a bit like the 'craftsmanship of nature' which has been, and still is, the force and essence of biological evolution, creating the diversity of genes, species and ecosystems. Craftsmanship implies precision, taking initiative and setting a clear objective, using the potentialities and elements available to us, not forcing ourselves to imitate what others are doing. The solutions borne of this universal craftsmanship can only lead to diversity and innovation, similarly to the way biological and cultural evolution has unfolded throughout the history of nature and man [translation]." The SDAG and the SDG Target Prioritization Grid are among the tools of the "craftspeople of the future" that we can all become.

Di Castri, Francesco, 2002, Les conditions gagnantes du développement durable, in Villeneuve, C., 2005, Le développement durable, quel progrès, quels outils, quelle formation? IEPF, Collection Actes #6, pages 17-28.

A WORD FROM THE DIRECTOR

CÉCILE MARTIN-PHIPPS
DIRECTOR
FRANCOPHONIE INSTITUTE FOR SUSTAINABLE DEVELOPMENT
INTERNATIONAL ORGANISATION OF THE FRANCOPHONIE

The adoption of the 2030 Agenda for Sustainable Development marks a turning point in history. For the first time, the world has set goals and targets aimed at enhancing the living conditions of present and future generations while safeguarding our planet. This new paradigm compels us to reassess our consumption and production habits, invest in science, technology and innovation, and embrace more ambitious public policies.

The International Organisation of the Francophonie (OIF), through the Francophonie Institute for Sustainable Development (IFDD), is fully committed to this transition. It was actively involved in the negotiations leading to the adoption of the Sustainable Development Goals (SDGs) and currently assists its member states and governments in achieving their targets by encouraging the integration of the SDGs into policies, strategies and projects.

Thanks to the strategic partnership between the IFDD, the Chair in Environmental Consulting at the University of Quebec at Chicoutimi (UQAC) and the Global Shift Institute, "systemic sustainability assessment tools" have been developed, including the Francophonie Sustainable Development Assessment Grid and the SDG Target Prioritization Grid. These tools have been tested, validated and implemented in practical

situations by countries and local communities, and are an integral part of the United Nations toolkit for implementing sustainable development.

As the Decade of Action comes into force, La Francophonie is proudly accelerating the deployment, dissemination and adoption of these tools by providing enhanced grids, concise and user-friendly manuals, free online training accessible to all, and a web version that exponentially expands the functionality and potential of the tools.

This user manual will serve as a practical guide to help regional, national, local and private entities in evaluating the extent to which their actions take the SDGs into account, promoting dialogue for consensus-based decision-making, and proposing strategies or suitable courses of action towards building a more sustainable, fair and resilient world. With the COVID-19 pandemic causing delays and setbacks to global efforts, the challenges of implementing the SDGs are greater than ever. The OIF, alongside states and governments, will continue to facilitate the appropriation of these tools and to support the increased empowerment of their users in the conduct of sustainable development planning processes.

The OIF would like to ackowledge Canada's commitment to implementing the 2030 Agenda for Sustainable Development, which includes support for the translation of the tools for La Francophonie and their user manuals into English. Through the project "Transformational Approach to Integrating the SDGs in Local Communities", led by Institut EDS at Université Laval and funded by the Government of Canada, the tools are now accessible to a vast number of actors at the national and local levels, not only in Francophone communities but also globally.

Finally, I would like to express my gratitude to all the experts and partners who contributed to the design and dissemination of these tools, particularly the Chair in Environmental Consulting of the University of Quebec at Chicoutimi (UQAC), headed by Professor Claude Villeneuve, and the Global Shift Institute, under the coordination of its president, Mr. Sibi Bonfils.

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GLOBAL AMBITIONS

LOCAL SPECIFICITIES

The SDG-TPG is an information and SDG target participatory prioritization tool aimed at facilitating the achievement of sustainable development goals at all levels: local (communities, municipalities, cities, departments, etc.), national and regional, as well as in companies, public administration, subregional and civil society organizations.

THE SDG TARGET PRIORITIZATION GRID - SDG-TPG

Although the 17 SDGs and their 169 targets adopted by the United Nations in September 2015 as part of the 2030 Agenda for Sustainable Development are universal and indivisible, they are applied in view of the different national or local realities, capacities, levels of development, and national or local policies and priorities.

In countries, regions and local communities where needs are numerous and urgent but where capacities and resources are limited, arises the question of prioritizing SDG targets. This prioritization requires guidelines for two main reasons. First, in sustainable development, prioritization is a complex exercise that combines the assessment of the importance of the target and its level of achievement at a given place and moment in time. This exercise must take into consideration both the cultural and socio-economic context of the territory concerned and the direct or indirect interrelationships between targets.

Second, the SDGs have led to a paradigm shift as regards the definition of development plans and strategies at all levels: the goal today is to contribute to the achievement of a global and shared vision to meet the 2030 Agenda objective of a world free of poverty where humanity lives in harmony with nature. In this sense, the SDGs and their targets provide the framework and criteria needed to shape this world. Prioritization is the collaborative priority and urgent action setting for a given context, as well as the outlining of medium- and long-term actions in order to achieve this ambitious goal.

WHY A PRIORITIZATION GRID?

IDENTIFYING PRIORITY TARGETS

Insofar as organizations are sometimes required to implement all targets, there was a need to develop a tool to help countries, regions, local authorities, public and private organizations with the important task of prioritization. This is what inspired the Institut de la Francophonie pour le développement durable and its partners to create a decision-making tool that will enable actors to build policies, strategies, programs and projects that meet global ambitions while taking into consideration their specificities.

The idea is to organize the entire set of SDG targets in order of priority within a given context, territory or sector (urgent, short, medium or long term). This approach takes into consideration the different realities, capacities and levels of development of different countries, as well as national priorities and policies.

INFORMATION +

PRIORITIZATION +

RESULTS +
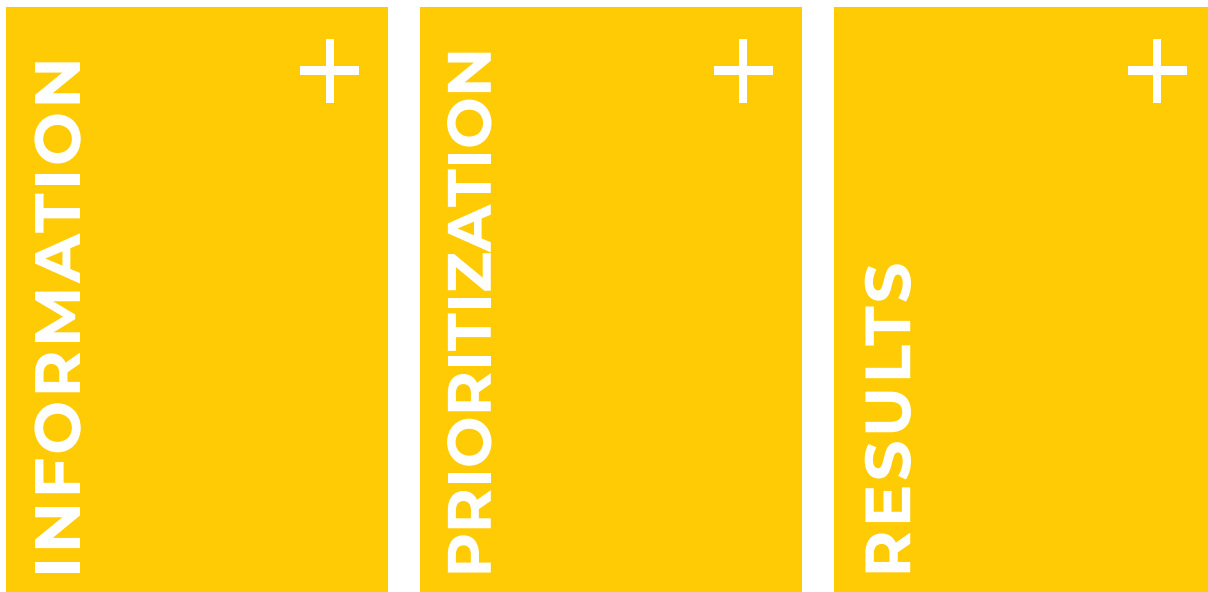
THE PRIORITIZATION GRID IS USEFUL WHERE THERE ARE MULTI-SECTORAL ISSUES REQUIRING INTEGRATED ANALYSIS, CROSS-CUTTING ACTIONS AND STAKEHOLDER COORDINATION AT VARIOUS LEVELS.

THE PRIORITIZATION PROCESS COMBINES AN ASSESSMENT OF THE IMPORTANCE OF A TARGET, THE DEGREE TO WHICH IT IS ACHIEVED AT A GIVEN POINT IN TIME, AND AN ANALYSIS OF RESPONSIBILITIES ACCORDING TO THE APPROPRIATE SCALE OF INTERVENTION FOR A GIVEN TERRITORY OR ORGANIZATION.

THE SDG-TPG IS PERFECT FOR :

+   Informing stakeholders about the 2030 Agenda for Sustainable Development;

+   Informing them about SDGs and their targets;

+   Creating a framework for dialogue/consultation on SDGs between the stakeholders involved;

+   Identifying the strengths, weaknesses, opportunities and threats (SWOT) for a territory or organization with regard to each target;

+   Identifying the level of priority of each target at a particular point in time for a territory or organization;

+   Highlighting synergies between targets.

SSA
SYSTEMIC SUSTAINABILITY ASSESSMENT TOOLS

The tools developed by the University of Quebec at Chicoutimi (UQAC) and the OIF for the purpose of systemic sustainability assessment are tools for questioning, reflection, dialogue and decision support.

Systemic sustainability assessment "makes it possible to put into perspective the multiple dimensions of sustainable development, the synergies and antagonisms between the various objectives, and the means implemented to achieve them. It also implies effectively communicating the key elements that emerge in order to generate stakeholder support and participation [translation]" **(Villeneuve et al., 2015).**

TOOLS OF THE SSA FAMILY: :

+ SDAG // SUSTAINABLE DEVELOPMENT ASSESSMENT GRID (VILLENEUVE ET AL., 2016))

+ SDGS // SUSTAINABLE DEVELOPMENT GOVERNANCE SHEETS (VILLENEUVE ET AL., 2016)

+ SDG-TPG // SDG TARGET PRIORITIZATION GRID (INSTITUT DE LA FRANCOPHONIE POUR LE DÉVELOPPEMENT DURABLE)

+ SSDAG // DEVELOPMENT ASSESSMENT GRID (INSTITUT DE LA FRANCOPHONIE POUR LE DÉVELOPPEMENT DURABLE)

// NOTE

ANALYZED AND LEVERAGED BY THE PLANNERS, THE RESULTS WILL ENABLE THE CREATION OF DEVELOPMENT PLANS AND STRATEGIES TAILORED TO THE USER'S CONTEXT.

"

This posture "promotes stakeholder involvement, entails multidisciplinarity, facilitates communication and informs decision-making. The tools are designed to enable consideration of the various dimensions of SD, prioritization of actions to be undertaken, integration of stakeholder input, evaluation and continuous improvement as part of an iterative process, as well as accountability [translation]" **(Tremblay et al., 2016).**

WHAT IS THE GRID?

THE SDG-TPG IS AN EXCEL SPREADSHEET DIVIDED INTO 3 CATEGORIES OF TABS: INFORMATION, PRIORITIZATION AND RESULTS.

