
*THE RECPNET WE WANT: ALIGNING THE
GLOBAL NETWORK WITH THE 2030 AGENDA
FOR SUSTAINABLE DEVELOPMENT*

Prepared by



Global Organizational Learning
and Development Network

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CHAPTER I: UNDERSTANDING THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

1.1 2015: A TURNING POINT FOR SUSTAINABILITY

The last few years have seen an unprecedented shift in the way national and international governmental institutions, as well as the business community and representatives of civil society, approach sustainable development. The list of global challenges is long and serious. Some of the most salient issues on the global sustainable development agenda to name are: growing economic disparities within and across countries, environmental damage and climate change-related disruptions to economic and social life, fundamentalism, war and threats to security, persistent poverty, lack of access to basic resources (water, food and energy), massive scale migrations, health alarms and deepening educational divide.

Against this background, the year 2015 established a milestone in the global commitment to sustainable development. After more than two years of extensive stakeholder consultation, a new road-map for sustainable development was launched by the UN in late September 2015. The 2030 Agenda for Sustainable Development is a long-term plan due to frame political agendas and corporate strategies over the next 15 years. Following this launch, the Kyoto Protocol was replaced by a new binding agreement on climate change signed in Paris in December by 195 governments, aiming at an ambitious target of well below 2 degrees Celsius of average weather temperature not exceeding over pre-industrial age.

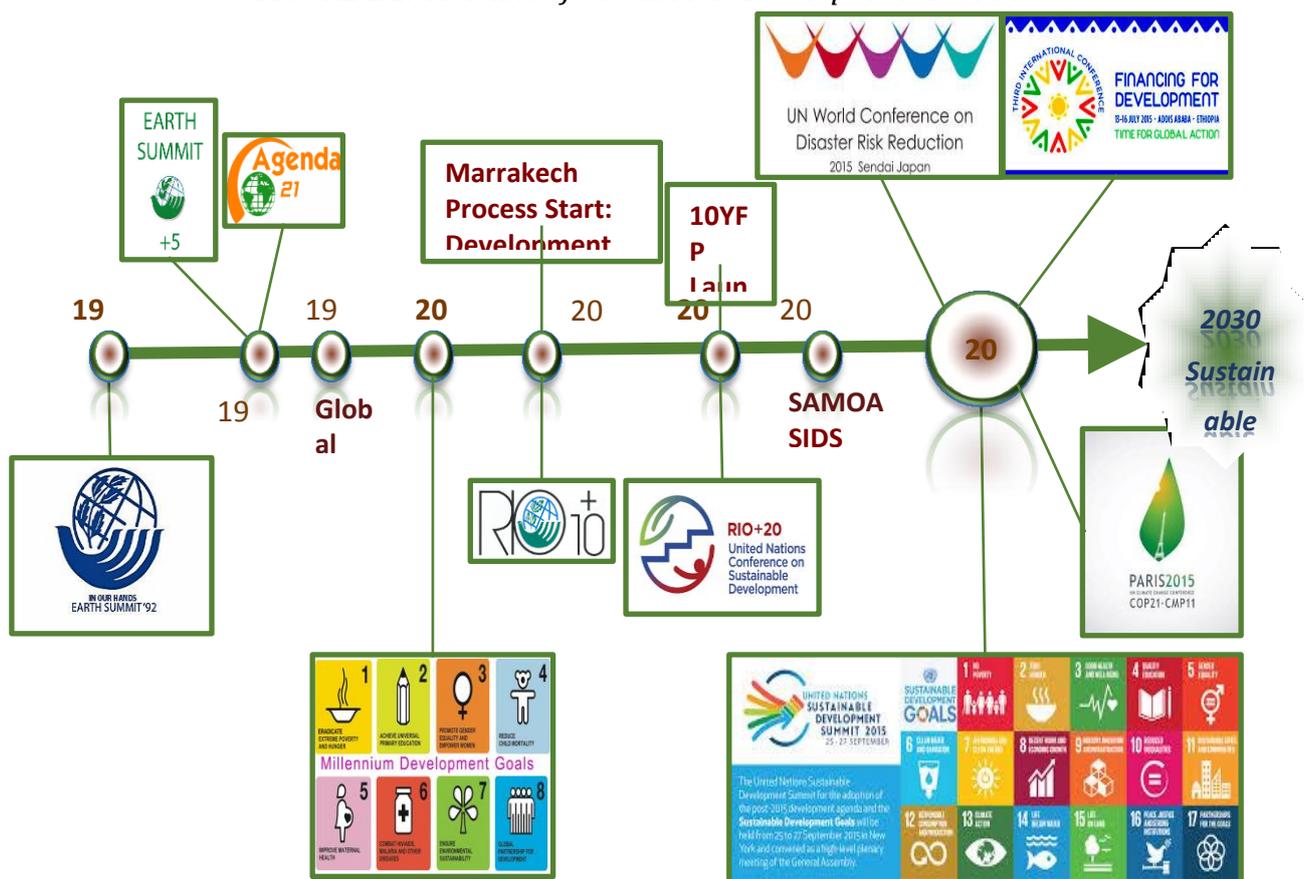
As stated in the preamble of the 2030 Agenda outcome document “Transforming Our World: The 2030 Agenda for Sustainable Development”, the primary objective is the eradication of poverty. To achieve this aim, the Agenda includes an unprecedented set of commitments to transformational change that address a vast number of stakeholders: national and international governmental institutions, the business community, and civil society. The way in which those actors will govern, produce, innovate, invest, consume, collaborate and learn will also define and determine the capacity of the global community to deliver on the targets agreed upon in 2015 and realize them.

The path leading to the adoption of the Agenda has been shaped by a succession of agenda-setting UN summits - of distinct nature and of equal importance – that can be traced back to the 2012 United Nations Conference on Sustainable Development (Rio+20). One of the key resolutions of that remarkable event was the setup of the process for the design of a new roadmap to sustainable development to replace the one launched at the turn of the century with the Millennium Development Goals, which was coming to an end in 2015.

The work plan for the preparation of the new agenda was designed to tackle all the key dimensions of the problem, from the conduct of a major multi-stakeholder consultation to ensure

a thorough coverage of the sustainable development agenda, to the development of necessary political agreement on reducing climate change risk and setting up a financial plan to support efforts. All this work culminated in a number of key meetings coordinated by UN agencies and attended by the vast majority of governments. The 3rd Financing for Development Conference (Addis Ababa, July 2015); the UN Summit on the Adoption of the SDGs (New York, September 2015) and the COP 21 Paris Climate Conference (Paris, December 2015) form a coherent body of commitments and resolutions aimed at building a blueprint for global governance¹.

FIGURE 1.1: Timeline of Sustainable Development Evolution



1.2 THE 2030 AGENDA AND ITS STRUCTURE

“Sustainable development recognizes that eradicating poverty in all its forms and dimensions, combatting inequality within and among countries, preserving the planet, creating sustained, inclusive and sustainable economic growth and fostering social inclusion are linked to each other and are interdependent.”

The 2030 Agenda for Sustainable Development (UN 2015)

¹ In addition, important events contributing to the development of the Agenda are the 3rd World Conference on Disaster Risk Reduction (Sendai, Japan, March, 2015) and the 3rd International Conference on Small Island Developing States (Samoa, September, 2014).

The 2030 Agenda architecture does not revolve solely around the SDGs. The framework is structured in four main parts: (i) Vision and Principles for Transforming our World as set out in the Declaration; (ii) the Sustainable Development Goals; (iii) Means of Implementation and Global Partnership; and (iv) Follow-up and Review Mechanism.

FIGURE 1.2: The 2030 Agenda for Sustainable Development Structure



Source: UN

At the core of the new agenda are the Sustainable Development Goals with 17 ambitious objectives, accompanied by 169 associated targets and more than 200 indicators, covering the main issues related to economic and social development and environmental protection.

FIGURE 1.3: The Sustainable Development Goals (SDGs)



Source: UN

The SDGs represent a major paradigm shift from previous global development frameworks. Prior

agreements, in fact, typically identified goals to be achieved in developing countries, with developed countries playing a supportive role, particularly in terms of contributing to financial needs. The new 2030 Agenda, instead, conceives development as the responsibility of all the actors in the socio-economic system, launching a universal call for action at the global, national and local levels. The key idea underlying the goals, targets and indicators forming the 2030 Agenda is the systemic nature of the entire structure of commitments, all deliberately connected to others and requiring a coordinated effort of the different players to approach the challenges in a holistic way.

Moreover, the SDGs broaden the sphere of action characterizing the previous development agendas, by including new issues and challenges such as: sustainable growth, resilience, reduction of social and gender inequalities, sustainable production and consumption, climate change, access to energy and to education, conservation of both land and marine resources. The topics covered by the new goals in general and which are considered essential for delivering sustainable development can be divided into six different thematic areas, corresponding to aspirational concepts or related topics such as: Planet, People, Dignity, Prosperity, Justice and Partnership.

FIGURE 1.4: The Principles of the SDGs



A critical aspect of the 2030 Agenda is the emphasis on measurement and accountability, designed

to ensure the necessary follow-up and progress review at the national level. A solid framework of indicators and statistical data is deemed essential also to inform policy changes and ensure accountability of all stakeholders involved in reaching the ambitious goals.

“Targets are defined as aspirational and global, with each government setting its own national targets guided by the global level of ambition but taking into account national circumstances. Each government will also decide how these aspirational and global targets should be incorporated in national planning processes, policies and strategies.”

The 2030 Agenda for Sustainable Development (UN 2015)

1.3 THE 2030 AGENDA AND ITS COMMITMENTS

In concrete terms, national governments that commit to the 2030 Agenda accept to “fully engage in conducting regular and inclusive reviews of progress at sub-national, national, regional and global levels.” With this commitment, more detailed data disaggregated by gender, race, age, ethnicity, disability, and other relevant characteristics - will be needed to assess progress towards the achievement of the SDGs. And it will imply a major effort from governments and national statistical offices in developing the requirements and collecting the necessary data on a regular basis. With this, the private sector as the primary source of data, will be required to put a major effort in organizing operations and control systems so that the information could be provided to government agencies with the precision and timeliness needed.

In this regard, the United Nations agencies and related actors will have an impactful role to play. For instance, The Network for Resource Efficient and Cleaner Production (*RECPnet*) jointly created by UN Environment and UNIDO, brings together over 70 providers of specialized advisory services to companies and institutions in 60 countries and might act as a powerful diffusion support instrument for the Agenda, as well as a translator of SDGs, targets and indicators into relevant business metrics and related initiatives to optimize them. This way, *RECPnet* could play a key enabler role for the capacity of national systems to deliver on the commitments of the 2030 Agenda through innovation and change in core business practices.

Another example is the Addis Ababa Action Agenda (AAAA), which establishes a Technology Facilitation Mechanism (TFM) to support the development and diffusion of affordable technological solutions, as stated in its point 123, as included in ANNEX I. The TFM will be based on multi-stakeholder collaboration between Member States, civil society, private sector and the scientific community, and will be chaired by UN Environment and the UN Department of Economic and Social Affairs (UN-DESA). An online platform will map information on existing science, technology and innovation initiatives, mechanisms and programmes, facilitating access and sharing of information of best practices in terms of sustainable technologies.

1.4 THE ROLE OF STAKEHOLDERS IN THE 2030 AGENDA

The scale and ambition of the new Agenda adoption by the international governmental community, and the thorough engagement and consensus-building process that generated its contents, have culminated in strong pressures on all the actors involved to deploy massive behavioral change processes, aimed at the realization of the goals by 2030. The changes are to be enacted by each stakeholder, according to its role in the socio-economic system.

- National and local governments are expected to provide the policy and legal framework that are vital for enabling the Agenda. Their role includes formulating a roadmap, set up a policy framework, develop and implement plans, monitor impacts and progress against targets.
- International organizations are called upon to develop an effective support framework for governments to collect, monitor, analyze, and distribute vast amounts of data and information related to the SDGs, as well as to offer technical assistance services and manage knowledge transfer to local partners to enable the implementation of the SDGs.
- Business sector (both state-owned and private companies) has a central role to play in supporting the Agenda, as will be explored in the next section.
- Civil society has an important role to play, not only as the watchdog of both governmental and private sector initiatives (or lack thereof) during their definition and implementation phases, but also as a constant stimulus and generator of innovative ideas and change proposals supporting the delivery efforts of local, regional and global institutions
- Academia and research in general, will be supporting the enactment of the Agenda and the development of implementation initiatives through technological and social innovation processes, impact assessment and modeling exercises, and general support for behavioral change efforts at the policy, business and community levels.