SDG 1 | SDG 2 | SDG 3 | ...
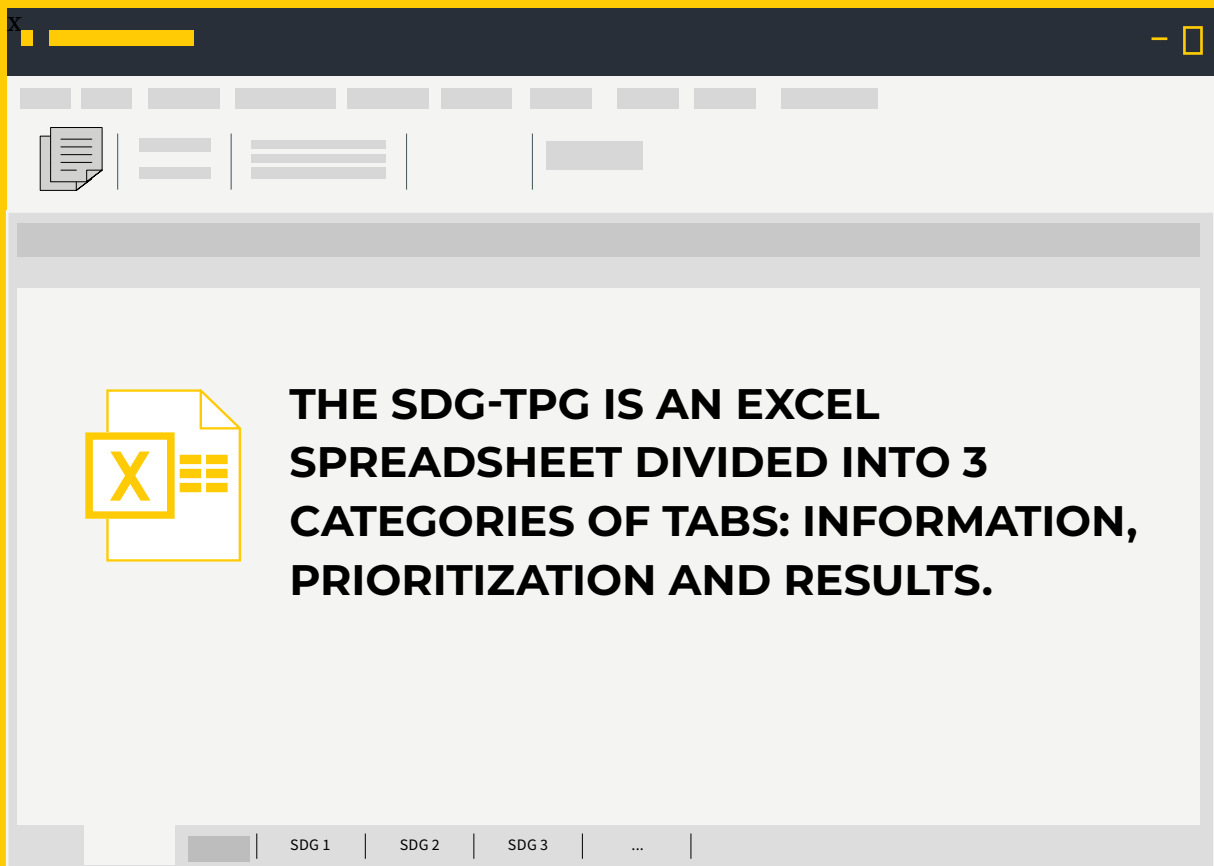
01 //
INFORMATION

-

The first tabs of the SDG-TPG introduce the tool and outline key methodology and results interpretation elements, which are presented in a detailed manner in this user manual.

→   TABS: [INTRODUCTION] [MTHODOLOGY] [INTERPRETATION METHODS] [RESULTS LEVERAGING]

02 //
PRIORITIZATION

-

Each of the 17 SDGs is addressed in a separate tab, where users are invited to assess and document the importance, current performance and jurisdiction (see Section 2) for each target. The grid provides a table to be filled in for each SDG containing the following sections:

1. Sustainable Development Goal
2. Targets
3. Issues: opportunities and threats
4. Importance of the target
5. Performance on the target
6. Documentation of current performance and description of the measures put in place
7. Jurisdiction
8. Strengths and Weaknesses
9. Priority level
10. Action strategies that can help to achieve the target

→   TABS: [CONTEXT], [SDG 1], [SDG 2] ... [SDG 17]

03 //
RESULTS

-

These tabs include tables and graphs that are automatically generated as the SDG prioritization tabs are filled in by users.

→   TABS: [DETAILED RESULTS] [RESULTS SUMMARY] [GRAPHS BY SDG]

WHEN TO USE THE SDG-TPG?

This tool should be used upstream of the planning processes leading to local, regional or national development plans, with the aim of effectively considering the SDGs and ensuring that the plan contributes to their achievement. It also helps to identify the strengths, weaknesses, opportunities and threats for the country, region or local community concerned.

THE PREPARATION OF THE DEVELOPMENT PLAN IS PART OF A MULTI-STAGE PROCESS, FROM DIAGNOSIS AND PLANNING AND IMPLEMENTATION TO MONITORING AND EVALUATION.

THE SDG-TPG CAN BE USED AS A DECISION SUPPORT TOOL AT EACH STEP

-

Although the steps of the planning process are presented in a linear fashion, the model actually provides a planning cycle involving validation at each step, and even the possibility to move back and forth between phases.

PREPARATION - PROVIDES A REFERENCE FRAMEWORK FOR SD AND A SYSTEMIC PERSPECTIVE / INITIATES A PARTICIPATORY PROCESS

The tool and its methodology for use facilitate the adoption of a systemic perspective in the process and support a participatory approach to planning insofar as key stakeholders establish the parameters of the process and organize themselves to conduct it.

By serving as a frame of reference, the tool also raises awareness and increases knowledge of sustainable development, in particular regarding SDGs. It can therefore be used as a preliminary training document for stakeholders involved in a sustainable development planning process.

DIAGNOSIS - SUPPORTS DIALOGUE BETWEEN STAKEHOLDERS / SWOT ANALYSIS / QUALITATIVE AND QUANTITATIVE MEASURES IN RELATION TO THE SDGS

The tool supports dialogue between stakeholders and the analysis team as quantitative and qualitative information is gathered to study and understand the current situation, thus enabling the sharing of stakeholder perceptions and the establishment of a comprehensive picture of reality. Multi-sectoral issues are considered at this stage.

STRATEGIC FRAMEWORK - FACILITATES CONSENSUS ON PRIORITY ISSUES / SUPPORTS THE FORMULATION OF FOCUS AREAS AND OBJECTIVES

The tool facilitates consensus on priority issues and supports the formulation of a common vision, areas of focus and courses of action.

PROGRAMMING AND IMPLEMENTATION - OUTLINES RESPONSIBILITY SHARING / IDENTIFIES POSSIBLE SYNERGIES BETWEEN STAKEHOLDERS / INFORMS THE FORMULATION OF ACTION PLANS

The tool is used to identify or develop actions (programs, projects or other types of initiatives), determine their feasibility and collect resources that will help to achieve objectives.

MONITORING AND EVALUATION - FACILITATES THE IDENTIFICATION OF MONITORING INDICATORS / FACILITATES ACCOUNTABILITY

The tool contributes to appropriate accountability and collective learning by promoting the use of indicators that can show the results achieved and by facilitating communication

THE STEPS DESCRIBED IN THIS USER MANUAL

01 //

-

NUMERICAL VALUES FROM 0 TO 3 ARE USED TO DETERMINE THE IMPORTANCE OF EACH TARGET.

PRELIMINARY STEPS

-

THE PRELIMINARY STEPS ARE CARRIED OUT BY FILLING IN THE [CONTEXT] TAB.

01.1 CONTEXT AND OBJECTIVES OF THE PRIORITIZATION
01.2 CHOOSING ANALYSTS AND A COORDINATOR
01.3 LEARNING ABOUT THE SDGS AND THEIR TARGETS
01.4 COLLECTING INFORMATION ON TARGET ACHIEVEMENT PROGRESS
01.5 GATHERING EXISTING PLANNING DOCUMENTS
01.6 ORGANIZING THE PRIORITIZATION EXERCISE

02 //

-

NUMERICAL VALUES FROM 0 TO 3 ARE USED TO DETERMINE THE IMPORTANCE OF EACH TARGET.

TARGET IMPORTANCE

-

The importance assigned to targets is the element that allows to take into consideration the specifics of the country, region, community or organization for which the prioritization is conducted.

THE LEVEL OF IMPORTANCE IS DETERMINED SUBJECTIVELY, BASED ON THE PRIORITIZATION PARTICIPANTS' PERCEPTION.

The objective is to calibrate the tool.

The weighting of the importance of the targets is conducted in two stages: IDENTIFYING OPPORTUNITIES AND THREATS AND DETERMINING TARGET IMPORTANCE.

03 //

-

NUMERICAL VALUES FROM 1 TO 4 ARE USED TO DETERMINE THE CURRENT PERFORMANCE LEVEL.

CURRENT PERFORMANCE LEVEL

-

Performance assessment measures the current degree of target achievement in the territory or organization for which the prioritization is being carried out. The performance level is an objective value, based on the situation at the time of the assessment.

The current performance level is determined on a 1 to 4 rating scale. As in the previous step, values are assigned by consensus.

04 //

—

**NUMERICAL VALUES
FROM 1 TO 4 ARE
USED TO DETERMINE
JURISDICTION.**

JURISDICTION ANALYSIS

—

The objective is to determine the levels of government (from local to national) that have authority and the responsibility to act in relation to the target. This is a very important step aimed at taking into consideration the actual, legislative, regulatory and budgetary powers of the country, region, local authority or organization conducting the prioritization in order to decide on strategies for action to include in the development plan or strategy.

This part involves two stages: **ANALYSIS OF JURISDICTION AND ASSESSMENT OF STRENGTHS AND WEAKNESSES**

05 //

—

TARGET PRIORITIZATION

—

The SDG-TPG is a decision support tool. It automatically generates a priority index for each target whose importance and performance have been assessed.

In general, the more important a target is and the poorer its performance, the higher its priority will be.

06 //

—

ANALYSIS AND INTERPRETATION OF RESULTS

—

The SDG Target Prioritization Grid allows to collect a large amount of information that must be appropriately interpreted, analyzed and leveraged in order to draft the sustainable development plan.

There is no single methodology for this: planning is not an exact science, there is no mathematical formula that can be applied.

The grid proposes a methodological framework which invites reflection, based on the information provided by the SDG-TPG, on the formulation of a **VISION**, the determination of **STRATEGIC FOCUS AREAS**, the identification of the main **OBJECTIVES**, and the formulation of **ACTIONS** that contribute to the achievement of each **PRIORITIZED TARGET**.

METHODOLOGY FOR USE

01 //

PRELIMINARY STEPS

-

02 //

TARGET IMPORTANCE

-

03 //

CURRENT PERFORMANCE

-

Start | 02/06 | 03/06

Description of the prioritization context

Importance assessment

Opportunities and threats

Performance assessment

Description and documentation of measures in place

PRELIMINARY STEPS

01
-

Who is in charge?
Who are the workshop participants?
What is the available information?
What are the existing planning documents?

TARGET IMPORTANCE

02
-

What are our challenges, opportunities and threats?
What level of importance should be assigned to this target?

CURRENT PERFORMANCE

03
-

What programs, strategies or projects are being implemented?
What is the degree of achievement of this target in relation to the proposed indicators?

JURISDICTION ANALYSIS

04
-

What are our strengths and weaknesses?
What is our capacity to act?
What levels of government have powers and responsibilities in relation to this target?

AN ITERATIVE APPROACH

The SDG-TPG methodology for use includes six logical steps, shown in the chart below. However, this is an iterative process in the sense that grid users are invited to go back and repeat steps at any time in order to make changes or clarifications, as the case may be.

04 //

JURISDICTION ANALYSIS

-

05 //

TARGET PRIORITIZATION

-

06 //

ANALYSIS AND INTERPRETATION OF RESULTS

04/06   05/06   Fin

Local and national jurisdiction

Strengths and weaknesses

Target priority level

Automatically generated data

Results

Implementation and action strategies

TARGET PRIORITIZATION

05
-

What is the priority level identified for this target? Does it require urgent, short-, medium- or long-term intervention?

ANALYSIS AND INTERPRETATION OF RESULTS

06
-

How are prioritization results, strengths, weaknesses, opportunities and threats used to develop the PSPP?

USERS MUST KEEP IN MIND THEIR SPECIFIC CONTEXT AND CONSTRAINTS: AVAILABLE TIME, ACCESS TO TECHNOLOGY, STAKEHOLDER ENGAGEMENT, ETC.
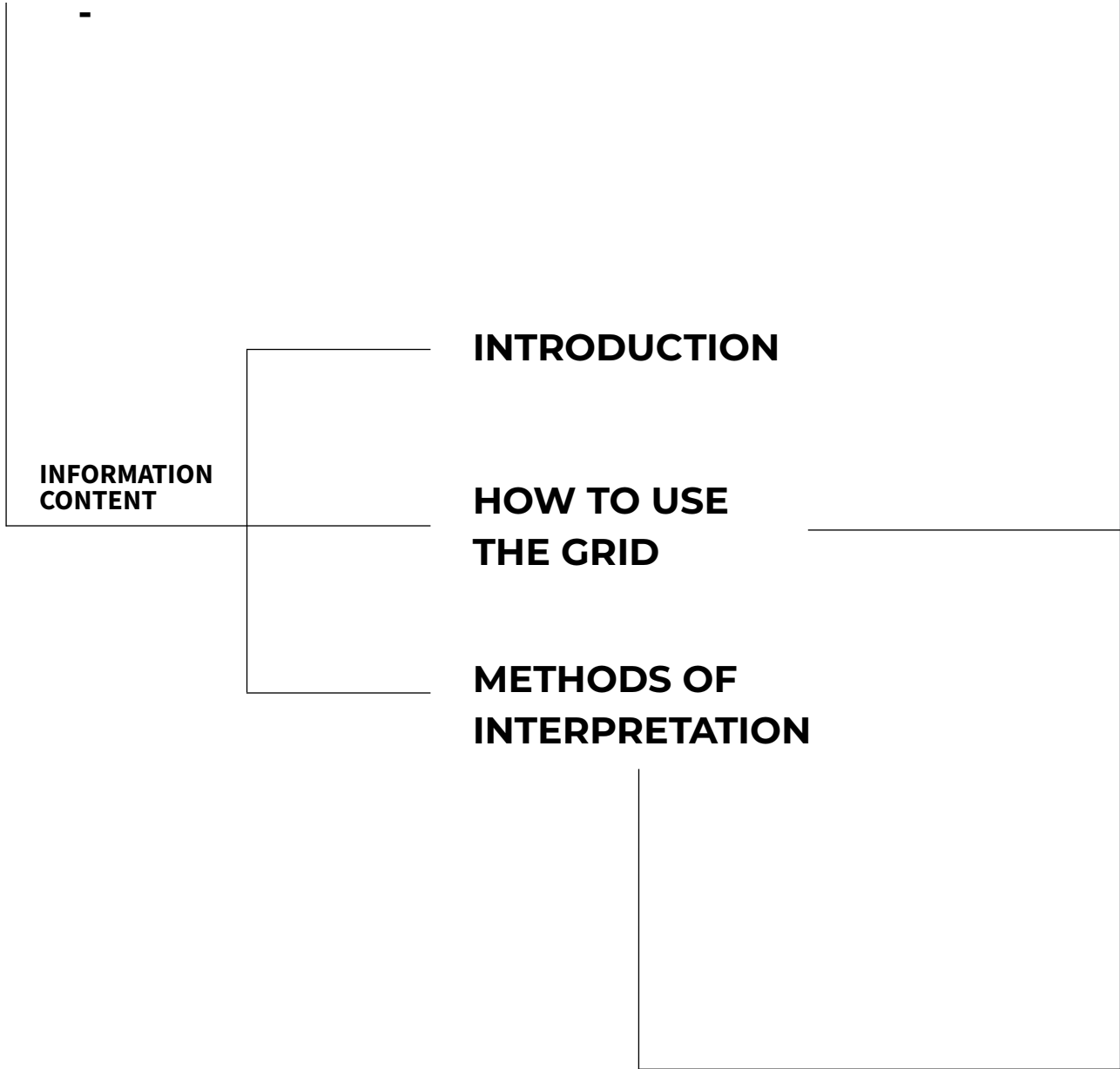
TREE DISPLAY
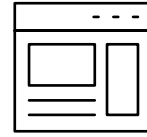
25 TABS

-

INFORMATION CONTENT

INTRODUCTION

HOW TO USE THE GRID

METHODS OF INTERPRETATION

PRIORITIZATION GRID

STEP 01 — **CONTEXT**

STEPS 02-04

SDG 1 7 TARGETS	**SDG 10** 10 TARGETS
SDG 2 8 TARGETS	**SDG 11** 10 TARGETS
SDG 3 12 TARGETS	**SDG 12** 11 TARGETS
SDG 4 11 TARGETS	**SDG 13** 5 TARGETS
SDG 5 9 TARGETS	**SDG 14** 10 TARGETS
SDG 6 8 TARGETS	**SDG 15** 12 TARGETS
SDG 7 5 TARGETS	**SDG 16** 12 TARGETS
SDG 8 12 TARGETS	**SDG 17** 19 TARGETS
SDG 9 8 TARGETS	

STEPS 05 — **RESULTS SUMMARY DETAILED RESULTS GRAPHS BY SDG**

STEPS 06 — **LEVERAGING OF RESULTS**

01 // PRELIMINARY STEPS

ALL INFORMATION RELATING TO THE PRELIMINARY STEPS MUST BE ENTERED UNDER THE [CONTEXT] TAB.

01.1 PRIORITIZATION CONTEXT AND OBJECTIVES

The [CONTEXT] TAB contains a table that allows to contextualize the prioritization exercise in time and space, and to identify the individuals in charge and the participants who will conduct the exercise.

→ **The table includes eight items :**

+ Country, region, local authority or organization concerned;
+ Level of SDG implementation achieved within the entity concerned;
+ Existing documents or documents being prepared in relation to the PSPP;
+ Relevant sources of information on the status of SDG target implementation;
+ Organization responsible for conducting the prioritization, names and titles of analysts, person responsible for the analysis and follow-up thereto, and date of analysis.

It is essential that the prioritization coordinator determine the objective of the assessment beforehand because this will affect the composition of the team of analysts.

→ **The analysis may target various objectives :**

+ Informing stakeholders about the 2030 Agenda for SD;
+ Identifying SDG priority targets that the PSPP should focus on;
+ Updating a PSPP to take into consideration the SDGs;
+ Conducting a participatory diagnosis of a local government in matters of sustainable development;
+ Supporting decision making;
+ Identifying synergies between targets;
+ Etc.

01.2   CHOOSING ANALYSTS AND A COORDINATOR

The prioritization workshop is coordinated by a person in charge of the planning management (a resource person or a team). Their role is to support the process as a whole in order to facilitate reflection and discussion in the best possible conditions.

→ **THE COORDINATOR (AND THEIR TEAM) IS RESPONSIBLE FOR ORGANIZING, COORDINATING AND FACILITATING THE PROCESS, WHICH CAN REQUIRE THE HOLDING OF ONE OR MORE PARTICIPATORY WORKSHOPS, EITHER FACE-TO-FACE OR ONLINE.**

The choice of participants for the prioritization workshops is crucial. They must represent in number and quality the full range of stakeholders in the country, region, local community, or organization being analyzed.

The team of analysts must be formed according to the context and objectives of the analysis. Each team must include **between 5 and 10 people from a variety of backgrounds** with complementary expertise in order to create a multidisciplinary group.

In addition to representatives of the proponent, sector experts and stakeholders, it is strongly recommended to include members of vulnerable, marginalized and minority groups.

The workshop coordinator must identify a facilitator and a secretary for each subgroup, as appropriate.

01 // PRELIMINARY STEPS

ALL INFORMATION RELATING TO THE PRELIMINARY STEPS MUST BE ENTERED UNDER THE [CONTEXT] TAB.

01.3 LEARNING ABOUT THE SDGS AND THEIR TARGETS

One of the objectives of prioritization is to raise awareness about the SDGs and their targets.

→ "BUILDING PUBLIC AWARENESS SHOULD BE UNDERSTOOD AS A FIRST STEP TOWARDS A PARTICIPATORY PROCESS IN IMPLEMENTING THE 2030 AGENDA" (UNDG, 2016).

Depending on the context and the time and resources available, participants in the target prioritization exercise should be introduced to the 2030 Agenda for Sustainable Development and the SDGs (providing online information, a presentation, etc.).

If not, the content of the SDGs and their targets must be made available to participants, and they should be invited to read them ahead of the prioritization workshops. Information on the SDGs is also provided in the SDG-TPG.

01.4   COLLECTING INFORMATION ON TARGET ACHIEVEMENT PROGRESS

The SDGs and their targets touch on a range of areas of intervention that fall under various fields of jurisdiction (energy, climate, transport, health, education, agriculture, industry, etc.).

Often, actions are already underway, statistics and indicators are available, and studies have been carried out in relation to a number of targets.

→ IT IS STRONGLY RECOMMENDED TO GATHER ALL RELEVANT DOCUMENTS THAT CAN BE USED TO OBJECTIVELY ASSESS THE PROGRESS MADE IN ACHIEVING THE TARGETS BASED ON THE INFORMATION AVAILABLE AHEAD OF THE PRIORITIZATION EXERCISE.

This information will be particularly important at the performance assessment stage (section 03).

01.5   GATHERING EXISTING PLANNING DOCUMENTS

To implement the 2030 Agenda for Sustainable Development, it is essential to ensure consistency between existing strategic documents, the SDGs, and their targets. To this end, it is useful to identify planning documents, action plans and sectoral strategies that have been or are in the process of being developed.

This information will be particularly important at the stage of defining the "Action strategies that can contribute to the achievement of the targets" (section 06).

01 // PRELIMINARY STEPS

ALL INFORMATION RELATING TO THE PRELIMINARY STEPS MUST BE ENTERED UNDER THE [CONTEXT] TAB.

01.6 ORGANIZING THE PRIORITIZATION EXERCISE

Organizing an analysis workshop that encourages the participation and inclusion of all analysts requires careful planning. Here are some tips for a successful workshop.

+ Define clear and precise objectives for the workshop.

+ Plan all the information and documentation to be forwarded to participants as well as appropriate means of communication according to the participants' profile.

+ Contact participants and ensure that they have all the information and documentation they need BEFORE the meeting.

+ Facilitate participation of groups who are often marginalized (e.g., translation into local languages).

+ Plan workshop organization and facilitation, including the time allotted to each step and group and subgroup functioning.