TABLE I: Changing Stakeholders role vis-à-vis the 2030 Agenda

ACTOR	ROLE
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National Governments	Providing policy support, legal frameworks and financial resources for translating the Agenda goals into action
Regional & Local Governments	Working with local stakeholders to generate, promote and fund initiatives contributing to the realization of the goal of the Agenda within the policy frameworks established by the national governments
Civil Society and NGOs	Raising the issues at stake with regards to sustainability, generating novel ideas, and playing a “checks and balance” role on processes and initiatives
International organizations	Promoting international cooperation and developing policy recommendations for guidance over the SDGs implementation; Assessing the state of the progress of current implementation efforts
Business Organizations	In addition to its role as corporate citizens (taxes, job creation, investment and funding initiatives) business plays a central role in the 2030 agenda by sharing its resources and capabilities necessary for innovative solutions to the challenges posed by the SDGs. Furthermore, its capacity to imagine and implement new and more sustainable business models will generate the fundamental changes in behavior necessary to achieve most of the SDGs (see below).
Academia/Research	Identifying problems and solutions, providing the scientific evidence and the bases for implementation models on scientific assumptions and innovation

Source: UN

1.5 EXPLORING THE ROLES OF BUSINESS IN THE 2030 AGENDA

“Private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation. We acknowledge the diversity of the private sector, ranging from micro-enterprises to cooperatives to multinationals. We call on all businesses to apply their creativity and innovation to solving sustainable development challenges. We will foster a dynamic and well-functioning business sector, while protecting labour rights and environmental and health standards in accordance with relevant international standards and agreements and other on-going initiatives in this regard, such as the Guiding Principles on Business and Human Rights and the labour standards of ILO, the Convention on the Rights of the Child and key multilateral environmental agreements, for parties to those agreements.”

The 2030 Agenda for Sustainable Development (Point 67)

During the setup of the basic framework of the Agenda, a strong emphasis was placed on the

business sector, both private and state-owned companies. As such, all of the outcome documents of the most recent agenda-setting UN Summits contain a clear endorsement of the role of business. This role is not limited to the financing of sustainable development initiatives, as business is perceived as a real game changer in the enhancement of the quality of the agenda to be jointly pursued by public, private and civil sectors contributing with their resources, competencies, relationships and ideas.

At the outset of the process, the call on business was relatively indirect. Consider, for instance, the 3rd World Conference on Disaster Risk Reduction, aimed at identifying common approaches among nations and local communities for strengthening resilience to disasters. The resolution document of the conference - the Sendai Framework - recognizes that disasters impede progress towards sustainable development and that governments should play the primary role in disaster mitigation.

The framework also suggests, however, that business could play a facilitating role in preventive risk management, and in monitoring progress made by the implementation of policy interventions towards resilience. Hence, business is called upon to integrate disaster risk management into business models and practices through disaster-risk-informed investments, especially in micro and small enterprises. The business sector is also encouraged to engage in awareness raising, employee and customer training, supporting research, innovation, and technological development for disaster risk management, as well as in the sharing and dissemination of knowledge and pre-competitive data to foster collective learning and adaptation. In addition, business can strengthen risk governance by efficiently managing disaster coordination and response mechanisms, and setting up effective recovery measures. Furthermore, while being a victim of disasters, the business sector can be a determining factor in the post-disaster recovery, with great potential advantages for both business and society from faster and better reconstruction².

A more decisive call to action for business came from the 3rd Conference on Financing for Development (FfD), strategically planned ahead of the 2030 Agenda launch and of the Conference of the Parties (COP21). Following up on the Monterrey Consensus (2002) and the Doha Declaration (2008), the Action Agenda which is the outcome document of the Addis Ababa conference (AAAA) represents an integral part of the 2030 Agenda for Sustainable Development. It sets the financial infrastructure to support the Agenda, with indications of budget commitments from all public sources, with minimum percentages of their Gross National Income (GNI), and a role for all parties involved in sustainable development: including regional development banks and the private sector. These commitments imply the alignment of global and domestic, public and private investments with the new SDGs, new ad-hoc taxation, and the implementation of appropriate public policies and regulatory frameworks.

² UN, Sendai Framework for Disaster Risk Reduction 2015-2030 (2015)

The AAAA stresses the importance of long-term investment and the need for incentivizing changes in consumption, production, and investment patterns in support of sustainable development. In various parts of the AAAA final report calls for active contributions by UN agencies and their direct local networks in implementing the Agenda are made (i.e. points: 15, 34, 35, 36, 122 and 123 as summarized in ANNEX I). Among these, point 122 specifically calls out for National Cleaner Production Centers networks, as follows:

We welcome science, technology and capacity-building initiatives, including the Commission on Science and Technology for Development, the Technology Mechanism under the United Nations Framework Convention on Climate Change, the advisory services of the Climate Technology Centre and Network, the capacity-building of the World Intellectual Property Organization and the UNIDO National Cleaner Production Centres networks. We invite specialized agencies, funds and programmes of the United Nations system with technology-intensive mandates to further promote the development and diffusion of relevant science, technologies and capacity-building through their respective work programmes. We commit to strengthening coherence and synergies among science and technology initiatives within the United Nations system, with a view to eliminating duplicative efforts and recognizing the many successful existing efforts in this space.”

AAAA Outcome Report, 2015 (Point 122)

Additionally, the AAAA emphasizes the development and dissemination of technology as well as capacity building as key means in the implementation of the 2030 Agenda. The promotion of both public and private investment in energy infrastructure and clean energy technologies, including carbon capture and storage technologies, is considered a priority. This area of the Agenda has even received (the only) quantification of the global commitment of funding, totaling \$100 Billion per year, by 2020, dedicated to the transition towards renewable energy sources and the creation of the appropriate infrastructure for universal access.

As a final breakthrough in the process of designing a new pathway for development, the UN Conference on Climate Change brought the targets mentioned in Goal 13 of the Agenda to a whole new level. The 196 governmental representatives that gathered in Paris succeeded in reaching a new agreement imposing a mix of binding and voluntary measures on the global community. The agreement aims at holding the increase in the global average temperature to “well below 2-degrees Celsius above pre-industrial levels” and includes a promise to pursue efforts to limit it to 1.5 degrees Celsius³. It also sets the deadline for reaching an emissions peak before 2030, and for emissions to decline altogether soon after 2050. To finance the required architecture in developing countries, the agreement incorporates the climate financing fund of \$100 Billion per

³ UN FCCC Paris Agreement (2015) point 17, www.un.org/esa/ffd/wp-content/uploads/2015/08/AAAA_Outcome.pdf

year agreed on, in principle, in Addis Ababa and to be further developed in a detailed roadmap to be executed by 2020⁴.

Since climate change represents a policy problem as well a business one, CoP21 has been a key event with major implications for companies in the private and public business sectors. On the one hand, the business sector is a major utilizer of fossil fuels, and is responsible for almost 30% of global greenhouse gas emissions. On the other hand, many industries depend heavily on various natural resources and raw materials that can be affected by changes in climate and soon become unavailable.

Moving away from fossil fuels and taking the path of de-carbonisation requires a lot more than encouraging greater investments in renewable energies and in developing clean and low emissions technologies. It requires a deep rethinking and redesigning of the environmental impacts of the entire life-cycle of current, as well as future, products. It requires to engage the entire value chain in significantly different ways and to create much more inclusive and low impact business models to go to market with. Finally, as we will see below, it requires a deeply transformed managerial mindset and organizational culture, where these sensitivities become part of the individual and collective consciousness, automatic reflexes, rather than the outcome of deliberate, effortful, decisions and planned action.

1.6 OPPORTUNITIES AND CHALLENGES FOR BUSINESS IN THE AGENDA

As we saw above, the business sector, “*ranging from microenterprises to cooperatives to multinationals*”⁵, is expected to play a pivotal role in achieving the Agenda’s goals. The role goes way beyond simple financial support and leveraging business skills to projects that tackle sustainability issues. Companies can actively contribute to the joint reshaping of the development agenda, and with that the evolutionary path of the global community, by being an active source of innovative solutions in tackling the sustainable development challenges.

Whereas not all the SDGs may be relevant for every company, and their salience certainly vary across sectors of business activity, there seems to be a strong business case for companies to contribute to the realization of each goal, albeit with different degrees of relevance and interdependences. The recent research and academic literature shows, in fact, that companies investing in integrating environmental and social sustainability goals with their standard economic sustainability agenda benefit from significant long-term economic and financial advantages vis-à-

⁴ UNIDO, Promoting climate resilient industry (2015)

www.unido.org/fileadmin/user_media_upgrade/What_we_do/Topics/Energy_access/01_UNIDO_Promoting_Climate_Resilient_Industry.pdf

⁵ UN, Transforming our world: the 2030 Agenda for sustainable development, (2015)

vis their competitors that decide to avoid or delay those investments.⁶

To show how to align business interests with the SDGs, an overview can be found in ANNEX II. We distinguish there among three different levels relevance for business, in very general terms and without entering into industry-specific materiality questions⁷.

A first level is where business could play a leading role vis-à-vis the other institutions in the socio-economic system. With “leading role” we mean that a proactive effort and a strategic commitment by the business sector is necessary and priority to deliver on the targets related to the SDGs. Consider, for instance, SDGs #8 on decent work and economic growth, #9 on industry, innovation and infrastructure, and #12 on sustainable (consumption and) production: how would it be possible to even begin tackling them without the business sector, in its entirety and all its economic might, to lead the way with product, process and business model innovations, as well as profound organizational and operating changes, not to mention the individual and organizational culture aspects? Taking these objectives seriously by the entire business sector (not just the enlightend few) means to deeply rethink the role of business in its social and environmental context, giving voice and including all those who contribute to its success investing their human, social and natural capital. It means to experiment with, and diffuse the most successful innovations in, new governance models and new strategic decision-making processes, so as to enhance the company’s capacity to sense problems in advance, identify better solutions, deploy solutions more effectively, and learn from positive and negative outcomes of change efforts. Essentially, it means to undertake a huge and profound innovation, change and learning effort across sectors and countries, to establish novel logics of organizing and managing the business enterprise, in line with the expectations by its local and global stakeholders, codified in the new 2030 Agenda, at least for some of its SDGs.

We can then envision a second group of SDGs where business can be an enabler for the achievement of certain targets, working to promote a supportive environment for stakeholders and other social actors to flourish along those dimensions. This is very frequently the domain of corporate sustainability initiatives oriented towards the engagement of stakeholders, but typically not towards the innovation and change of internal processes or products. Not really philanthropic actions, since they do enhance the quality of relationships with stakeholders, often yielding concrete results in terms of risk management and quality enhancement of processes and products⁸.

⁶ See, for instance, Eccles RG, Ioannou I, Serafeim G. 2014. The impact of corporate sustainability on organizational processes and performance. *Management Science*, 60(11): 2835-2857. For a concrete application of the business case to the SDGs and the Agenda, see also the section “Understanding the Business Case” in “The SDG Compass: a Guide for Business Action on SDGs” published by GRI, UN Global Compact and WBCSD (www.sdgcompass.org)

⁷ For more information on the materiality of sustainability issues for different business sectors, see the efforts of the International Integrated Reporting Council (IIRC) www.integratedreporting.org and the Sustainability Accounting Standards Board (SASB) www.sasb.org

⁸ Consider that the engagement of stakeholders like employees, suppliers and customers, for instance, can generate significant economic advantages through stronger commitment and motivation to invest in the success of the company

In the third level, the business sector plays essentially a facilitating role, by either providing funds or other forms of support for other (leading) players, or by abstaining from damaging actions to their efforts. This role can be thus played either in an active “do good” way (mostly philanthropic initiatives) or in passive, “do not harm” way (i.e. avoiding lobbying activities that can harm or go against the targets’ achievement). This contribution to the Agenda is therefore confined to complying with existing laws or norms (i.e. child labor, corruption, discrimination in work practices, etc.), promoting sustainability issues to local or national governments, or through cause marketing or green labeling campaigns, or financing third parties that are directly involved into the targets’ achievements.