→ **PLAN A FULL DAY FOR THE ASSESSMENT OF THE IMPORTANCE OF THE 169 TARGETS AND A SECOND DAY FOR THE PERFORMANCE ASSESSMENT.**

+ To ensure inclusive discussion, create smaller working groups of 5 TO 10 PEOPLE (and as many subgroups as necessary).

+ For each subgroup, designate a FACILITATOR, who will be responsible for guiding the discussion, and a SECRETARY whose task will be to take notes and enter the information in the Excel tool.

Prepare the individuals who are assigned the facilitation and note-taking roles.

DETERMINE BEFOREHAND A TIME LIMIT FOR EXCHANGES FOR DETERMINING THE LEVELS OF IMPORTANCE AND PERFORMANCE OF EACH TARGET (E.G. 10 MINUTES)

IT IS RECOMMENDED THAT EACH GROUP CONDUCT A PRIORITIZATION FOR ALL SDG TARGETS SEPARATELY BEFORE ALL GROUPS COME TOGETHER TO VALIDATE THE LEVELS OF IMPORTANCE AND PERFORMANCE BY CONSENSUS.

IF TIME IS LIMITED, SDGS CAN BE DIVIDED UP AND ANALYZED BY DIFFERENT SUBGROUPS. THE PRIORITIZATION COORDINATOR MUST ENSURE THAT THE WORK IS EQUALLY DISTRIBUTED, I.E. AN EQUAL NUMBER OF TARGETS PER SUBGROUP. TO AVOID BIAS AND ENSURE THAT RESULTS DO NOT DEPEND ON THE OPINION OF A SINGLE WORKING GROUP, IT IS DESIRABLE THAT MORE THAN ONE SUBGROUP WORK ON THE SAME SDG.

+ Prepare the meeting space by arranging the room so that everyone can see the facilitator and the projections.

+ Ensure all participants' safe movement and comfort.

+ Provide the necessary equipment, which must include at least ONE LAPTOP PER WORKING SUBGROUP, a video projector, as appropriate, information material, paper, pencils, etc., and ensure access to power outlets.

+ Schedule breaks and ensure participants' well-being (refreshments, food, etc.).

+ Conduct a workshop evaluation with participants in order to gather feedback on the activities.

→ IT IS STRONGLY RECOMMENDED THAT THE JURISDICTION ANALYSIS BE CONDUCTED BASED ON THE LEGISLATION IN FORCE IN THE COUNTRY CONCERNED BY A TEAM OF EXPERTS ON THE SUBJECT AHEAD OF THE PRIORITIZATION WORKSHOP.

THE PRIORITIZATION PROCESS, INCLUDING ALL COORDINATION AND FACILITATION ACTIVITIES, CAN TAKE PLACE OVER ONE OR MORE PARTICIPATORY WORKSHOPS, **EITHER FACE-TO-FACE OR ONLINE.**

01 // PRELIMINARY STEPS

GOOD PRACTICES

THE INTERDISCIPLINARITY AND HETEROGENEITY OF PARTICIPANTS ARE MAJOR SUCCESS FACTORS.

REPRESENTATION OF ALL STAKEHOLDERS. Invite representatives from sectoral ministries, civil society organizations, youth and women's associations, private companies of all sizes, cultural organizations, etc.

→ **FOR EXAMPLE, MORE THAN 200 PEOPLE PARTICIPATED IN A TARGET PRIORITIZATION WORKSHOP IN BURKINA FASO. APPROXIMATELY 50 PEOPLE ARE USUALLY INVITED TO ATTEND WHEN LOCAL COMMUNITIES ARE CONCERNED.**

TIME MANAGEMENT. While rich discussion and debate are essential to good analysis outcomes, time is not unlimited. Set a time limit for the discussion of the importance and performance levels of each target beforehand (e.g., 10 minutes). If necessary, move on to the next target and return to the problem targets at the end of the exercise.

// BEWARE OF
POTENTIAL BIAS

Under-representation of any group can lead to bias. For example, the importance of SDG 5 "gender equality" targets is systematically underestimated when there is a minority of women participating in the analysis. There is a risk that the results of the exercise will not be acceptable or will lack credibility with the population and would hence be at odds with the established priorities.

ENSURE PROPER REPRESENTATION OF STAKEHOLDERS.

02 // TARGET IMPORTANCE

THE FIRST STEP in determining the level of importance of the targets is to SPECIFY THE THREATS (OR RISKS) AND OPPORTUNITIES THAT MAY BE ASSOCIATED WITH THEM. These threats and opportunities may be economic, social, cultural, environmental, etc. They may be linked to national, regional, local or organizational specificities, to external pressures, or temporary or permanent contexts. These elements should be entered in the appropriate column, as well as the reasons why achieving a target is or is not of particular importance.

→ **PLAN A FULL DAY FOR THE ASSESSMENT OF THE IMPORTANCE OF THE 169 TARGETS.**

02.1   OPPORTUNITIES AND THREATS

What are the economic, social, cultural, environmental, and other issues of the country, region or local community that explain why the achievement of a given target is particularly important, or the contrary?

→ **HERE ARE SOME EXAMPLES OF ELEMENTS THAT CAN CONSTITUTE THREATS OR OPPORTUNITIES, AND THAT CAN BE ASSOCIATED WITH THE TARGETS OF SDG 1:**

- Remoteness from economic development centres
- Lack of infrastructure
- Poor access to basic services
- Lack of support programs for the most disadvantaged
- Poorly diversified economy
- Poor access to credit
- High price of goods and services
- Particular vulnerability to climate change
- Highly agricultural economy

NUMERICAL VALUES FROM 0 TO 3 ARE USED TO DETERMINE THE IMPORTANCE OF EACH TARGET.

THE ITEMS MENTIONED AND DISCUSSED BY PARTICIPANTS ARE ENTERED IN THE [ISSUES: OPPORTUNITIES AND THREATS] COLUMN FOR EACH TARGET.

IN THE [ISSUES: OPPORTUNITIES AND THREATS] COLUMN, SPECIFY THE OPPORTUNITIES AND THREATS (OR RISKS) THAT MIGHT BE ASSOCIATED WITH EACH OF THE TARGETS FOR THE AREA CONCERNED. OPPORTUNITIES AND THREATS MAY BE RELATED TO NATIONAL OR LOCAL SPECIFICITIES, EXTERNAL PRESSURES, OR TEMPORARY OR PERMANENT CONTEXTS.

// OPPORTUNITIES

External factors that may support the achievement of the target. Examples: presence of innovation clusters, infrastructure development, high level of education, proximity of tourist attractions, etc.

// THREATS

External factors that are beyond the control of the competent authorities and that may have a negative impact on the target. Examples: reduced rainfall, aging population, poor economic diversification, rural-urban migration, etc.

→ THE SAME THREAT OR OPPORTUNITY MAY REPEAT FOR MORE THAN ONE TARGET. THIS IS NORMAL. A RECURRING THREAT OR OPPORTUNITY WILL DIRECT THE PLANNER'S FOCUS TO STRATEGIC AREAS OR COURSES OF ACTION TO BE CONSIDERED WHEN DEVELOPING THE PSPP.

02 // TARGET IMPORTANCE

THE SECOND STEP IS TO RATE THE IMPORTANCE OF EACH TARGET ON A SCALE. BASED ON THE OPPORTUNITIES AND THREATS IDENTIFIED AND DISCUSSED, THE PARTICIPANTS DETERMINE THE LEVEL OF IMPORTANCE TO BE GIVEN TO EACH TARGET.

02.2   DÉTERMINATION DE L'IMPORTANCE DES TARGETS

→   TARGET IMPORTANCE IS RATED ON A SCALE OF 0 TO 3.

Importance reflects the weight that participants give a target in the specific context of prioritization. It should not be based on measures already in place. Therefore, determining the importance of a target is in fact an act of dialogue between participants from different backgrounds, which should be focused on sharing and listening rather than debating.

Participants should be aware that rating the importance of a target is subjective. **IT IS BASED ON THE VALUES AND PERSPECTIVES OF EACH PARTICIPANT. THE VALUE OF THE EXERCISE LIES IN ENGAGING COLLECTIVE AND CONSTRUCTIVE REFLECTION THROUGH DIALOGUE, WHICH ALLOWS PARTICIPANTS TO COME TO A COMMON CONSENSUAL DECISION.**

"

CONSENSUS implies general agreement but not necessarily unanimity. It is not the result of a vote. Consensus is achieved when all members of a group agree with the decision made by the group. They may "not necessarily agree with each aspect of the solution while remaining comfortable with the overall proposal" (CCME, 2014).

Each target is rated according to its importance in the PSPP.
The group of analysts determines weights by consensus.

THE VALUE ASSIGNED BY CONSENSUS TO THE IMPORTANCE OF A TARGET IS ENTERED IN THE [IMPORTANCE OF THE TARGET] COLUMN.

For each target, the group of analysts must answer the following question:

ON A SCALE OF 0 TO 3, BASED ON THE OPPORTUNITIES AND/OR THREATS IDENTIFIED, WOULD FAILING TO REACH THIS TARGET BY 2030 HAVE NO IMPACT, OR MINOR, MODERATE OR MAJOR CONSEQUENCES FOR THE COUNTRY, REGION, LOCAL COMMUNITY OR ORGANIZATION CONCERNED?

0 POINT ▶ **NOT APPLICABLE**
This target does not apply to the country, region, local community or organization.

1 POINT ▶ **NOT VERY IMPORTANT**
Achieving this target is deemed to be of minor importance for the country, region, local community or organization.

2 POINTS ▶ **IMPORTANT**
Achieving this target is deemed to be important for the country, region, local community or organization.

3 POINTS ▶ **VERY IMPORTANT**
Achieving this target is deemed to be very important for the country, region, local community or organization.

FOR EXAMPLE, A TARGET DEEMED TO BE VERY IMPORTANT WOULD BE CHARACTERIZED BY THE PRESENCE OF MAJOR THREATS OR OPPORTUNITIES.

→ **PARTICIPANTS DETERMINE TARGET IMPORTANCE BY CONSENSUS. THIS ACTIVITY ENTAILS DIALOGUE BETWEEN PARTICIPANTS FROM DIFFERENT BACKGROUNDS, AND IT SHOULD BE FOCUSED ON SHARING AND LISTENING RATHER THAN DEBATING.**

02 // TARGET IMPORTANCE

GOOD PRACTICES

+ **TAKE A STEP BACK.**   Example: Is access to clean water really less important than public transportation?

+ **MANAGE YOUR TIME.** Set a time limit (10 minutes per target at most) and return to it if necessary.

+ **SKILLED FACILITATORS.** Before the exercise, train a group of facilitators who can answer participants' questions on understanding the SDGs and the targets, as well as on the tool's methodology.

// BEWARE OF
POTENTIAL BIAS

ALL TARGETS CANNOT BE RATED VERY IMPORTANT. The 17 SDGs and the 169 targets are the result of a long process of consultation and negotiation. The targets represent global SD priorities; therefore, they are all by definition fundamentally relevant. It is common for participants to rate a target as being very important when they first discover it. However, a high (3, very important) or low (1, not very important) rating must be justified by a threat or opportunity specific to the country, region, local community or organization studied.

→ **EXAMPLE :** : Target 2.3 concerning agricultural productivity can be very important in a region whose economy is primarily agriculture-based or is strongly impacted by climate change. Target 11.2 regarding access to transport systems, would be of little importance in communities that already have effective transportation.

IMPORTANCE IS NOT A FUNCTION OF PERFORMANCE. A target should not be deemed unimportant simply because the country, region, local authority or organization is already on track to meet the target. These two concepts should not be confused.

IMPORTANCE IS NOT A FUNCTION OF CAPACITY TO ACT OR AVAILABLE BUDGET. Even if the region, local authority or organization studied does not, a priori, have jurisdiction to act on a given target, this does not mean that achieving this target is not perceived as important by its population. In this case, indirect actions (advocacy, awareness-raising, etc.) can be considered.

IMPORTANCE MUST TAKE INTO ACCOUNT THE CULTURAL CONTEXT. Targets are global, but they are valued differently by different cultures.

BE MINDFUL OF LONG TARGET DEFINITIONS. Some targets have long descriptions listing numerous items. For example, Target 3.3 is to "end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases." Take only what is relevant to you. For example, this target can be deemed very important in a context where only malaria rates are high.

BE MINDFUL OF STRONG PERSONALITIES. It is important to avoid the pitfall of strong personalities who often take the floor, imposing their point of view and rating, and preventing others from expressing theirs. This bias can be reduced by ensuring a balanced composition of the working group. In addition, the group facilitator has a key role to play. They must ensure that speaking time is fairly distributed and that all points of view are taken into account in the final rating.

03 // CURRENT PERFORMANCE

WHAT IS THE CURRENT LEVEL OF TARGET ACHIEVEMENT?

ONCE THE IMPORTANCE OF ALL TARGETS HAS BEEN DETERMINED, IT IS TIME TO ASSESS PERFORMANCE TOWARD THEIR ACHIEVEMENT. PERFORMANCE ASSESSMENT MEASURES THE CURRENT LEVEL OF ACHIEVEMENT OF THE TARGETS IN THE JURISDICTION OR ORGANIZATION FOR WHICH THE PRIORITIZATION IS BEING CONDUCTED.

→ **ALLOW A FULL DAY FOR PERFORMANCE ASSESSMENT.**

CURRENT PERFORMANCE LEVEL IS RATED ON A SCALE OF 1 TO 4.

For each target, the group of analysts must answer the following question:

ON A SCALE OF 1 TO 4, WHAT IS THE CURRENT LEVEL OF PERFORMANCE OF THE COUNTRY, REGION, OR LOCAL AUTHORITY IN RELATION TO THE TARGET BASED ON PERFORMANCE INDICATORS?

NOTE : INDICATORS CAN BE THOSE PROPOSED BY THE UNITED NATIONS - ALREADY INCLUDED IN THE EXCEL SPREADSHEET - OR OTHER INDICATORS THAT ARE MORE SPECIFIC TO THE CONTEXT OF THE ANALYSIS.

1 POINT ▶ **CRITICAL - NOT AT ALL ACHIEVED**
The status of this target is considered critical; the situation is very uncomfortable and requires rapid corrective action.

2 POINTS ▶ **PROBLEMATIC - PARTIALLY ACHIEVED**
The status of this target is considered problematic; the situation is rather uncomfortable. Although some results can be witnessed on the ground, there is great room for improvement.

3 POINTS ▶ **PERFECTIBLE - IN THE PROCESS OF BEING ACHIEVED**
The status of this target is considered perfectible. The situation is comfortable but not perfect; there is still room for improvement.

4 POINTS ▶ **EXCELLENT - ACHIEVED**
The status of this target is considered excellent. The current situation is very comfortable, and the country, region or local authority stand as an example to be followed.

→ PERFORMANCE LEVEL IS AN OBJECTIVE VALUE BASED ON THE SITUATION AT THE TIME OF THE ASSESSMENT.

NOTE : DEPENDING ON THE NUMBER AND PROFILE OF PARTICIPANTS AND TIME ALLOCATED FOR THE PRIORITIZATION EXERCISE, PERFORMANCE ASSESSMENT CAN BE ASSIGNED TO A SMALLER GROUP OF EXPERTS.

03 // CURRENT PERFORMANCE

ONCE PERFORMANCE ON A TARGET HAS BEEN RATED, PARTICIPANTS MUST JUSTIFY THEIR ASSESSMENT BY DESCRIBING THE ACTIONS AND MEASURES THAT HAVE ALREADY BEEN PLANNED OR IMPLEMENTED BY THE COUNTRY, REGION OR LOCAL AUTHORITY AND THAT CONTRIBUTE TO THE ACHIEVEMENT OF THIS TARGET IN THE [DOCUMENTATION OF CURRENT PERFORMANCE AND DESCRIPTION OF MEASURES ALREADY IN PLACE] COLUMN.

In a sense, this explains the current performance level or the degree to which a target is achieved. If a target has been achieved, it should be possible to cite a number of positive elements that have already been implemented to this end.

// JUSTIFICATION

Participants use all the information available to them to document their assessment. They may mention :

→ The inclusion of issues associated with the target in the planning document(s);

→ Existing programs and strategies, and the organizations responsible;

→ The measures, projects and actions implemented in the territory;

→ The partners who are active on these issues;

→ Relevant statistics and monitoring indicators;

→ Funding available.

THE AGREED RATING OF 1 TO 4 IS ENTERED IN THE [CURRENT PERFORMANCE] COLUMN FOR EACH TARGET.
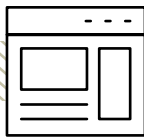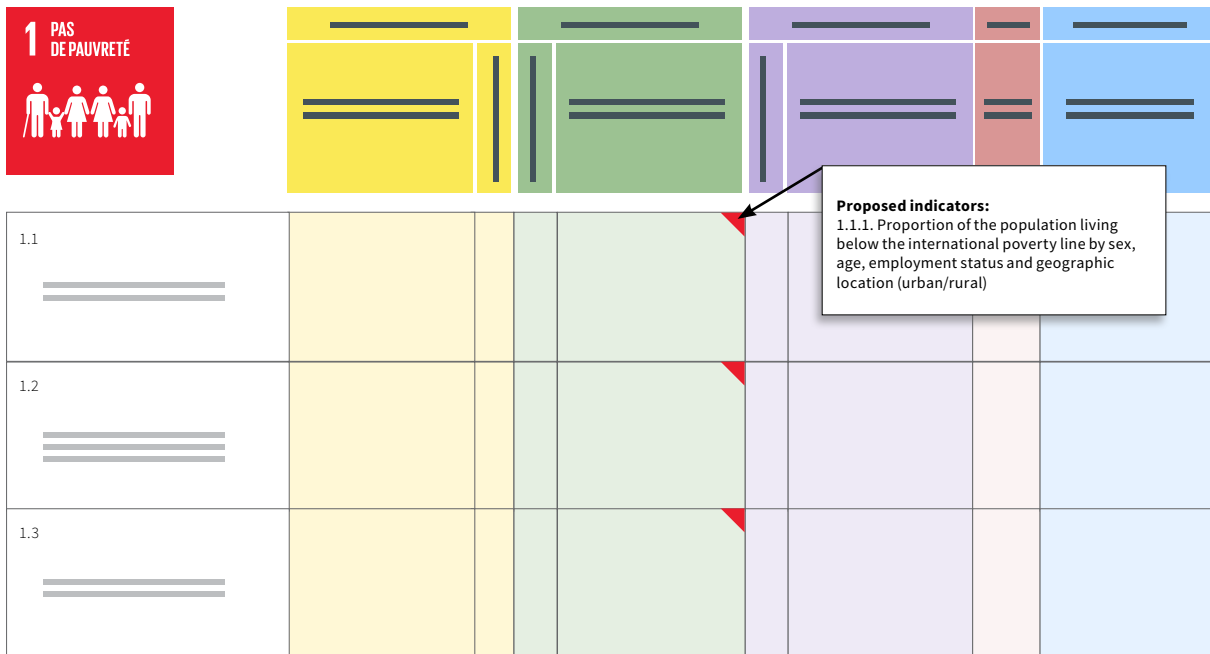
→ TO FACILITATE ASSESSMENT, THE TARGET INDICATORS PROPOSED IN THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT ARE DISPLAYED IN A COMMENT BOX IN THE [CURRENT PERFORMANCE] COLUMN.

FIGURE

03.0

SDG 1 - End poverty in all its forms everywhere

Proposed indicators:
1.1.1. Proportion of the population living below the international poverty line by sex, age, employment status and geographic location (urban/rural)

03 // CURRENT PERFORMANCE

GOOD PRACTICES

IN THE PROCESS OF CONSENSUS BUILDING, ALL PARTICIPANTS MUST BE ABLE TO EXPRESS THEIR OPINIONS.

// BEWARE OF
POTENTIAL BIAS

RATE IMPORTANCE AND PERFORMANCE INDEPENDENTLY. It is best to rate the importance of all targets and then proceed to the performance assessment process in order to avoid confusion between the two.

BE HUMBLE AND OBJECTIVE. The more objective the performance assessment, the more useful the results of the prioritization exercise will be. Avoid being overly critical or overly complacent in your performance assessment.

PANEL OF EXPERTS. Depending on the number and profile of participants and time allocated for the prioritization exercise, performance assessment can be assigned to a smaller group whose members have the expertise required to assess the performance in relation to each target as objectively as possible. However, the group must thoroughly document and justify their assessment before presenting it to all participants.

NO ONE IS A PROPHET IN THEIR OWN LAND. In consensus building, all participants must be able to express their opinions. Although an expert may have specialized knowledge in a given area and be invited to act in this quality to provide a more objective view of the status of a target, their judgment may nonetheless be biased.

> → **EXAMPLE :** A senior official of the Ministry of Health and Social Services might overestimate the performance in relation to SDG 3 targets (Good Health and Well-Being), because they are in a conflict of interest. In all cases, the level of performance in relation to a target must be well justified, argued and documented..

THE IMPLEMENTATION OF DEVELOPMENT PROJECTS, OR THE PRESENCE OF NUMEROUS ORGANIZATIONS WORKING IN A GIVEN FIELD, IS NOT SUFFICIENT EVIDENCE OF TARGET ACHIEVEMENT.

> → **EXAMPLE :** Increased government funding for school construction does not necessarily mean that access to education targets are being met.

PAY CAREFUL ATTENTION TO UNDERSTANDING THE TARGETS. Some targets may refer to concepts that are new or unfamiliar to participants. Reading the United Nations indicators for target achievement will help to understand the target and determine its level of achievement.

> → **EXAMPLE :** "Promote public procurement practices that are sustainable" (target 12.7) requires more than bare compliance with existing legislation..

04 // JURISDICTION ANALYSIS

AT WHAT LEVEL OF GOVERNANCE ARE FOUND THE ENTITIES WITH **POWER** AND **RESPONSIBILITY**?

04.1

IDENTIFYING JURISDICTION

**04.2**

STRENGTHS AND WEAKNESSES

THE JURISDICTION VALUE MUST BE ENTERED IN THE [JURISDICTION] COLUMN.

04.1

IDENTIFYING
JURISDICTION

-

It is strongly recommended to base the jurisdiction analysis on the legislation applicable in the country concerned and to have it conducted by a team of experts in the field ahead of the prioritization workshop. This will ensure the accuracy of the analysis and save time during the prioritization exercise: it is not useful to involve all participants in this analysis.
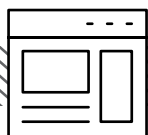
→ THE VALUES OF 1 TO 4 ARE USED TO IDENTIFY THE LEVELS OF GOVERNMENT THAT HAVE JURISDICTION BASED ON THE FOLLOWING SITUATIONS.

04 // JURISDICTION ANALYSIS

04.1

IDENTIFYING JURISDICTION (CONT.)