Figure 1.5: Role of Business and SDGs



The three levels are not mutually exclusive, since a single initiative might help tackling a given SDG and, at the same time, yielding benefits to the company along two or more of the levels described above. In ANNEX II, we analyze and categorize the Targets, rather than the more general Goals, to facilitate the identification of the implications for business, especially in terms of modification and

innovation of operations, organizational structures and business models⁹.

From the more general perspective of the business sector, the realization of SDGs can be framed as an investment in the strengthening of the demand as well as the improvement of the “rules of the game” with which economic activity is conducted. The so-called “business case” for sustainability has been made and clarified for a long time. It goes beyond the reduction of risks (and related insurance costs) associated with negative events related to social or environmental impacts. It ranges from efficiencies in the costs of energy and raw materials (from closed loop logistics and operations) to talent attraction, motivation and retention (which improves all business functions), all the way to the development of competitive advantage from sustainability-driven product, process and business model innovations thanks to the contributions of empowered employees, included suppliers and supportive customers.

With the 2030 Agenda, however, the case takes a whole new dimension. In the new sustainable development agenda, business organizations, in collaboration with their value chain and complex systems of stakeholders, are asked to fundamentally change the rules of the game, both in the various markets in which they operate (products, labor, materials, technologies, funding, etc.) as well as within their own operating environments. For instance, the way they will decide to “open up” to include stakeholders in the internal processes and governance systems will go a long way towards the achievement of the transformational changes necessary to realize the 2030 Agenda. This type of change efforts is likely to create a much more supportive internal and external environment in which to operate; an environment where competition will be based on the quality of the relationships and of the capabilities of the stakeholders that a business can (intimately) involve in its processes.

With additional opportunities, however, come greater challenges for business as a whole, over and above those related to innovation, change and learning mentioned above. The new Agenda will broaden the sphere of business action but also calls for increased efforts in a number of areas.

1. Accountability and transparency. Companies are expected to significantly enhance the degree of transparency and accountability in their communication to financial and non-financial stakeholders. A number of approaches have emerged during the last decade to support this effort, including guidelines and standards for stakeholder communication proposed by GRI, OECD, UNGC, AccountAbility and ISO, among others.¹⁰
2. Integrated control and reporting systems. This challenge focuses on the “upstream” processes to the transparent and accountable communication, and has to do with the adaptation of the whole accounting and control systems supporting all business activities, including those of strategic relevance such as the strategic planning, the investment

⁹ We intentionally decided to avoid taking into consideration those kind of activities that companies can implement in various ways and that can be ascribed to philanthropic and reputational enhancement objectives, since they could potentially be applicable to almost the entirety of the 169 targets.

¹⁰ www.globalreporting.org , www.oecd.org , www.unglobalcompact.org , www.accountability.org www.iso.org

approval and the auditing processes. Standards in this respect are being developed and proposed by the International Integrated Reporting Committee (IIRC) and the Sustainability Accounting Standards Board (SASB)¹¹

3. Integrated, systemic, thinking. A connected challenge revolves around the adaptation of managerial mindsets related to integrative and systemic business logics, where environmental and social impact goals are considered a normal part of the strategic objectives and the operating activities of any manager. This requires investments in training and cultural change programs, as well as changes to incentive systems in line with the new, integrated, sustainability performance objectives and targets¹².
4. Inclusive governance. Another major challenge consists in the opening up of governance rules and structures to allow the representation of interests by key stakeholders, including eventual participation on the board of directors as well as in some of the strategic committees (i.e. planning, investments, etc.). Experimentation with some of these governance changes is ongoing, but it will require a significant amount of time, effort and research evidence to distill key lessons learned.
5. Sustainable operations and Inclusive value chains. Companies are expected to intervene across all their core activities, including internal production and logistic processes as well as supply-chain and distribution/sales channels to reduce the environmental footprint and improve their positive impact on the socio-economic context in which they operate.
6. Multi-stakeholder partnerships. In addition to the innovation and adaptation of internal processes, products, strategies and culture, companies face sustainability issues that cannot be tackled alone. They need to learn how to collaborate with competitors, stakeholders, NGOs and institutions to solve “tragedies of commons” problems related to the shared exploitation of valuable, non-renewable, assets. Learning to refrain from self-interested exploitation to enhance long-term common value generation is particularly challenging, since it goes against the received wisdom in business conduct.
7. Capabilities and Resources. Business organizations are expected to share their competencies and resources (including financial ones) to contribute to the solution of systemic problems that affect also their long-term survival and profitability. Examples include volunteering programs to share managerial capabilities, and leveraging skills, processes and relationships to mobilise the financing necessary to contribute to the deployment of the 2030 Agenda (see AAAA above). In addition to philanthropic investments by all sectors, this fundamentally calls for financial sector’s reform to integrate the assessment of sustainability impacts in its funding decisions.¹³

¹¹ www.integratedreporting.org and the Sustainability Accounting Standards Board (SASB) www.sasb.org

¹² For deeper insights on this and related challenges, see www.goldenforsustainability.com

¹³ See UN Environment-FI report on “The Financial System We Need” under the search link at www.web.unep.org/inquiry/publications

Taken together, all the above sums up to the identification, validation and diffusion of new models of business enterprise¹⁴, together with aligned models of leadership, in line with the vision and the values expressed in the new sustainable development agenda.

¹⁴ See, for instance, “Beyond the what and the why: understanding organizational evolution towards sustainable enterprise models” (M. Zollo, C. Cennamo and K. Neumann) on *Organization and the Environment*. Sept., 2013. At www.oae.sagepub.com/content/26/3/241.abstract

CHAPTER II: RECP_{NET} AND THE 2030 AGENDA

The perspective on SDGs and the 2030 Agenda offered in the previous chapter provides a good basis for discussion on the roles that RECP_{net} plays in supporting the realization of the Agenda. In addition, the analysis of the 2030 Agenda facilitates the identification and assessment of the opportunities available for the network to eventually build on its current capabilities and expand its role as a thought leader and support provider for SDG-related business and public policies in the countries where the organization is active. This chapter will therefore assess and explore the alignment of RECP_{net} with the Goals and Targets of the 2030 Agenda. To do so, this chapter will leverage the mandate, core activities and areas of expertise of the members of the network, with an “outside-in” perspective on how they might synch with the goals and targets of the new Agenda. In the next chapter, then, the analysis will be based on several inputs and observations collected directly from a significant number of network members through structured interviews.

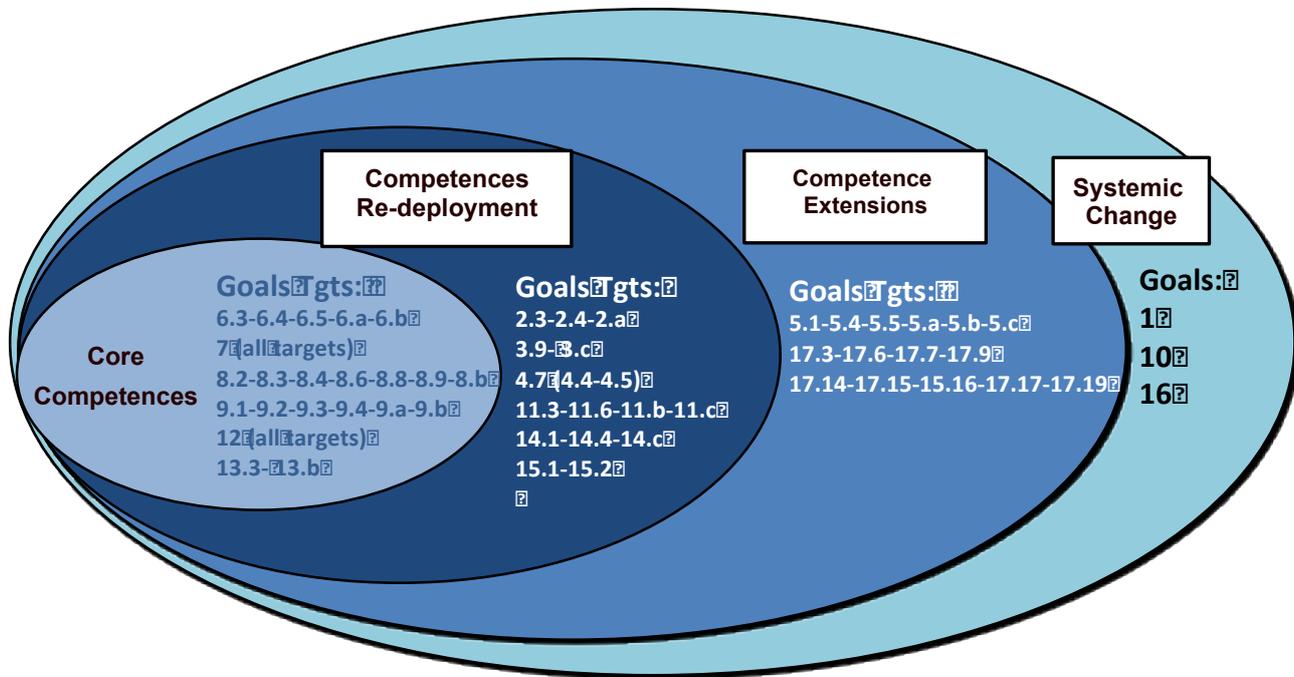
At the very outset, it is worth noting that the overarching policy framework set by the 2030 Agenda confirms the premise that has also motivated the creation and expansion of the Network over the last two decades. The overall ambition of the SDGs and the CoP21 agreements to decouple economic growth and societal wellbeing from resource consumption and environmental degradation translates into a strong and growing need for the tools and services that RECP_{net} provides to the private sector across the globe. These tools and services appear to provide a key transmission chain between government level commitments and the concrete implementation of behavioral changes in the private sector required to fulfill those commitments and deliver on many of the ambitious objectives of the Agenda.

Getting more into the specifics of the goals and the targets of the 2030 Agenda brings up, however, the need for a much deeper assessment of the linkages with the current set of competencies developed by RECP_{net} members. ANNEX III presents a detailed mapping of the relevant goals and targets for RECP_{net} activities. The emerging picture shows quite clearly that in a very large number of SDGs and related targets RECP_{net} currently owns demonstrated competencies, skills and a significant ongoing record of experiences and best practices throughout the world. Furthermore, the same analysis shows that some of these competencies and skills could be leveraged to tackle objectives and reach targets that are not being currently addressed in the ongoing activities of RECP_{net}, except for some particularly advanced initiatives, like Eco-Innovation. These additional goals and targets are by no means less important than those specifically dedicated to environment protection and enhancement, and could drive the future development and positioning of the network as a core asset for the global community in its efforts to deliver on the 2030 Agenda commitments.

These considerations could lead to important classifications of SDGs and targets, on the basis of their relatedness with the current capabilities and tools available, on average, among the members of the RECP_{net}. In Figure 2.1 below, goals have been grouped into 3 categories,

according to their proximity - by nature of their targets' descriptions - to the activities and services provided by the RECPnet.

Figure 2.1: Agenda 2030 Goals (by targets) within RECPnet Competencies



The first group includes Goals that are currently being addressed by the core activities and expertise existing within the Network, or very closely related, and sometimes already put in place by selected network members.

The second group lists those goals (with targets specification) that can be addressed by re-modelling or extending current capabilities within the Network without the need for a substantial capacity development effort. Addressing these goals would typically only require to:

- i) leverage existing skills, applying them to tackle sustainability issues different from those normally addressed by the Network (e.g. water, chemicals), and
- ii) extend existing skills related to enhancing production efficiency and competitiveness, environmental management, safe and responsible production, adding, for instance, advisory services connecting these interventions with broader strategic goals of the firm, including the satisfaction of a broader class of stakeholders.

A third group has been identified, with those goals and specific targets for which RECPnet could potentially play an important role –by virtue of its particular positioning and cc presence- by investing in up-skilling and competence development. This group of goals and targets bring in the continuous organizational growth and development of the RECPnet members, which will also

allow them to improve on their current local, national, regional, international competitive market presence. For the third group, Chapter III will illustrate how some of the RECPnet members have already operated a shift in their mindset vis à vis these Goals but currently have limited capabilities necessary to make a substantial contribution to realize the related targets.