-

This analysis can be conducted by the coordination team and experts from the government departments responsible for planning, territorial administration, and so on. The results regarding jurisdiction can be used for other SDG target prioritization exercises for the same country.

IT IS NOT USEFUL TO INVOLVE ALL PARTICIPANTS IN THIS ANALYSIS.

IN THE [JURISDICTION] COLUMN, ENTER THE ESTIMATED NATIONAL, REGIONAL, OR LOCAL GOVERNMENT JURISDICTION (AS APPROPRIATE) FOR ACTING ON EACH OF THE TARGETS.

1 POINT

1

EXCLUSIVE LOCAL JURISDICTION

Local authorities have full jurisdiction to act on this target and to do so in a direct, effective and appropriate manner.

2 POINTS

2

SHARED LOCAL-STATE JURISDICTION

Local governments have some authority to act on this target, but their jurisdiction over the matter concerned is shared with the state. However, local authorities have a capacity to act directly, in collaboration with other actors.

3 POINTS

3

STATE JURISDICTION WITH IMPLEMENTATION SUPPORT FROM LOCAL AUTHORITIES

Matters relating to this target are mainly within the jurisdiction of the central government. However, it can delegate strategy, program, and action implementation to the local level. Local authorities have some capacity for action on the ground, but no decision-making power.

4 POINTS

4

EXCLUSIVE STATE JURISDICTION

The central government has exclusive jurisdiction over matters relating to this target. Local authorities have no capacity for action, but they can sometimes influence priority setting through representation at the national level.

04 // JURISDICTION ANALYSIS

04.2

STRENGTHS AND WEAKNESSES

-

Strengths and weaknesses refer to actual capacity for action on the ground. Combined with jurisdiction, they make it possible to determine the levers available to the country, region, community or organization for dealing with the issues raised.

This section, to be filled in by the participants (or the team of experts), specifies, for example:

+ The nature of capacities according to implementation level (territorial or organizational);

+ The human, financial, and technical resources available;

+ The partners who are able to act on the target;

+ The nature of the state-local government relationship as regards target issues, etc.

STRENGTHS - INTERNAL FACTORS THAT MAY BE OF PARTICULAR IMPORTANCE IN ADDRESSING THE TARGET, SUCH AS HUMAN, FINANCIAL, AND MATERIAL RESOURCES.

WEAKNESSES - INTERNAL FACTORS THAT MAY WEAKEN ACTION EFFECTIVENESS SUCH AS LACK OF EXPERIENCE, FUNDING, APPROPRIATE CONTACTS, CAPACITY, ETC.

→ STRENGTHS AND WEAKNESSES MUST REFER TO ACTORS' ACTUAL CAPACITY FOR ACTION ON THE GROUND.

THE [STRENGTHS AND WEAKNESSES] COLUMN IS USED TO MAKE A RECORD OF THE INFORMATION DISCUSSED BY THE PARTICIPANTS AND EXPERTS.

04.2

STRENGTHS AND WEAKNESSES (CONT.)

-

// ORGANIZATIONS

THE CASE OF ORGANIZATIONS

Although the SDG-TPG is a universal tool, identifying jurisdiction concerns more specifically local, regional and state governments.

Nevertheless, the same idea applies when SDG target prioritization is done for an organization or a company: Does my organization or company have full capacity to act on the target? What are the direct or indirect actions that can be included in my organization's sustainable development strategy? An organization having all the tools necessary to act on a given target, for example, would be given a value of 1 for jurisdiction.

In all cases, it is very important to identify the strengths and weaknesses of the organization or company insofar as they inform appropriate courses of action.
Knowledge of the organization's strengths and weaknesses is relevant for proposing appropriate courses of action.

05 // TARGET PRIORITIZATION

PRIORITY LEVEL IS AUTOMATICALLY DETERMINED BY THE TOOL ACCORDING TO THE TARGET'S IMPORTANCE AND CURRENT PERFORMANCE.

In general, the more important a target is and the poorer the performance in relation to it, the higher its priority will be. Action strategies will therefore have to be implemented urgently. Conversely, for less important targets that are effectively being met, the priority level will be lower.

FIGURE

05.0
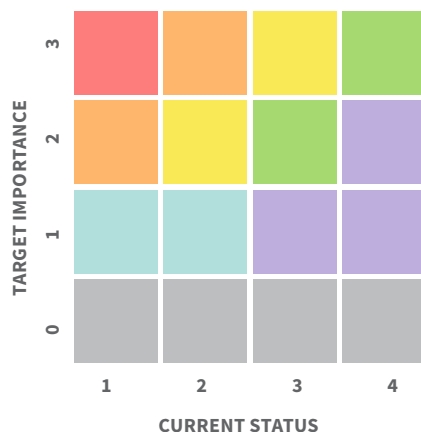
| | Requires immediate action |
URGENT	Requires immediate action
PRIORITY	Requires action over a 0 to 3-year horizon
MEDIUM-TERM	Requires action over a 3 to 7-year horizon
LONG-TERM	Requires action over a 7 to 15-year horizon
TO BE CONSOLIDATED	Requires action to maintain the current performance level
NON-PRIORITY	No specific actions
IRRELEVANT	No specific actions
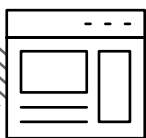
THE [ACTION STRATEGIES THAT CAN CONTRIBUTE TO THE ACHIEVEMENT OF THE TARGET] COLUMN IS INCLUDED IN THE SDG-TRG TO PROVIDE SUGGESTIONS OF ACTION STRATEGIES THAT CAN CONTRIBUTE TO THE ACHIEVEMENT OF THE TARGET.

SUCH SUGGESTIONS ARE ESSENTIAL FOR TARGETS THAT ARE RATED AS "URGENT," "PRIORITY," OR " TO BE CONSOLIDATED."

THE PRIORITY LEVEL IS AUTOMATICALLY SPECIFIED IN THE TARGET COLUMN AND THE TABLE IN THE [RESULTS] TAB.

Although the SDG-TPG includes suggestions for target prioritization, it is essential that individuals in charge make their own interpretation of the results. The tool is not intended to replace expert judgment but to support decision making.

In response to the prioritization, participants are invited to propose actions to achieve the targets. These proposals can be strategic (inclusion in a national, local or sectoral strategy) or practical (implementation of programs or projects). They can also draw on initiatives taken by other countries, good practices, the literature, personal knowledge and experience, etc.
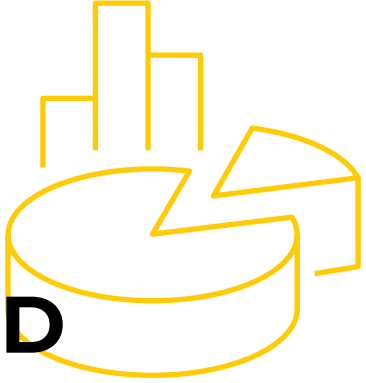
At this point, all participant proposals for actions to improve target achievement should be entered in the tool, regardless of feasibility criteria. Planners can subsequently analyze their feasibility or impact. At this stage, it is more important to gather a set of ideas and courses of action from participants. For the time being, what is needed from participants is to put forward ideas and avenues for action.

// GOOD PRACTICES

PROPOSING AVENUES FOR ACTION AT ANY TIME: Prioritization participants are invited to suggest avenues for action at any point in the process to make sure that all good ideas arising from discussions are recorded in the grid. They don't have to wait until the end of the process to formulate action strategies. However, **IT IS IMPORTANT TO DEVELOP ACTION STRATEGIES FOR ALL TARGETS CONSIDERED TO BE IN NEED OF "URGENT" OR "PRIORITY" ACTION OR "CONSOLIDATION."**

06 //

ANALYSIS AND INTERPRETATION OF RESULTS

Various outputs are automatically generated by the SDG-TPG. These are intended to synthesize information and support decision making regarding the prioritization of the SDG targets and subsequent planning. The grid also contains graphs which facilitate accountability and communication of prioritization results.

THE RESULTS ARE DIFFERENT IN NATURE AND PURPOSE. THEY INCLUDE:

6.1 RESULTS SUMMARY, PROVIDING A COMPREHENSIVE VIEW OF THE PRIORITIZATION PROCESS BASED ON THE 17 SDG AND PRIORITY LEVELS.

6.2 DETAILED RESULTS, REPORTING THE RESULTS OF THE ANALYSIS FOR EACH OF THE 169 TARGETS AND PROVIDING ALL THE INFORMATION THAT INDIVIDUALS IN CHARGE OF PLANNING WILL NEED.

6.3 GRAPHS BY SDG, PRESENTING A GRAPHICAL OVERVIEW OF TARGET PRIORITIZATION WITHIN A GOAL.

06.1

RESULTS SUMMARY

-

These results provide an overview of the prioritization carried out. It is possible to visualize how many priority targets there are both per SDG and for the 2030 Agenda for Sustainable Development as a whole, and the "5 Ps" that it focuses on, i.e., POPULATION (SDGs 1-7), PROSPERITY (SDGs 8-12), PLANET (SDGs 13-15), PEACE (SDG 16) and PARTNERSHIPS (SDG 17).

Since it is automatically generated, the table can be readily presented to participants at the end of the prioritization workshop as a preliminary result of the exercise. It is also useful to refer to it during the analysis to help participants step back from it. As mentioned earlier, the proposed process is iterative, and it is possible to go back over the steps completed in order to make changes as needed.

NOTE : A REVIEW OF THE RESULTS IN THE [RESULTS SUMMARY] TAB MAY SHOW THAT ALL THE TARGETS ANALYZED ARE URGENT OR CALL FOR PRIORITY ACTION. IN THIS CASE, IT WOULD BE APPROPRIATE FOR PARTICIPANTS TO REVIEW THEIR RATINGS TO ENSURE BETTER DISCRIMINATION. (SEE FIGURE 6.1)

FIGURE

06.1

RESULTS SUMMARY

	169	169	0	169	0	0	0	0	0	0
SDG 1	7	7		7						
SDG 2	8	8		8						
SDG 3	13	13		13						
SDG 4	10	10		10						
SDG 5	9	9		9						
SDG 6	8	8		8						
SDG 7	5	5		5						
...	12	12		12						

06 // ANALYSIS AND INTERPRETATION OF RESULTS

06.1

RESULTS SUMMARY (CONT.)

-

IT IS USEFUL TO MAKE SOME PRELIMINARY OBSERVATIONS FOR THE PURPOSE OF ANALYSIS AT THIS STAGE.

FOR EXAMPLE:

+ Are there mostly urgent or priority targets in any of the five dimensions of the 2030 Agenda (population, prosperity, planet, peace, partnerships)? Are urgent and priority targets evenly distributed among the SDGs?

+ What is the nature of the priorities (e.g., target 6.1, universal access to safe drinking water, requires consolidation but target 6.3, improving water quality, is urgent)?

+ Are there inconsistencies in the results? If so, go back to problem targets and question the justifications provided for importance and performance.

+ Has prioritization been successful, or are too many targets considered urgent? The goal of the exercise is to prioritize the targets. There are bound to be some targets that are more urgent than others.

+ Might the targets of certain SDGs (e.g., SDG 5, gender equality) have been underestimated?