The set of Goals and targets shown in Figure 2.1 above requires further explanation that will be provided by the mapping exercise included in ANNEX III. It will also be the basis for the analysis of the role that RECPnet could play vis à vis the entire 2030 Agenda.

2.1 CORE COMPETENCIES

In its mission of facilitating North-South, South-South and South-North-South collaborations, the RECPnet disseminates relevant knowledge and innovative technologies, promotes best practices and real experiences to emerging economies for supporting the advancement of environmentally sustainable growth. Within this mission, RECPnet members have positioned themselves to an increasing extent as a sort of *super partes* facilitators between business and public institutions, for both of which they often serve as partners or consultants on matters related to cleaner production and sustainable consumption.

Within its current mission and expertise, therefore, the RECPnet is already providing an important service to achieve progress towards the 2030 Agenda. In particular, current capabilities of the network are most closely aligned with the goals and related targets that are largely focusing on the conduct of business activity, such as Goals 8, 9, 12. Below, the role of the RECPnet in the achievement of these Goals is described in more detail:

Goal 8 aims at promoting a balanced and inclusive economic growth.

The composition of this Goal takes up two of the fundamental competencies of RECPnet: the development and diffusion of sustainability-related processes and technologies, on one side, and the improvement of human resources management practices, on the other. Leveraging on its positioning as service provider for corporations – helping SMEs in developing countries in particular- and counselor for public institutions, RECPnet can tackle this Goal also by offering bottom up support for policy building to local and regional governments. Moreover, RECPnet could very well serve in the roles of technical assistance provider; promoter for public awareness and communication; funding facilitator – providing help for companies and local institutions to raise funding to upscale innovation and practice diffusion; while advocating for Goal 8 targets within national institutions.

Goal 9 targets building resilient infrastructures, promoting inclusive and sustainable industrialization and innovation.

In this case too RECPnet is promoting inclusive and sustainable industrialization, transferring related expertise via training, and assisting companies in building core capacities and developing sustainability-related innovations. In its various components, the Network is also developing approaches on how to address SMEs' specific sustainability requirements. More broadly, several local members are learning to identify and leverage multiplication effects in industry-level resource efficiency. This has proven to be challenging and its achievement could be strongly facilitated by the diffusion of knowledge and policies on the 2030 Agenda. An example of successful methodology for more sustainable industrialization developed by UNIDO and used by the RECPnet in several countries is the integrated TEST approach towards sustainable exploration of resource efficiency potential in industrial enterprises. This could provide a good example of national and international stakeholders working together to achieve this goal, with RECPnet facilitating the collaboration and the diffusion of the practices.

Goal 12 – *Ensuring sustainable consumption and production patterns*

All the 11 targets that make up this Goal lie among the core competencies of RECPnet. It might be fair to say, in fact, that the network is producing its most important contributions to the realization of the Agenda by supporting initiatives in the private and public sectors related to the realization of this particular Goal. In addition to their service provider and advisory role, RECPnet members can enable the realization of Goal 12 targets (see ANNEX III for a detailed list) via their relatively unique position within the economic and political ecosystem in their own country. In addition, members' partnership with UN Environment and UNIDO provide a continual flow of opportunities for updating the stock of knowledge and liaising with other members for mutually beneficial exchanges of experience. Updating comes through the direct or indirect affiliation to major sustainability-related initiatives, such as the United Nations Environment Programme¹⁵ and the SWITCH Programme on Sustainable Consumption and Production funded by the European Union, in addition to multiple regional and national RECP-relevant initiatives. Overall, RECPnet might be playing a pivotal role in the achievement of this Goal on a global scale. In some cases, such as the Eco-Innovation Programme, developed by UN Environment and implemented locally by selected RECPnet members, the network could actually lead on innovation related to sustainable production systems, since the objective of this project is to assist enterprises in the redefinition of their entire business strategy and model.

The core competencies of the network are also deployable within the targets of other environmental sustainability Goals such as the one targeting water (Goal 6), and the one related to energy (Goal 7). Finally, RECPnet can also leverage some of its core competencies embracing the wider perspective of climate change initiatives (Goal 13 and 17).

Goal 6 on ensuring access to water and sanitation for all by 2030

¹⁵ a 10-year framework linking different programs on sustainable consumption and production.

Clean water for drinking and domestic use has long been a major challenge in developing countries mainly due to lack of sufficient resources to create the sanitation and delivery infrastructures for domestic use. In addition, the climate condition of many of the poor countries, where fresh water sources are scarce, exacerbate the problem. In this context, RECPnet members provide capacity-building, design and supervision support for water-related projects, and advice on international cooperation for funding and transfer of recycling technologies, wastewater treatment, water efficiency, desalination and water harvesting processes.

Goal 7 aims to ensure access to affordable, reliable, sustainable and modern energy for all. Sustainable energy is paramount for the implementation of almost all the other goals in the agenda, from eradicating poverty to fighting climate change. The RECPnet is active in facilitating and speeding up the diffusion of renewable energy within the menu of energy sources utilized by developing countries, and works extensively for energy efficiency improvement, both at technical and policy levels. This is a central Goal towards the realization of the entire Agenda, and particularly important for RECPnet members to position themselves as key enablers of sustainability transitions within the various regional economic ecosystems.

Goal 13 on taking action to combat climate change and its impacts.

Despite the overarching importance of this Goal and the acknowledged expertise that RECPnet has on issues that pertain to the Climate Change domain, our analysis shows that a major contribution can be related only to two specific targets, namely 13.3 and 13.b¹⁶. On the one hand, the network can leverage its proven training skills related to the reduction of production and consumption impacts on climate-related metrics, such as GHG emissions. On the other hand, the capabilities and expertise developed by working in developing countries and at different institutional levels could be particularly useful to tackle the policy-making and business-decision challenges related to the climate change related commitments that all governments made not only within the SDG debate, but also at the historic CoP21 meeting in Paris.

2.2 BROADENING USES OF CORE COMPETENCIES

Some of the other Goals in the 2030 Agenda are related to RECPnet activities but might not provide its members the opportunity to play an equally central role as with those discussed above. In most of the cases, the challenge for RECPnet members will revolve primarily around building on current capabilities and apply them to tackle sustainable development issues that have not been usually handled, thus broadening the scope of their activities with a relatively moderate exploratory effort.

¹⁶ 13.3: Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. 13.b: Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities.

Goal 2, on the elimination of hunger, relies heavily on the innovation capabilities of the agro-food industry and the implementation of zero-waste (of both resources and products) policies, processes and practices amongst both the businesses and the consumers. The process design and engineering solutions to achieve this ambitious goal are within the knowledge domain of most RECPnet members. The real challenge, therefore, is to dedicate adequate resources to pursue this avenue of business development and strengthen the communication –internal as well as external to stakeholders/clients- of such focus and the related contributions that it could generate for both private and public sector institutions.

Another target that bears important connections to the RECPnet current activities and capabilities is **Goal 3**, on human health enhancement. The analysis of the individual targets related to this goal (see Appendix II) reveal that RECPnet could be playing an important role in the quest to realize most of them, since they rely on the design and implementation of environmentally sound business practices to reduce the adverse impact of production processes on human health. These interventions will have greater relevance for certain industries than for others. However, the redesign of operations and production processes to minimize the health hazards for employees and communities in large companies, as well as their supply chain (for which large companies are increasingly responsible) is a very general set of challenges. Challenges which RECPnet members are capable to tackle through their core competencies in the design of clean production systems. Goal 3 requires a focus on the assessment of the potential health hazards deriving from manufacturing activities, which can then be appropriately communicated to the relevant stakeholders (companies and their supply chain, public health authorities, local communities, etc.).

Goal 4, on inclusive and equitable education, is primarily concentrated on recommendation and objectives for public institutions and potential private sector funding institutions. Nonetheless RECPnet possesses a substantial expertise related to training (adult education) for technical purposes and specifically for sustainable consumption and production issues. Several members of the Network have also expertise in the education of young women in developing countries (where gender disparities are particularly evident) and to facilitate a transition in managerial mindsets towards more equal treatment. This expertise is fully comprised in target 4.7¹⁷. Therefore, the challenge for RECPnet seems to be more in developing appropriate framing and related communication routines with public institutions seeking to diffuse awareness and facilitate cultural change processes on important social inclusion and environmental damage themes. Similar capabilities can be deployed towards large corporations and SMEs interested in supporting their employees and managers' knowledge development on sustainability-related themes, as well as helping suppliers to do the same within their organizations.

¹⁷ 4.7: By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture's contribution to sustainable development.

Goal 11, on Sustainable Cities and Communities is the result of the transformative impact of urbanization on societal well-being and the challenges it poses not only in terms of human and material infrastructure but also consumption patterns. Cities are largely responsible for consumption and production globally, and they serve as the main engines of development and economic growth. In certain areas, unplanned urbanization also affects vulnerable ecosystems and agricultural land on which people rely for survival. The logistics and coordination benefits of concentrated localization notwithstanding, most cities are large-scale users of energy, water and processed and natural product. They are also major generators of waste and greenhouse gas emissions. Beyond the inefficiency and overconsumption, material flows remain linear instead of circular in most cities. There is little doubt that RECP*net* has developed knowledge and tools to address most of these issues in the context of private sector activities. The question is whether network members are willing to redeploy and adapt this broad-based competence to the context of entire cities and communities. Besides questions of scale, the adaptation efforts require the development of collaborative capacities with a wide variety of actors in the community ecosystem, ranging from public administrations, service and utilities providers, NGOs and representatives of resident populations, and so on. A mindset shift from a single (business) client service provision to a multi-stakeholder context serving the sustainable development needs of an entire local eco-system might also represent a significant, albeit rather subtle (and therefore especially complex) challenge to tackle.

By the same token, the activity of the RECP*net* can have a significant impact on two goals that were covered within the broader target of securing environmental sustainability. **Goal 14** aims at the conservation and sustainable use of marine resources, whereas **Goal 15** focuses on the protection, restoration and promotion of a sustainable use of all terrestrial ecosystems. Both aim at preserving natural habitats fundamental for our survival on the planet. RECP*net* can contribute to address some of the targets related to these goals (namely: 14.1, 14.4, 14.c and 15.1, 15.2) through the enhancement of environmental management in business organizations. Doing so will have positive effects on progress in other SDGs, by the way. For instance, deforestation reduces biodiversity and clean water accessibility (SDG 6), and in the developing nations it may mean fewer opportunities for indigenous people, women, and rural communities to survive and develop in healthy and flourishing contexts (SDGs 1, 2, 5 and 8). In fact, one of the most interesting value propositions that a network like RECP*net* could offer to the global community committed to the achievement of the entire system of SDGs, is precisely the capacity to deploy its core competencies across a wide variety of Goals, de-facto linking the efforts to achieve each of them through a common capability space and potentially transferring insights from (positive and negative) experiences in one Goal-related effort to another. This might be particularly valuable in assisting institutions for designing effective policies, deployment processes and monitoring systems.

2.3 EXPANDING COMPETENCIES AND SKILLS

A third group of Goals includes those in which RECPnet could play an important role, given its natural positioning at the intersection between private and public sectors, but for which a significant upskilling among the members would probably be necessary. In Chapter 4, we will dedicate attention to possible development scenarios for the network that could include the positioning of the Network as a relevant player also in the global efforts to address these Goals.

Goal 17, *focusing on creating a cohesive multi-stakeholder approach to reach the objectives of the Agenda*. Prima face, it appears that the very nature of the RECPnet embraces the scope of this key Goal. After all, the diverse group of organizations forming RECPnet commit to cooperate beyond an exclusive economic motive and to adhere to a spirit of international partnership, knowledge transfer and professional excellence. This mission lies, of course, at the very root of the 17th Goal and is considered a fundamental implementation tool for the Agenda. In particular, since many members of the Network are perceived as independent advisors to both policy makers and business in their countries, they can serve as expert facilitators for the dialogue and collaboration between these two key actors in the implementation of the Agenda. However, this kind of facilitation and brokerage activity among sectors and institutions does not necessarily falls within the domain of expertise of many Network members. To play this role, most network members will probably need to strengthen their negotiation and facilitation skills in complex, multi-party, initiatives. The various sub-themes and related targets that RECPnet could contribute to within this Goal, are explained in more details in ANNEX III. Suffice it to say that the value of this Goal for RECPnet appears to lie in the stimulation role it might assume in the establishment of effective multi-party collaborative initiatives to tackle the various objectives in the Agenda 2030.

Goal 5, *on gender equality and women empowerment*. The central theme of this Goal represents a crosscutting issue that pertains to many domains already talked by RECPnet activities. In many countries RECPnet members have already activated projects (on both policy and corporate levels) for girls and women empowerment. However, the theme itself is clearly placed outside the scope of core, or even related, activities in the vast majority of the members of the Network. The topic is gaining momentum, though, and RECPnet already possesses some of key relational assets (with private and public institutions) as well as project management capabilities that could be leveraged to be successfully positioned as a catalyst for the global discourse on gender equality, adapted to local cultural and institutional accents. As we will discuss in chapter 4, the investment in capacity building and support for initiatives aimed at furthering the progress on the achievement of this goal within business and in the communities where RECPnet members are active, is fundamentally a strategic decision that pertains to the individual members and to the Network as a whole.

2.4 SYSTEMIC CHANGE

Our analysis identifies certain Goals that fall into the category of indirect impact areas of RCEPnet members' activities. We refer to this type of Impact zone as the field of Systemic Change, where companies and local institutions advised by RECPnet members contribute to tackle some of the most fundamental social challenges affecting the quality of social life, such as poverty, justice and

peace. The typical mode of influence in these contexts has to do with collective, multi-stakeholder, action aimed at the creation of common good in situations that are (a) bigger than what any single organization, including a national state, can do, and (b) if left to individual action, the pursuit of self interest would hinder, or inhibit, progress. These Goals can thus be considered beyond the direct influence of RECPnet members, yet still within the zone of influence of their advisory work to local business. Needless to say, tackling these major societal issues through multi-stakeholder, private-public partnership requires important learning efforts by both RECPnet members and their business clients. Efforts that will be rewarded by their contribution to the realization of the complete 2030 Agenda, rather than only of selected parts.

These goals are:

Goal 1, eradicating extreme poverty everywhere. The activities related to the pursuit of this goal fall under the traditional boundaries of development policies. As such, the competencies developed by RECPnet members over the years will only indirectly contribute to achieve this Goal, especially in developing countries. Poverty can certainly be indirectly addressed via other sustainability-related improvements for improving the quality of life of disadvantaged populations. Access to energy, education, communication, healthy food consumption in a healthy natural environment are required conditions for the society to develop the capabilities required to improve their economic conditions through sustainable production processes and related social and administrative activities. Given this, RECPnet members with their activities, have been, and will continue to be contributing to the successful achievement of eradication of extreme poverty. .

Goal 10, reducing inequalities among and within countries. This Goal targets directly policy makers responsible for the coordination of macroeconomic and social development decisions within their countries, as well as in the context of international organizations. Even though RECPnet members do not have a direct influence, in these policy-making processes, the consequences of their work with local enterprises' environmental management practices do impact the quality of production and consumption in developing countries. Consequently, not only does the quality of the natural environment in the more disadvantaged communities improve, but so do the economic and the social conditions. Thus the north-south divide among more and less developed communities is reduced. As the RCEPnet delivers on its promise of improving international, regional and national collaborations through cleaner production processes, and empowering multi-stakeholder partnerships across various countries, the inequalities among and within countries will be reduced. Thus through their action on the SDGs discussed above, RECPnet members would, influence the achievement of Goal 10 as well.

Goal 16, promote inclusive societies for sustainable development. Similar to Goal 10, this Goal focuses primarily on the enhancement and the coordination of social policy across all signatories of the UN SDGs. As such, it is within the indirect scope of RECPnet action. It might be that individual centers, members of the network, might possess the diplomatic and the technical competence to access this level of dialogue with public institutions, locally and even regionally.

However, this is not the case for the membership of the network overall, and it might be difficult to justify that it should become so in the foreseeable future. Having said that, through empowerment of multi-stakeholder partnerships for sustainable production practices and defining collective action practices, would also result in creating higher awareness for the promotion of inclusive societies for sustainable development. Thus, *RECPnet* would be instrumental in the creation of inclusive societies for sustainable development, both directly through their core activities and indirectly, through the societal consequences of such activities. Moreover, the upskilling of members to support the creation and effective coordination of broader, multi-stakeholder, collaborative initiatives, will allow *RECPnet* members to provide valuable contribution to the realization of the Agenda.

2.5 THE 2030 AGENDA THROUGH THE LENS OF RECPNET MEMBERS

The previous sections mapped and framed the Agenda 2030 Goals within the existing, and eventually re-deployable, competences, as well as the innovative (to be developed) competencies of RECPnet, based on an outside-in analysis of the network's mission and current activities matched with an in-depth study of the goals and targets in the Agenda. This provides a promising outlook for the RECPnet members, highlighting the opportunities available to them in the context of the foreseeable drive towards the realization of the SDG objectives by 2030.

In this section, the perspectives of the RECPnet members will be presented and discussed, highlighting their views on both the current and the potential future role vis-à-vis the 2030 Agenda. The content of this section, as well as the more extensive report in ANNEX IV, is the analysis of the information collected through semi-structured interviews¹⁸ and surveys conducted with 28 members of the Network.

The results of the analysis of the response received are provided in ANNEX IV, and can be summarized as follows:

1. the majority of the members of the RECPnet are supportive of the new 2030 Agenda, which they perceive as having a generally positive impact on the future development of both their clients' and their own business activities. However, this strong support comes with expectations of significant investments by the Network and its donors in the development of a knowledge sharing platform and of capacity development activities.
2. More specifically, members consistently articulate how each of the SDGs links to their current competencies, how they believe they might relate to business interests in the country where they work, and which SDGs are sufficiently important for RECPnet and their own organization to warrant future investments in capacity development. Importantly, there is clear evidence of attention paid to SDGs that are either related or even complementary to the goals considered "core" to the current activities and related capability sets (see the focus of the analysis reported below).
3. However, there is also variance of opinions and perceptions across the members of the network that participated in the study. This can be detected in:
 - a. The assessments related to the specific SDGs' importance for their business customers, for their own organization, and consequently for the whole Network. Some members focus on a narrow set of SDGs that are really close to the core interests and competencies of the RECPnet consortium, whereas others are more open to engage the Agenda on sustainability dimensions that are related, but not overlapping with the activities currently defined as "core". Some of the members are even willing to engage, and expect the Network will invest in, sustainability

¹⁸ Interviews have been conducted using a semi-structured model, during the RECPnet Meeting in Davos, on October 14 and 15 2015 and in the subsequent two weeks via video conference. The interviews were recorded and then transcribed. After transcription, the text was vertically read and coded with a structured approach, facilitating horizontal comparison (Spiggle; Thompson), tabulation and analysis.

- domains that are new to them, but perceived as important directions of future growth, since they expect their business counterparts will need support in those areas.
- b. The perceptions related to the expected impact of the new Agenda on their own, as well as on their clients', future development paths. Here, the data collected speaks of some skepticism on the part of a minority of network members on the likelihood of the Agenda to realize its highly ambitious goals, and even of some risks of distracting the (already quite limited) attention of businesses to the sustainability agenda by scattering it across too many dimensions.
4. The data analyzed reveals that some of the factors that might explain this heterogeneity in the perceptions and convictions related to the Agenda and the salience of its specific goals and targets are:
- a. The degree to which the RECPnet members' countries are relatively high-income and advanced appears to be inversely related to the level of support of the New Agenda (with African countries scoring highest) and the willingness to invest in capacity expansion to SDGs outside the current core (Asian countries scoring highest, with African ones closely second)
 - b. The degree of sophistication in the members' understanding of sustainability challenges is also important. Those holding a more pragmatic, instrumental, view of sustainability (linking it to, and motivating it with, profit generation opportunities) are more frequently holding an optimistic view about the opportunities offered by the new Agenda.

SDG Salience vis-à-vis Current and Future Competencies

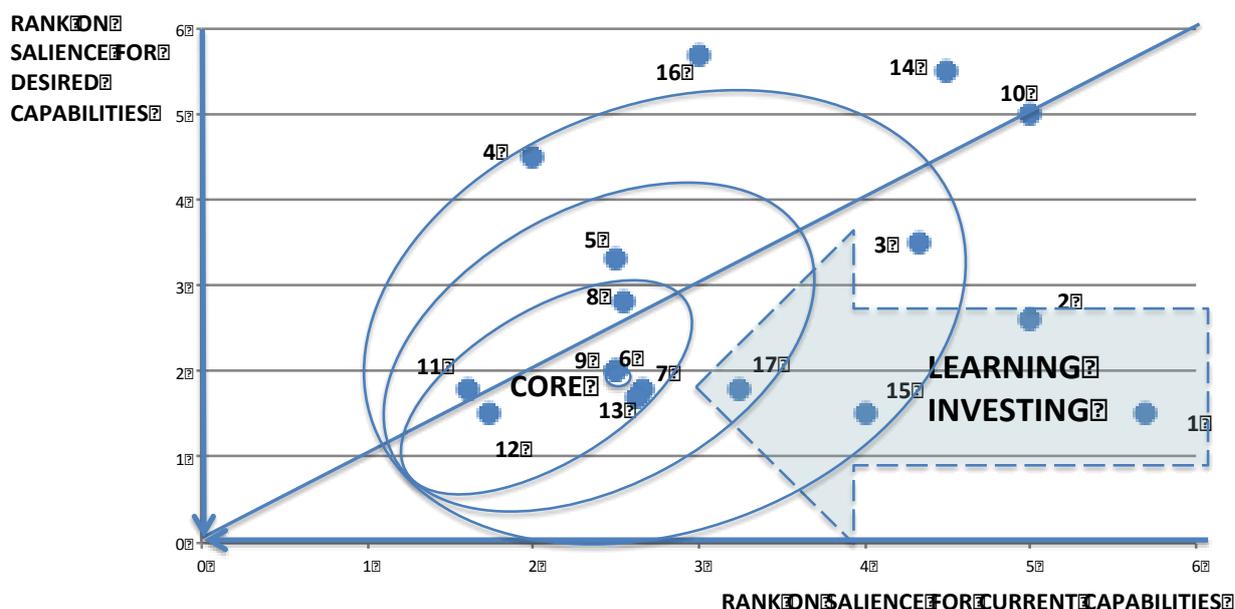
The focus of our attention here is given to the perceptions of importance of the SDGs that have been collected with two frames of reference. The first one refers to the *current* set of competencies that RECPnet members deem to have at disposal. The second refers to the *desired* set of competencies that they believe should be developed to support the delivery on the Agenda 2030 commitments in each national context. The members were asked to provide a ranking of the SDGs, from the most to the least important, according to these two perspectives.

Figure 2.2 presents the results of the analysis of RECPnet members' average response to both types of ranking assessments¹⁹. Note that, since the data is about rank-ordering, the lowest numbers correspond to the highest levels of importance of the SDGs. Therefore, the SDGs in the

¹⁹ Each SDG is positioned with respect to the average ranking it received when mentioned as an important Goal for either current or *desired* capabilities. Note that, when the SDG was not mentioned, the data is recorded as missing and thus excluded from the computation of averages. Note also that this data is necessarily at the Goal level, since a detailed knowledge of the targets could not be assumed at the time of the interviews (October, 2015).

“core” circle are the ones ranked most salient, with respect to both current and future capability development needs, by the members. Interestingly, all the SDGs in this group are the ones identified in Fig. 2.1 through the in-depth analysis of the Targets, except for SDG11 (sustainable cities), which is perceived extremely important on both current and future development dimensions. Also, within the same core circle, the perception for SDG13 (climate change) is of somewhat higher salience on the future development needs than on the current set of competencies.

Figure 2.2: Ranking SDGs on Perceived Salience for Current vs. Desired Capabilities



Similarly, the second circle surrounding the core, identifies the Goals that are deemed closest to the core in terms of salience. SDG5 (gender) and, SDG17 (multi-stakeholder partnerships) are perceived by the RECPnet members in this second circle. The third level of salience groups SDG3 (Health), SDG4 (Education) and SDG15 (land eco-systems), with the other goals perceived to be even further away from the set of core competences.