+ What are the relationships, synergies, common issues between the different urgent/priority targets? Etc

06.2

DETAILED RESULTS

-

THE AUTOMATICALLY GENERATED RESULTS PROVIDED IN THE [DETAILED RESULTS] TAB ARE PRESENTED IN A TABLE INCLUDING FOUR SECTIONS

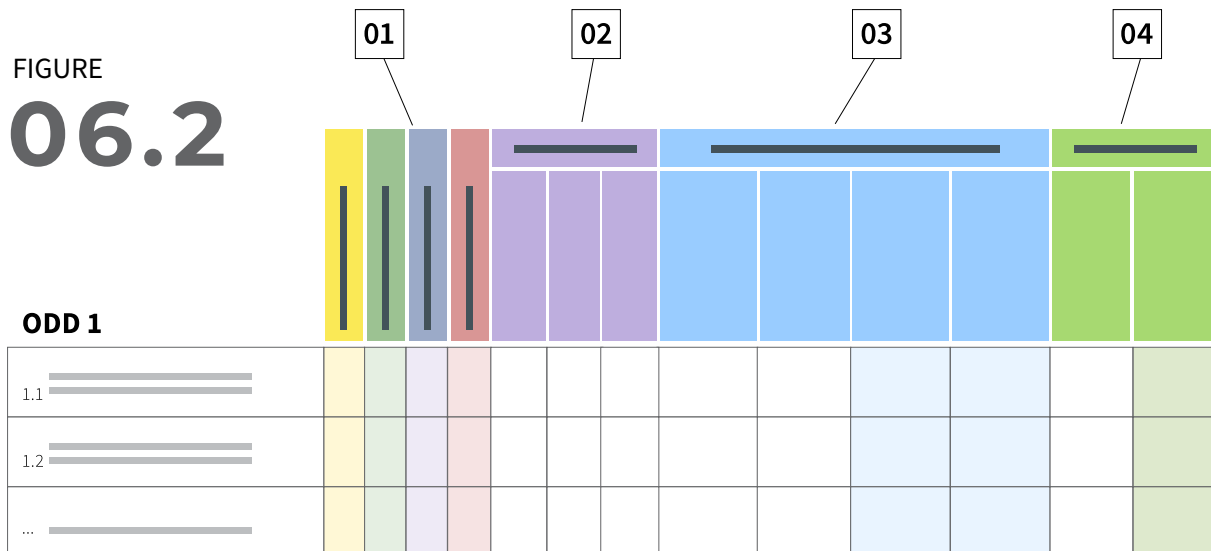**01**. **PRIORITY LEVEL**

02. SDG LOCALIZATION

(ARTICULATION BETWEEN LOCAL AND NATIONAL PLANNING LEVELS)

03. AVENUES FOR ACTION

04. STRENGHTS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

FIGURE

06.2

ODD 1

06 // ANALYSIS AND INTERPRETATION OF RESULTS

01

SECTION 01. [DETAILED RESULTS] TAB

PRIORITY LEVEL

The first section contains the target importance and current performance values assigned, as well as jurisdiction. This is where the priority level generated by the tool is found.

02

SECTION 02. [DETAILED RESULTS] TAB

SDG LOCALIZATION

The second section includes information on "SDG localization" and therefore potential target integration at the local level. The objective is to stimulate reflection on the direct/indirect levers for action and the role of the local and national authorities in the implementation of actions contributing to the achievement of each target. These results indicate to local planners what should be considered in the local development plan, and to national planners what should be achieved at the national level, as well as warranted state and local government joint action.

The same approach applies to organizations: what are the direct action strategies that can be included in a sustainable development strategy? What are the indirect levers available to the organization?

To do this, the tool generates proposals relating to the following three questions, according to the level of priority assigned and jurisdiction analysis:

+   SHOULD THE TARGET BE INCLUDED IN PLANNING DOCUMENTS?

+   WHAT TYPE OF ACTIONS SHOULD BE IMPLEMENTED AT THE LOCAL LEVEL?

+   WHAT TYPE OF ACTIONS SHOULD BE IMPLEMENTED AT THE NATIONAL LEVEL?

03

SECTION 03. [DETAILED RESULTS] TAB

AVENUES FOR ACTION

The third section deals with action strategies. The information collected during the analysis is automatically presented according to what is mentioned for each of the SDG targets, namely:

→ **THE MEASURES AND ACTIONS ALREADY IN PLACE**

→ **ACTION STRATEGIES PROPOSED DURING ANALYSIS THAT CAN CONTRIBUTE TO THE ACHIEVEMENT OF THE TARGET.**

This results section is intended to provide an overview of the proposals made by participants during analysis. It can also be enhanced by adding the new avenues for action toward target achievement that emerged during the analysis of the results.

As a next step, possible relationships with other targets can be entered in the [SYNERGIES AND INTERACTIONS WITH OTHER TARGETS] COLUMN. These interactions can contribute to the progress or achievement of other targets (synergy) or have detrimental effects on other targets (antagonism).

04

SECTION 04. [DETAILED RESULTS] TAB
STRENGHTS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT)

ANALYSIS

The fourth section groups together the (internal) strengths and weaknesses and (external) opportunities and threats identified during the prioritization workshop. SWOT analysis is particularly useful in the planning.

For example, several targets relating to one or more SDGs may have similar strengths and opportunities. Well synthesized, SWOT analysis results support integrated planning around strategic focus areas that are appropriate for the territory under study.

These data DO NOT in and of themselves make up a sustainable development plan, but they provide planners with a summary of pertinent information for the purpose of planning. It is up to the planners to make the most of the information presented under the [DETAILED RESULTS] TAB, which is the result of the reflections, debates and discussions of all the participants in the SDG target prioritization process. Section 4 proposes a methodology for how to leverage these results.

FIGURE

06.2

Priority level			1	
Urgent action	Should the target be included in local planning documents?	Inclusion in LPD is a priority	
	What sort of actions must be taken at the local level?	Implementation of structuring and targeted actions	Implem
	What sort of actions must be taken at the national level?	Direct, meaningful, and urgent financial, technical and human support from the state for local actions	Direct, meaningful, an
Priority action	Should the target be included in local planning documents?	Inclusion in LPD is necessary	
	What sort of actions must be taken at the local level?	Implementation of structuring and focused actions	Implem
	What sort of actions must be taken at the national level?	Direct support from the state and immediate collaboration between the state and local levels	Direct support fr
Medium-term action	Should the target be included in local planning documents?	Inclusion in LPD is desired	
	What sort of actions must be taken at the local level?	Implementation of targeted action	
	What sort of actions must be taken at the national level?	Financial, technical and human support from the state for local actions	Support from th
Long-term action	Should the target be included in local planning documents?	Inclusion in LPD	
	What sort of actions must be taken at the local level?	Identifying opportunities for targeted action	Id
	What sort of actions must be taken at the national level?	Long-term direct financial, technical and human support for local authorities	Long-term planning of
Consolidation	Should the target be included in local planning documents?	Mention in LPD is desirable	
	What sort of actions must be taken at the local level?	Consolidation and enhancement of actions already in place	Consolidati
	What sort of actions must be taken at the national level?	None	Maintaining or a
Non-priority action	Should the target be included in local planning documents?	No	
	What sort of actions must be taken at the local level?	Enhancement of actions already in place	E
	What sort of actions must be taken at the national level?	None	Maintaini
Irrelevant	Should the target be included in local planning documents?	No	
	What sort of actions must be taken at the local level?	None	
	What sort of actions must be taken at the national level?	None	
			1	

SDG LOCALIZATION

Jurisdiction		
2	3	4
Inclusion in LPD is a priority	Inclusion in LPD is a priority	No
mentation of structuring and targeted actions	Identifying opportunities for targeted action	Sustained advocacy with the state for consideration of local needs
d urgent financial, technical and human support from the state for local actions	Immediate and structuring intervention by the state and consideration of local specificities	Immediate and structuring intervention by the state
Inclusion in LPD is necessary	Inclusion in LPD	No
mentation of structuring and focused actions	Identifying opportunities for targeted action	Identifying opportunities for targeted action
rom the state and immediate collaboration between the state and local levels	Rapid and structuring intervention by the state and consideration of local specificities	Rapid and structuring intervention by the state
Inclusion in LPD is desired	No	No
Implementation of targeted action	None	None
he state and collaboration between the state and local levels	Support from the state and collaboration between the state and local levels	Direct state intervention
Mention in LPD is desirable	No	No
entifying opportunities for targeted action	None	None
targeted actions in collaboration with local authorities	Long-term planning of targeted actions in collaboration with local authorities	Long-term anticipation and planning of direct state action
No	No	No
ion and enhancement of actions already in place	Enhancement of actions already in place	None
cceleration of current collaboration with local authorities	Maintaining or acceleration of current collaboration with local authorities	Maintaining or acceleration of actions currently implemented on the national level
No	No	No
nhancement of actions already in place	Enhancement of actions already in place	None
ng of current collaboration with local authorities	Maintaining of current collaboration with local authorities	Maintaining of actions currently implemented on the national level
No	No	No
None	None	None
None	None	None
2	3	4
Jurisdiction		

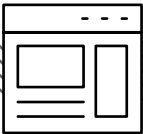# 06 // ANALYSIS AND INTERPRETATION OF RESULTS

06.3

GRAPHS PER SDG

-

THE SDG-TPG PROVIDES A LARGE AMOUNT OF INFORMATION THAT MUST BE INTERPRETED, ANALYZED AND USED CORRECTLY IN ORDER TO DEVELOP SUSTAINABLE DEVELOPMENT PLANS AT DIFFERENT LEVELS: ORGANIZATIONAL, LOCAL, NATIONAL OR REGIONAL.

PRIORITIZATION IS NOT AN END IN ITSELF. IT MUST BE INTEGRATED INTO A MORE GLOBAL APPROACH SUCH AS THE DEVELOPMENT AND IMPLEMENTATION OF A POLICY, STRATEGY AND PROGRAM.

The purpose of the results is to determine, from the data provided by the SDG-TPG, the following plan components:

→ **VISION STATEMENT**

→ **STRATEGIC FOCUS AREAS**

→ **KEY OBJECTIVES**

→ **ACTIONS THAT CAN CONTRIBUTE TO THE ACHIEVEMENT OF THESE OBJECTIVES**

→ THE PRIORITIZED TARGETS ARE DISTRIBUTED AND
REPRESENTED IN 17 PIE CHARTS. [GRAPH PER SDG] TAB.

FIGURE

06.3

URGENT

PRIORITY

MEDIUM-TERM

LONG-TERM

TO BE CONSOLIDATED

NON-PRIORITYNON

IRRELEVANT

INCOMPLETE

06 // ANALYSIS AND INTERPRETATION OF RESULTS

LEVERAGING RESULTS

The OIF's Sustainable development goal target prioritization grid makes it possible to collect a large amount of information that must be interpreted, analyzed and used correctly in order to develop a sustainable development plan.

The grid proposes a methodological framework (see Appendix) that invites reflection, based on the information provided by the SDG-TPG, on the drafting of a **VISION** statement, outlining **STRATEGIC FOCUS AREAS**, identifying key **OBJECTIVES**, and formulating **ACTIONS** that contribute to the achievement of each **PRIORIZED TARGET**.

+ VISION // FIRST DETERMINE A TIME HORIZON AND DESCRIBE THE DEVELOPMENT METHOD AND LEVEL

+ STRATEGIC FOCUS AREAS // FOCUS AREAS ARE OVERARCHING THEMES OR THE MAIN DRIVERS OF SUSTAINABLE DEVELOPMENT IN THE TERRITORY STUDIED

+ OBJECTIVES // THE OBJECTIVES OF THE PLAN STEM FROM THE VISION AND STRATEGIC FOCUS AREAS

// NOTE

"The use of the SDG-TPG provides a "cellular" (single target) level view of SDGs. The objective is to group the targets related to the same issues or lines of action, and to move to the "tissue level" (strategic focus areas, projects, programs).