More importantly, though, Fig. 2.2 provides the possibility to distinguish between the Goals that are perceived as priorities in terms of future development and learning requirements, and those where it might be more confidence in the current competence levels and the issue might be one of competence re-deployment to related contexts. In this respect, SDG17 (Partnerships) is also one the SDGs that appear to be most salient in terms of needs to invest in learning and capability development processes, together with SDG 1 (poverty), SDG2 (food), SDG3 (health) and SDG15 (land eco-systems). All of them rank higher on the *desired* capacity than on the *established* capacity dimensions, and are thus located on the lower-right part of the chart. In other words, the positioning of SDGs 1, 2, 3, 15 and 17 points to the need for investment in learning and capability development processes targeted to the content of those Goals.

On the other hand, SDG4 (knowledge, training) is perceived as sufficiently high in existing competence, but relatively lower on future development needs by the RECPnet members.

Finally, SDG10 (justice) and SDG16 (peace) are deemed relatively low on both dimensions, together with SDG 14 (marine eco-systems), which was thus discounted, in the perceptions of members, vis-à-vis the more in-depth (Target-level) analysis of its potential for RECPnet members' development potential shown Fig. 2.1.

It might be useful, at this stage, to compare the results of the two analyses of the relevance of the various items of Agenda 2030 for RECPnet, since both alignments and discrepancies in the results can help identify important touch points for the future strategic moves of the network in the context of the implementation on the Agenda goals and targets.

Comparison of the “outside-in” (Fig. 2.1) vs. the “inside-out” (Fig. 2.2) analyses

SDG Target Analysis (Fig. 2.1)		RCEPnet Rankings of Goals (Fig. 2.2)	
Core Competence	6, 7, 8, 9, 12, 13	Core Competence	6, 7, 8, 9, 10, 12, 13 and 11
Re-deployment (selected targets)	11, 2, 3, 4, 14, 15	Re-deployment (up-left)	4, 5
Competence Extensions	5, 17	Learning (bottom-right)	1, 2, 3, 15, 17
Systemic Change	1, 10, 16	Systemic Change	1, 2, 10, 14, 16

Based on this comparison, a few preliminary implications can be drawn:

- There is substantial clarity on the domains of Agenda 2030 that reflect most closely RECPnet competencies, and for which the network can already play a significant role in terms of support for the implementation phase. That encompasses 7 SDGs (out of 17), and specifically, 6, 7, 8, 9, 11, 12 and 13. The only addition to the in-depth analysis of the Agenda targets is SDG11, for which the network could play a particularly important role, since it would allow members to deploy their core (environmental engineering) competences, linking their business clients work and interests with those of the local communities and civil societies.
- With respect to the other Goals, there might be some misalignment between members' perceptions and actual potential applications of existing competencies to the support of activities related to selected Agenda targets. This is the case for SDG2, 3, 14 and 15, all of which have targets where existing competences can be redeployed, as well as others for which some capacity expansion is necessary. For these Goals, an investment in awareness building and open exchange of ideas on how to address the implementation need to support RECPnet's private and public stakeholders will be necessary to overcome these misperceptions and set the course for the deployment of network's Agenda 2030 strategy.
- With respect to SDG4 (education) and SDG5 (gender), the perceptual measures from the survey indicate a positive view by the members vis-à-vis the applicability of the current

capacity set. This is certainly true for some centers that have developed strong executive training capabilities, for instance, but not for many others. The issue to be tackled here, therefore, is the significant heterogeneity among RECPnet members with respect to their competencies related to non-core items of the Agenda. This is actually a major strength of the network, since knowledge sharing and capability transfer processes might be much more effective, compared to de-novo capacity building.

- Finally, the remaining Goals related to the broader systemic change goals of the 2030 Agenda (SDG1, 10 and 16) are recognized as areas where capability-building efforts will be required (and appreciated) to endow the network with necessary capabilities to play a role in the implementation process. The only exception in this group is SDG14 (marine ecosystems) where some misperceptions might need to be corrected about the applicability of current capacities to selected targets (e.g. 14.1, 14.4 and 14.c, see Fig. 2.1).

2.6 IMPLEMENTATION OF THE 2030 AGENDA

Given the successful launch of the Agenda in September 2015, buttressed by the high quality agreement on climate change reached in the context of the CoP21 meetings in Paris only three months after (and its official signing in April 2016), the implementation of the new agenda is where the attention of all actors, at the international, national and local levels, is now shifting. The implementation plan clarifies that the national governments are going to be the driver of the action through the establishment of a policy framework and all related initiatives that are deemed necessary to satisfy the commitments and achieve the SD targets set for each country.

“...governments are expected to take ownership and establish national frameworks for the achievement of the 17 Goals. Countries have the primary responsibility for follow-up and review of the progress made in implementing the Goals, which will require quality, accessible and timely data collection. Regional follow-up and review will be based on national-level analyses and contribute to follow-up and review at the global level.”²⁰

The international actors will follow-up and review regional and national progress against the targets on a regular basis, and expect that national institutions will do the same in the local level.

- **Implementation and success of the Agenda 2030 will rely on countries' own sustainable development policies, plans and programmes, and will be led by the countries themselves.** The Sustainable Development Goals (SDGs) will be a compass for aligning national Governments' plans with their global commitments.
- **Nationally owned and country-led sustainable development strategies will require resource mobilization and financing strategies.**

²⁰ www.un.org/sustainabledevelopment/development-agenda/

- **All stakeholders:** governments, civil society, the private sector, and others, are expected **to contribute** to the realisation of the new agenda.
- A revitalized **global partnership** at the global level is needed to **support national efforts**.
- **Multi-stakeholder partnerships** are an important **component of strategies** that seek to mobilize all stakeholders around the new agenda.

In addition, the Addis Ababa Action Agenda provided concrete policies and actions to support the implementation of the new agenda (see, in particular, points 5, 9, 10 and 11 in the AAAA reported in ANNEX).

Through the combination of the implementation structure envisaged in the SDG and CoP21 agreements, and the action steps represented in the Addis Ababa Action Agenda, it is possible to give a dimension to the potential area of action and contribution by RECPnet to the implementation of the 2030 Agenda, as depicted in Figure 2.3.

Figure 2.3: Implementation Structure and Processes for Agenda 2030

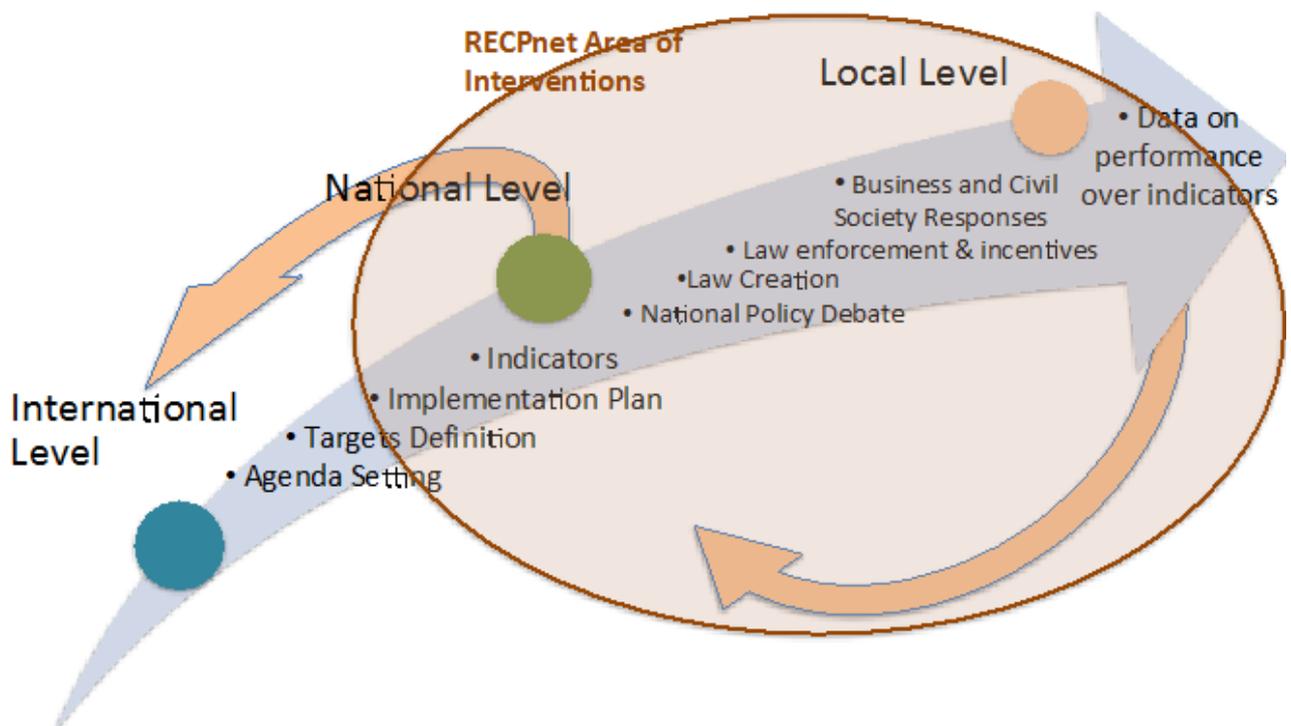


Figure 2.3 shows the implementation process of Agenda 2030, envisaged to follow a “cascading” structure, moving from the supra-national actors (UN agencies and global institutions) setting goals, targets and indicators as well as implementation frameworks, to national governments who committed to the implementation of the Agenda and are responsible to drive its implementation

within their respective countries through a mix of policy interventions and other soft influence measures engaging local actors across the public, private and plural (NGO, civil society) domains. Importantly, the infrastructure supporting the implementation processes at the national and local levels requires the creation of sufficiently detailed and standardized data collection processes, which can then be managed, analyzed and shared by national governments to the supra-national (and regional) institutions that are responsible for monitoring of progress and support of national governments during the implementation process.

The Figure also highlights the (potentially vast) area of contribution for *RECPnet* members in the implementation process. The *RECPnet* is active mostly at the local and national area and it could function as a “trait d’union” between these two different levels of implementation of the Agenda, supporting the translation of national SDG frameworks into guidelines and advice for private and public organizations at the local level. Moreover, in the feedback loop of the implementation process, *RECPnet* members can play a pivotal role in the auditing and data gathering phases, which could enhance the quality of the information for the monitoring and progress reporting work that national authorities are responsible for vis-à-vis the global community.

2.7 REFLECTIONS

Having examined the potential relevance of each SDG for the future development of *RECPnet*, let us take stock of the general picture that this analysis offers for the role of the Network in the context of the 2030 Agenda.

The first observation is that, since each member of the *RECPnet* is endowed with strong ties with both local businesses and national/local government, they could all, in the light of the new development agenda, potentially act as a “transmission chain” between the two parts of the system. This includes:

- facilitating the translation of policy objectives and targets into business-relevant objectives, and (vice-versa),
- supporting the framing and the documentation of business initiatives in the sustainability area, as well as their impact assessments, into data that can be aggregated at the national level for periodic review and progress reporting to the international community on the Agenda targets.
- Fostering the creation of traditional Public-Private-Partnerships targeted to integrated economic and social/environmental goals.

In addition, *RECPnet* members could support their National government in delivering on their commitments towards the 2030 Agenda in a number of important, ways:

- Partnering with national governments, businesses, NGOs and civil society representatives

in broader forms of Private-Public-Plural (inclusive of civil society) Partnerships designed for advocacy and awareness building activities on the 2030 Agenda

- Building awareness in clients companies of the opportunities for growth and competitiveness tied to rapid positioning on selected sustainability issues and SDGs.
- Supporting local governments to link the Agenda to local issues, thus making it relevant for local stakeholders and strengthening their motivation for sustainability-related behavioral change.

The interesting question is whether and how RECP*net* members will want to organize their activities to “pluck” the low hanging fruits on the Agenda tree related to the Goals that are closest to their current domains of activities, while at the same time positioning themselves for the other ones. The “higher” (and perhaps more juicy) fruits will come from the support that they decide to provide to the emergence of significantly different, sustainable models of the business enterprise, which the Agenda implies. Some clients might decide to seize the bigger opportunities to create sustainable (in the full sense of the word) competitive advantage versus their rivals by investing in new products designed for the environment and for social inclusion needs, as well as in experimenting innovative business models, possibly even new governance, resource allocation, incentive and control systems.

The option to develop internal capacity to support those ambitious clients in their path-breaking investments is a strategic choice for each member of RECP*net* to make. A choice that we will return to at the end of the report, once we will have analyzed the status quo and the alternatives on the table.