THERE IS NO SINGLE METHOD TO ACHIEVE THIS: PLANNING IS NOT AN EXACT SCIENCE, THERE IS NO MATHEMATICAL FORMULA.

06 // ANALYSIS AND INTERPRETATION OF RESULTS

A VALUABLE DECISION-MAKING TOOL

LEVERAGING RESULTS IS NOT AN EXACT SCIENCE, AND NO TOOL CAN REPLACE THE EXPERTISE OF PLANNERS IN DEVELOPING THE VISION, STRATEGIC FOCUS AREAS, OBJECTIVES, ACTIONS AND INDICATORS NEEDED. THE SDG-TPG IS A DECISION-MAKING TOOL: IT PROVIDES PLANNERS WITH A SET OF RELEVANT DATA, A DETAILED DIAGNOSIS OF THE PROGRESS MADE IN ACHIEVING THE SDGS AND A PRIORITIZATION OF TARGETS, ALL OF WHICH ARE NECESSARY FOR THE DRAFTING OF A SUSTAINABLE DEVELOPMENT PLAN, WHETHER AT THE NATIONAL, REGIONAL, LOCAL OR ORGANIZATIONAL LEVEL.

THE [LEVERAGING THE RESULTS] TAB OF THE SDG-TPG PROVIDES A SUMMARY TABLE DESIGNED TO GUIDE PLANNERS IN DEVELOPING THE VISION, STRATEGIC FOCUS AREAS, OBJECTIVES, ACTIONS AND INDICATORS.

06.4
ACTIONS AND INDICATORS
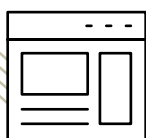
→ ACTIONS (PROGRAMS, PROJECTS, OR OTHER TYPES OF INITIATIVES) INCLUDE THE FULL RANGE OF ACTIVITIES THAT WILL MAKE IT POSSIBLE TO ACHIEVE THE PLAN'S OBJECTIVES.

Some actions will be new, others will be a continuation of actions already planned or underway. Some will be the result of collaboration between several actors, others will lie within the mandate of one organization. Overall, it is the harnessing and pooling of levers for action that will add value to the collective approach (relevant information included in the SDG-TPG tool: levels of authority, available resources, strengths/weaknesses of organizations/territories).

Several actions can contribute to the achievement of the same objective. Similarly, in the context of an integrated approach to sustainable development, one action can achieve several SDG objectives and/or targets in different strategic focus areas.

Planners can draw on the actions and strategies proposed by participants during the prioritization exercise. This information is available under the [SDG-TPG RESULTS] TAB. The action is defined by its description, but also by the indicators that measure the changes it produces, its time frame, the resources allocated to it, and the people or organizations responsible for its implementation.

06 // ANALYSIS AND INTERPRETATION OF RESULTS

06.4.1

VISION

→ ALL ACTIONS INCLUDED IN THE DEVELOPMENT PLAN SHOULD BE CONSISTENT WITH THE VISION.

The vision is a description of the desired method and level of development over a long time horizon. Prior to wording a vision statement, one must determine the time horizon and describe the desired future. The time horizon can be, for example, that of the 2030 Agenda for Sustainable Development (Agenda 2030) or Agenda 2063 for the African continent.

For the purpose of drafting a vision statement, planners can draw on the vision statements of these two agendas, while putting them within the perspective of the prioritization results, including the issues identified by the participants. It is important to target paradigm shifts, structural transformations in consumption and production patterns, and to think about new approaches to development within the framework of the government's vision, if there is one.

// ASPIRATIONS AND AMBITIONS

EXAMPLE : IN THEIR LOCAL COMMUNITY INTEGRATED PLANNING PROCESS FOR SUSTAINABILITY, THE CITY OF RIVIÈRE-DU-LOUP (QUEBEC, CANADA) AND ITS CITIZENS DEVELOPED THE FOLLOWING VISION : **"IN 2050, RIVIÈRE-DU-LOUP STANDS AS AN EXAMPLE OF SUSTAINABLE URBAN DEVELOPMENT, COMBINING EXCEPTIONAL QUALITY OF LIFE, JUDICIOUS AND OPTIMIZED USE OF RESOURCES AS WELL AS THE CONSERVATION AND ENHANCEMENT OF NATURAL SPACES AND HERITAGE IN A VIBRANT COMMUNITY RECOGNIZED FOR THE COMMITMENT OF ITS MEMBERS OF ALL GENERATIONS."**

06.4.2

STRATEGIC FOCUS AREAS

The strategic focus areas are general core development themes, such as the enhancement of tourist attractions or youth employment and activity. These are overarching themes, or the main drivers of sustainable development in the territory under study. Consider the urgent, priority and consolidation targets. Several of these targets, which may relate to different SDGs, share the same issues (THREATS AND OPPORTUNITIES), causes, are strongly linked, or require the same types of actions.

→ Group urgent/priority targets that address similar issues or have similar avenues for action.

→ Pay particular attention to synergies between targets.

→ Identify the four or five key strategic focus areas (or drivers of sustainable development) of the country, region or local community under study. A focus area is not necessarily an SDG.

→ Remember that a strategic focus area is not necessarily an SDG (e.g., infrastructure, capacity building, vulnerability to climate change, natural resource degradation, inequality, youth employment, energy).

❝ AGENDA 2063: VISION FOR 2063

NOS ASPIRATIONS POUR L'AFRIQUE QUE NOUS VOULONS :

1. A PROSPEROUS AFRICA BASED ON INCLUSIVE GROWTH AND SUSTAINABLE DEVELOPMENT.
2. AN INTEGRATED CONTINENT, POLITICALLY UNITED AND BASED ON THE IDEALS OF PAN-AFRICANISM AND THE VISION OF AFRICA'S RENAISSANCE.
3. AN AFRICA OF GOOD GOVERNANCE, DEMOCRACY, RESPECT FOR HUMAN RIGHTS, JUSTICE AND THE RULE OF LAW.
4. A PEACEFUL AND SECURE AFRICA.
5. AN AFRICA WITH A STRONG CULTURAL IDENTITY, COMMON HERITAGE, SHARED VALUES AND ETHICS.
6. AN AFRICA, WHOSE DEVELOPMENT IS PEOPLE-DRIVEN, RELYING ON THE POTENTIAL OF AFRICAN PEOPLE, ESPECIALLY ITS WOMEN AND YOUTH, AND CARING FOR CHILDREN.
7. AFRICA AS A STRONG, UNITED, RESILIENT AND INFLUENTIAL GLOBAL PLAYER AND PARTNER.

SOURCE: AFRICAN UNION

06 // ANALYSIS AND INTERPRETATION OF RESULTS

06.4.3

OBJECTIVES

→ THE OBJECTIVES OF THE PLAN STEM FROM THE VISION AND STRATEGIC FOCUS AREAS.

They can cover different aspects of the strategic focus areas and address in a more specific manner certain issues that participants have identified and deemed to be priorities through the SDG-TPG (urgent and priority targets, and targets to be consolidated). Targets should be simple, measurable, achievable, realistic and time-bound (SMART). They reflect the directions and priorities for which action is desired. The 2030 Agenda for Sustainable Development and Agenda 2063 are good references for content and wording of objectives.

FIGURE

06.4

CULTURAL CONTEXT

OBJECTIVES OF THE PROCESS

ISSUES

OPPORTUNITIES AND THREATS

STRENGTHS AND WEAKNESSES

AVENUES FOR ACTION

LEVEL OF IMPORTANCE

JURISDICTION

PRIORITY LEVEL

GOOD PRACTICES

+ Based on the detailed analysis of the results, highlight the urgent and/or priority targets.

+ Identify similarities between the issues (opportunities, threats), strengths and weaknesses of these targets.

+ Outline the synergies or positive/negative interactions between the urgent and/or priority targets.

+ Group the targets with the most synergies or common issues into strategic areas of focus (five at most).

+ For each focus area, formulate detailed objectives to be achieved. They can be directly inspired by the wording of SDGs or targets.

+ List all the proposed avenues for action and formulate structuring actions or projects that will help to achieve the objectives. Give priority to actions that are conducive to meeting several objectives. Beware of rebound effects: an action may have negative effects on other targets or objectives, etc.

ORGANIZATION OF INFORMATION

RESULTS SUMMARY

VISION

STRATEGIC FOCUS AREAS

OBJECTIVES

ACTIONS AND INDICATORS

PSPP

POLICIES

STRATEGIES,

PROGRAMS,

SUSTAINABLE

DEVELOPMENT

PROJECTS

AT THE HEART OF THE PROCESS

CONCLUSION

VERY EARLY ON, AT THE HEART OF THE PROCESS THAT LED TO THE ADOPTION, THE IFDD UNDERSTOOD THE NEED TO BUILD A STRUCTURED APPROACH, FACILITATED BY A SPECIALIZED TOOL, IN ORDER TO ENABLE STAKEHOLDERS TO CHOOSE THEIR OWN PRIORITIES WITHIN THE REFERENCE FRAMEWORK OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT, ITS 17 SUSTAINABLE DEVELOPMENT GOALS AND THEIR 169 TARGETS. **THE IFDD WAS ABLE TO MOBILIZE THE NECESSARY EXPERTISE TO DESIGN AND PRODUCE THIS TOOL ALONG WITH A DESCRIPTION OF THE PROCESS SURROUNDING ITS USE.**

The Sustainable development goal target prioritization grid (SDG-TPG) was developed in this context and with this purpose in mind. It allows development actors at different levels - regional, national, territorial, local and even sectoral and organizational - to collectively build consensus on their development priorities in the spirit of the 2030 Agenda for Sustainable Development, that of a poverty-free world, a healthy planet and an inclusive development that leaves no one behind.

The SDG-TPG has been tested at every scale and has fully met user expectations.

However, it is important to take time to leverage the results that it generates in order to make the most of the extensive information produced. The methods and approaches provided by the designers in this user manual are the best guidelines for organizing this vast amount of data.

As such, the process enables each person to act, at their own level, toward the desired development while participating more broadly in shaping the future that we want.

In addition to those directly involved in the development of the SDG-TPG, a large number of experts from various countries and local communities have contributed comments and suggestions that have improved its user-friendliness and usefulness, which cuts across silos.

WE WISH TO EXPRESS OUR DEEPEST GRATITUDE TO EVERY ONE OF THEM.

APPENDIX

METHODOLOGICAL FRAMEWORK OBJECTIVES, ACTIONS AND INDICATORS

In the planning process, each action should be accompanied by an indicator, either a quantitative or qualitative measure that allows for the observation of changes in relation to the desired result.

IN THIS SENSE, IT WOULD BE GOOD PRACTICE TO DEFINE, FOR EACH ACTION :

+   The objective derived from the strategic focus area corresponding to the action;

+   The indicator(s) to measure change;

+   The current status of the indicator;

+   The SDG targets concerned and their priority level;

+   The timeframe(s);

+   The resources required;

+   The person or organization responsible.

The following is an example of a strategic planning structure including the vision, strategic focus, three objectives and nine actions.

VISION STATEMENT			
STRATEGIC FOCUS AREA #1			
OBJECTIVE #1	ACTIONS	INDICATORS	# SDG TARGETS ADDRESSED
OBJECTIVE #2	**ACTION 1** **ACTION 2** **ACTION 3**		
OBJECTIVE #3	**ACTION 4** **ACTION 5** **ACTION 6**		
	ACTION 7 **ACTION 8** **ACTION 9**		

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