CHAPTER III: CONCLUSIONS

This final chapter will draw recommendations from the results of the analyses of the previous chapters to help each member and the network as well as its (private and public) stakeholders to define the most appropriate roadmap in the national process to implement the objectives of the 2030 Agenda for Sustainable Development. To this end, the following questions will be addressed:

- 1) what is the current situation of the network in relation to the 2030 Agenda;
- 2) how to use this status quo to advance in the implementation of the 2030 Agenda;
- 3) what more they would need to improve their delivery and become more visible; and
- 4) how to achieve this strengthened engagement and contribution to the 2030 Agenda.

3.1 RECPNET CURRENT CONTRIBUTION TO THE 2030 AGENDA

The RECPnet can play a leading role in its implementation of specific areas of the 2030 Agenda. In total 7 of the 17 Sustainable Development Goals have been identified as related to the network's core competencies. This represents a solid ground on which to build the network's position as an effective partner for both businesses and governments in their endeavor to deliver on the commitments made in the 2030 Agenda. More specifically, the network is an important support engine for the implementation of goals 6, 7, 8, 9, 12, 13 and 17.

The Network is already positioned to play an important role in the global efforts to deliver on the institutional commitments made by national governments for the above mentioned Goals and some of their targets. The network's members can both become direct implementers of such commitments as well as offer guidance and input to the design and deployment of national, regional and international roadmaps for the transition towards sustainable socio-economic systems. In concrete terms, this includes:

- Supporting local governments to link the 2030 Agenda implementation targets to local issues, thus making these relevant for local institutions, businesses and their stakeholders, and strengthening their motivation for sustainability-related behavioral change;
- Facilitating the translation of policy objectives and targets set in accordance with the 2030 Agenda by each national government into business-relevant objectives and strategies;
- Building awareness among the public and private sector of opportunities associated with the SDGs and related sustainability issues.
- Enhancing the framing and the documentation of business initiatives in the sustainability area, as well as their impact assessments, into data that can be aggregated at the national level for periodic review and progress reporting to the international community on the 2030 Agenda targets and indicators;
- Providing expert evaluation on the state-of-play in private and public organizations with respect to the sustainability domains covered by the RECPnet core competency SDGs, as well as identifying and assessing the potential impact of new initiatives.

On the basis of this qualitative analysis of the RECPnet members' current positioning within their respective countries, there is significant variety across the community on this particular point. A number of network members are already playing an advocacy and expert role in the national debate related to for example renewable energy and clean production systems. For these centers,

it would be a natural step to leverage their current position and broaden their advocacy role on the specific content of the goals, targets and expectations related to the 7 SDGs identified above.

For others, less used to play these roles in their national context, the deployment of the 2030 Agenda might be an excellent opportunity to do so. The reason is that the arising demand for support in both conceptual understanding and translating the goals and targets of the 2030 Agenda into concrete initiatives creates new opportunities for RECPnet members' engagement.

Regardless of the role they decide to play, RECPnet members start from an initial position of significant advantage, vis-à-vis other players in the sustainability domain, given by the scope and depth of their expertise in many of the core issues of the debate, and given the legitimacy boost provided by their role of trusted members and local representatives of a unique, global network of partners supported by UN agencies (UN Environment and UNIDO) central to the development and deployment of the 2030 Agenda.

3.2 PATHWAYS OF FUTURE EVOLUTION

Some RECPnet members may decide over time to seize more complex and ambitious opportunities to contribute to the achievement of the 2030 Agenda:

Related SDGs. In addition to the elements of the Agenda that are already considered within the boundaries of the RECPnet mission (i.e. the 7 SDGs identified above), a number of elements of the 2030 Agenda are in part covered by some of the network's members, and in part object of possible investments to redeploy existing competencies in related domains. These could in fact be logically and operationally related to the "core" set of Network competencies. They include (see Figure 2.1) selected Targets in Goals 2 (food), 3 (health), 4 (education), 14 (oceans) and 15 (land).

Progressive Capacity Expansion. There seems to be the need for, and the desire by several network members, to expand the current set of competences and develop a progressively broader support to the implementation efforts related to the 2030 Agenda. This process could leverage the engagement of network members in the Goals listed above as "related" to the core competences, where some of the Targets require the deployment of existing competences, to then proceed with the progressive expansion towards other targets within the same Goals. It could then evolve towards SDGs that are dedicated to even broader system change issues, such as SDG1 (poverty), SDG10 (social justice) and SDG16 (peace). The pace and the prioritization of this competence expansion process would be a key component of the strategy development process of the network collectively and of each member.

The decisions on the role of the network and its members in the 2030 Agenda is based on:

1. **Activity scope:** a key strategic choice is related to the scope of activities aiming to support the implementation of the Agenda 2030. How broad should the perimeter of the SDGs covered by the RECPnet be? Which SDGs should be targeted in the strategic positioning of the Network as key implementation partner?
2. **Competence base:** given the answer to the above questions on activity scope, the Network will need to identify and invest in processes and initiatives targeting (a) deepening existing skill-sets, (b) re-deploying existing skill-sets to related Goals, and (c) developing new skill-sets.

3. **Relational base:** what are the key forms of relationships and partnerships that are necessary or desired to achieve it?
4. **Network members' commitments:** what are the commitments to invest in strategic, operating and mindset change efforts that are needed by RECPnet members to realize the "network We Want"?

The key decisions elements highlighted above can be tackled starting from some of the evidence discussed in the previous chapters. On that basis, a balanced and phased approach can be developed, leveraging on the existing core competences and relationships by network members and focusing on the gradual development of new ones required to maximize the support that RECPnet can give to the implementation of the Agenda 2030.

The following steps should be considered in the by the network and his members in gaining their positioning in the 2030 Agenda:

- 1) A **Strategic Positioning**. The approach in deciding how to define the role of the network and its member in the 2030 Agenda will need to consider the significant diversity in the current roles, competencies and relational bases present among the members of the Network. Whereas a decision can be made for the Network in its entirety, the individual members will need to take into account the specific features of their context, as well as their own status quo in terms of expertise and relational bases.
- 2) A **Learning Strategy**. For the expansion of the competence base, the development of specific tools and knowledge development mechanisms might be considered, such as:
 - a) **Case studies collection** to be collectively developed and updated through the progressive accumulation of structured case studies and related pre-post impact evidence (see points above). This will allow the progressive convergence of all network members towards the best practice available within the network, and the critical reflection on the constant updating of practice expertise required by the rapidly evolving needs by business and public stakeholders on 2030 Agenda implementation support.
 - b) **Guidelines** for qualitative and quantitative data collection, analysis and sharing of evidence of project work related to the diverse domains and practices covered by network members in support of Agenda implementation.
 - c) **Webinars** and capacity building processes are required to constantly deepen competences in core domains, and expand them.
 - d) **Crowd-sourcing** idea-development network, supporting the generation, selection and local adaptation of SDG-related practices to support both private and public stakeholders in each national context, as well as across regional and global ones.
- 3) A **Partnership Approach**. The network and its members should understand the importance of collaboration in ensuring significant contribution to the 2030 Agenda:
 - a) **Collaborative/Competence Groups** could be established among like-minded members interested in joining efforts to pursue a given strategic positioning goal. For instance, groups of members could target specific skill-building challenges, which then would generate related competence transfer initiatives.

- b) **Linking to UN networks.** The establishment of collaborative initiatives with other UN agencies and their global networks of offices and local partners²¹ can become instrumental to addressing related goals and targets of the development agenda. RECPnet members in each country could then be helped in establishing relationships with the local representatives of the UN, which can be the source of (a) knowledge related to “non-core” SDGs, (b) collaborative projects aimed at multiple Goals and/or Targets of the 2030 Agenda, and requiring cross-competence fertilization, (c) connection to private and public sector actors needing advice on core and related knowledge domains, (d) establishing new or deeper relationships with local government agencies (at cities level), and finally (e) local or regional funding or other type of resource support for 2030 Agenda-related initiatives and projects.

We trust that this report will serve the purpose of facilitating, perhaps even enabling the launch of such a critical and complex decision-making and action-planning process facing RECPnet at this historic point in time. The chances of the global community to realize the ambitious Agenda launched in 2015 rely upon the capacity of the UN agencies, and their related international networks, to support the implementation agenda. The national governments, the business sector and the other individual and social actors across the world are in need of help to (a) understand what type of behavioral change is required of them, (b) identify the ways in which those changes can be made effectively and efficiently, and (c) experiment, learn, adapt and fine-tune those new behaviors until the Targets and Goals of 2030 Agenda will be reached.

²¹It might be useful to consider linking the Network to other ongoing initiatives even within UN Environment and UNIDO. For instance, the UN Environment-Finance Initiative project “The financial system we want: aligning the financial system with sustainable development” (<http://unepinquiry.org>) could be effectively linked to the RECPnet members to enhance the global diffusion of both programs with local government and related institutions.

ANNEX I – EXCERPTS FROM DOCUMENTS RELAVANT TO UNDERSTAND
THE AGENDA IMPLEMENTATION LOGIC

ANNEX I: EXCERPTS FROM DOCUMENTS RELAVANT TO UNDERSTAND THE AGENDA IMPLEMENTATION LOGIC

From the Addis Ababa Action Agenda, signed on July 2015, to create a global framework for financing development post-2015

The Addis Ababa Action Agenda that was approved at **the Third International Conference on Financing for Development** provided concrete policies and actions to support the implementation of the new agenda.

(from Chapter 1, Point 1, Page 1 of the Agenda):

“We, the Heads of State and Government and High Representatives, gathered in Addis Ababa from 13 to 16 July 2015, affirm our strong political commitment to address the challenge of financing and creating an enabling environment at all levels for sustainable development in the spirit of global partnership and solidarity. (...)”

(They also agree to):

- a) “follow-up on commitments and assess the progress made in the implementation of the Monterrey Consensus and the Doha Declaration”;
- b) “further strengthen the framework to finance sustainable development and the means of implementation for the universal post-2015 development agenda”; and
- c) “reinvigorate and strengthen the financing for development follow-up process to ensure that the actions to which we commit are implemented and reviewed in an appropriate, inclusive, timely and transparent manner.”

SELECTED LIST and CONTENTS OF RELEVANT points (themes and topic point of view):

Point 5: Solutions can be found, including through strengthening public policies, regulatory frameworks and finance at all levels, unlocking the transformative potential of people and the private sector, and incentivizing changes in financing as well as consumption and production patterns to support sustainable development. We recognize that appropriate incentives, strengthening national and international policy environments and regulatory frameworks and their coherence, harnessing the potential of science, technology and innovation, closing technology gaps and scaling up capacity-building at all levels are essential for the shift towards sustainable development and poverty eradication. We reaffirm the importance of freedom, human rights, and national sovereignty, good governance, rule of law, peace and security, combating corruption at all levels and in all its forms, and effective, accountable and inclusive democratic institutions at the subnational, national and international levels as central to enabling the effective, efficient and transparent mobilization and use of resources. We also reaffirm all the principles of the Rio Declaration on Environment and Development.

Point 6. (GENDER EQUALITY) We reaffirm that achieving gender equality, empowering all women and girls, and the full realization of their human rights are essential to achieving sustained, inclusive and equitable economic growth and sustainable development. We reiterate the need for gender mainstreaming, including targeted actions and investments in the formulation and implementation of all financial, economic, environmental and social policies. We recommit to adopting and strengthening sound policies and enforceable legislation and transformative actions for the promotion of gender equality and women's and girls' empowerment at all levels, to ensure women's equal rights, access and opportunities for participation and leadership in the economy and to eliminate gender-based violence and discrimination in all its forms.

Point 7: (CHILDREN RIGHTS) We recognize that investing in children and youth is critical to achieving inclusive, equitable and sustainable development for present and future generations, and we recognize the need to support countries that face particular challenges to make the requisite investments in this area. We reaffirm the vital importance of promoting and protecting the rights of all children, and ensuring that no child is left behind.

Point 8: (COUNTRIES WITH SPECIAL NEEDS) We recognize the importance of addressing the diverse needs and challenges faced by countries in special situations, in particular African countries, least developed countries, landlocked developing countries and small island developing States, as well as the specific challenges facing middle-income countries. We reaffirm that least developed countries, as the most vulnerable group of countries, need enhanced global support to overcome the structural challenges they face for the achievement of the post-2015 development agenda and the sustainable development goals. We reaffirm the need to address the special challenges and needs of landlocked developing countries in structurally transforming their economies, harnessing benefits from international trade, and developing efficient transport and transit systems. We further reaffirm that small island developing States remain a special case for sustainable development in view of their small size, remoteness, narrow resource and export base, and exposure to global environmental challenges. We also reaffirm the need to achieve a positive socioeconomic transformation in Africa, and the need to address the diverse and specific development needs of middle-income countries, including combating poverty in all of its forms. In this regard, we support the implementation of relevant strategies and programmes of action,

including the Istanbul Declaration and Programme of Action, the SIDS Accelerated Modalities of Action (SAMOA) Pathway and the Vienna Programme of Action for Landlocked Developing Countries for the Decade 2014-2024, and reaffirm the importance of supporting the new development framework, “the African Union’s Agenda 2063”, as well as its 10-year Plan of Action, as a strategic framework for ensuring a positive socioeconomic transformation in Africa within the next 50 years and its continental programme embedded in the resolutions of the General Assembly on the New Partnership for Africa’s Development (NEPAD). Countries in conflict and post-conflict situations also need special attention. We recognize the development challenge posed by conflict, which not only impedes but can reverse decades of development gains. We recognize the peacebuilding financing gap and the importance of the Peacebuilding Fund. We take note of the principles set out in the New Deal by the Group of Seven Plus, countries that are, or have been, affected by conflict.

Point 9: Cohesive nationally owned sustainable development strategies, supported by integrated national financing frameworks, will be at the heart of our efforts. We reiterate that each country has primary responsibility for its own economic and social development and that the role of national policies and development strategies cannot be overemphasized. We will respect each country’s policy space and leadership to implement policies for poverty eradication and sustainable development, while remaining consistent with relevant international rules and commitments. At the same time, national development efforts need to be supported by an enabling international economic environment, including coherent and mutually supporting world trade, monetary and financial systems, and strengthened and enhanced global economic governance. Processes to develop and facilitate the availability of appropriate knowledge and technologies globally, as well as capacity-building, are also critical. We commit to pursuing policy coherence and an enabling environment for sustainable development at all levels and by all actors, and to reinvigorating the global partnership for sustainable development.

Point 10: The enhanced and revitalized global partnership for sustainable development, led by Governments, will be a vehicle for strengthening international cooperation for implementation of the post-2015 development agenda. Multi-stakeholder partnerships and the resources, knowledge and ingenuity of the private sector, civil society, the scientific community, academia, philanthropy and foundations, parliaments, local authorities, volunteers and other stakeholders will be important to mobilize and share knowledge, expertise, technology and financial resources, complement the efforts of Governments, and support the achievement of the sustainable development goals, in particular in developing countries. This global partnership should reflect the fact that the post-2015 development agenda, including the sustainable development goals, is global in nature and universally applicable to all countries while taking into account different national realities, capacities, needs and levels of development and respecting national policies and priorities. We will work with all partners to ensure a sustainable, equitable, inclusive, peaceful and prosperous future for all. We will all be held accountable by future generations for the success and delivery of commitments we make today.

Point 11: Achieving an ambitious post-2015 development agenda, including all the sustainable development goals, will require an equally ambitious, comprehensive, holistic and transformative approach with respect to the means of implementation, combining different means of implementation and integrating the economic, social and environmental dimensions of sustainable development. This should be underpinned by

effective, accountable and inclusive institutions, sound policies and good governance at all levels. We will identify actions and address critical gaps relevant to the post-2015 development agenda, including the sustainable development goals, with an aim to harness their considerable synergies, so that implementation of one will contribute to the progress of others. We have therefore identified a range of cross-cutting areas that build on these synergies.

Point 13: (POVERTY and MALNUTRITION- SUSTAINABLE USES OF NATURAL RESOURCES) Scaling up efforts to end hunger and malnutrition. It is unacceptable that close to 800 million people are chronically undernourished and do not have access to sufficient, safe and nutritious food. With the majority of the poor living in rural areas, we emphasize the need to revitalize the agricultural sector, promote rural development, and ensure food security, notably in developing countries, in a sustainable manner, which will lead to rich payoffs across the sustainable development goals. We will support sustainable agriculture, including forestry, fisheries and pastoralism. We will also take action to fight malnutrition and hunger among the urban poor. Recognizing the enormous investment needs in these areas, we encourage increased public and private investments. In this regard, we recognize the Committee on World Food Security's voluntary Principles for Responsible Investment in Agriculture and Food Systems and the Voluntary Guidelines on the Responsible Governance of Tenure of Land, Fisheries and Forests. We recognize the efforts of the International Fund for Agricultural Development in mobilizing investment to enable rural people living in poverty to improve their food security and nutrition, raise their incomes, and strengthen their resilience. We value the work of the Food and Agriculture Organization of the United Nations (FAO) the World Food Programme, and the World Bank and other multilateral development banks. We also recognize the complementary role of social safety nets in ensuring food security and nutrition. In this regard, we welcome the Rome Declaration on Nutrition and the Framework for Action, which can provide policy options and strategies aimed at ensuring food security and nutrition for all. We also commit to increasing public investment, which plays a strategic role in financing research, infrastructure and pro-poor initiatives. We will strengthen our efforts to enhance food security and nutrition and focus our efforts on smallholders and women farmers, as well as on agricultural cooperatives and farmers' networks. We call on relevant agencies to further coordinate and collaborate in this regard, in accordance with their respective mandates. These efforts must be supported by improving access to markets, enabling domestic and international environments, and strengthened collaboration across the many initiatives in this area, including regional initiatives, such as the Comprehensive Africa Agriculture Development Programme. We will also work to significantly reduce post-harvest food loss and waste.

Point 14: (INFRASTRUCTURES) Establishing a new forum to bridge the infrastructure gap. Investing in sustainable and resilient infrastructure, including transport, energy, water and sanitation for all, is a pre-requisite for achieving many of our goals. To bridge the global infrastructure gap, including the \$1 trillion to \$1.5 trillion annual gap in developing countries, we will facilitate development of sustainable, accessible and resilient quality infrastructure in developing countries through enhanced financial and technical support. We welcome the launch of new infrastructure initiatives aimed at bridging these gaps, including the Asian Infrastructure Investment Bank, the Global Infrastructure Hub, the New Development Bank, the Asia Pacific Project Preparation Facility, the World Bank Group's Global Infrastructure Facility and the Africa50 Infrastructure Fund, as well as the increase in the capital of the InterAmerican Investment Corporation. As a key pillar to meet the sustainable development goals, we call

for the establishment of a global infrastructure forum building on existing multilateral collaboration mechanisms, led by the multilateral development banks. This forum will meet periodically to improve alignment and coordination among established and new infrastructure initiatives, multilateral and national development banks, United Nations agencies, and national institutions, development partners and the private sector. It will encourage a greater range of voices to be heard, particularly from developing countries, to identify and address infrastructure and capacity gaps in particular in least developed countries, landlocked developing countries, small island developing States and African countries. It will highlight opportunities for investment and cooperation, and work to ensure that investments are environmentally, socially and economically sustainable.

Point 15 (SUSTAINABLE INDUSTRIALIZATION): Promoting inclusive and sustainable industrialization. We stress the critical importance of industrial development for developing countries, as a critical source of economic growth, economic diversification, and value addition. We will invest in promoting inclusive and sustainable industrial development to effectively address major challenges such as growth and jobs, resources and energy efficiency, pollution and climate change, knowledge-sharing, innovation and social inclusion. In this regard, we welcome relevant cooperation within the United Nations system, including the United Nations Industrial Development Organization (UNIDO), to advance the linkages between infrastructure development, inclusive and sustainable industrialization and innovation.

Point 16 (SUSTAINABLE CONSUMPTION and PRODUCTION) Protecting our ecosystems for all. All of our actions need to be underpinned by our strong commitment to protect and preserve our planet and natural resources, our biodiversity and our climate. We commit to coherent policy, financing, trade and technology frameworks to protect, manage and restore our ecosystems, including marine and terrestrial ecosystems, and to promote their sustainable use, build resilience, reduce pollution and combat climate change, desertification and land degradation. We recognize the importance of avoiding harmful activities. Governments, businesses and households will all need to change behaviours, with a view to ensuring sustainable consumption and production patterns. We will promote corporate sustainability, including reporting on environmental, social and governance impacts, to help to ensure transparency and accountability. Public and private investments in innovations and clean technologies will be needed, while keeping in mind that new technologies will not substitute for efforts to reduce waste or efficiently use natural resources.

Point 34: We further acknowledge that expenditures and investments in sustainable development are being devolved to the subnational level, which often lacks adequate technical and technological capacity, financing and support. We therefore commit to scaling up international cooperation to strengthen capacities of municipalities and other local authorities. We will support cities and local authorities of developing countries, particularly in least developed countries and small island developing States, in implementing resilient and environmentally sound infrastructure, including energy, transport, water and sanitation, and sustainable and resilient buildings using local materials. We will strive to support local governments in their efforts to mobilize revenues as appropriate. We will enhance inclusive and sustainable urbanization and strengthen economic, social and environmental links between urban, peri-urban and rural areas by strengthening national and regional

development planning, within the context of national sustainable development strategies. We will work to strengthen debt management, and where appropriate to establish or strengthen municipal bond markets, to help subnational authorities to finance necessary investments. We will also promote lending from financial institutions and development banks, along with risk mitigation mechanisms, such as the Multilateral Investment Guarantee Agency, while managing currency risk. In these efforts, we will encourage the participation of local communities in decisions affecting their communities, such as in improving drinking water and sanitation management. By 2020, we will increase the number of cities and human settlements adopting and implementing integrated policies and plans towards inclusion, resource efficiency, mitigation and adaptation to climate change, and resilience to disasters. We will develop and implement holistic disaster risk management at all levels in line with the Sendai Framework. In this regard, we will support national and local capacity for prevention, adaptation and mitigation of external shocks and risk management.

Point 35: Private business activity, investment and innovation are major drivers of productivity, inclusive economic growth and job creation. We acknowledge the diversity of the private sector, ranging from micro-enterprises to cooperatives to multinationals. We call on all businesses to apply their creativity and innovation to solving sustainable development challenges. We invite them to engage as partners in the development process, to invest in areas critical to sustainable development, and to shift to more sustainable consumption and production patterns. We welcome the significant growth in domestic private activity and international investment since Monterrey. Private international capital flows, particularly foreign direct investment, along with a stable international financial system, are vital complements to national development efforts. Nonetheless, we note that there are investment gaps in key sectors for sustainable development. Foreign direct investment is concentrated in a few sectors in many developing countries and often bypasses countries most in need, and international capital flows are often short-term oriented.

Point 36: We will develop policies and, where appropriate, strengthen regulatory frameworks to better align private sector incentives with public goals, including incentivizing the private sector to adopt sustainable practices, and foster long-term quality investment. Public policy is needed to create the enabling environment at all levels and a regulatory framework necessary to encourage entrepreneurship and a vibrant domestic business sector. Monterrey tasked us to build transparent, stable and predictable investment climates, with proper contract enforcement and respect for property rights, embedded in sound macroeconomic policies and institutions. Many countries have made great strides in this area. We will continue to promote and create enabling domestic and international conditions for inclusive and sustainable private sector investment, with transparent and stable rules and standards and free and fair competition, conducive to achieving national development policies.

Point 122: We welcome science, technology and capacity-building initiatives, including the Commission on Science and Technology for Development, the Technology Mechanism under the United Nations Framework Convention on Climate Change, the advisory services of the Climate Technology Centre and Network, the capacity-building of the World Intellectual Property Organization and the UNIDO National Cleaner

Production Centres networks. We invite specialized agencies, funds and programmes of the United Nations system with technology-intensive mandates to further promote the development and diffusion of relevant science, technologies and capacity-building through their respective work programmes. We commit to strengthening coherence and synergies among science and technology initiatives within the United Nations system, with a view to eliminating duplicative efforts and recognizing the many successful existing efforts in this space.

Point 123: We decide to establish a Technology Facilitation Mechanism. The Mechanism will be launched at the United Nations summit for the adoption of the post-2015 development agenda in order to support the sustainable development goals.

- We decide that the Technology Facilitation Mechanism will be based on a multistakeholder collaboration between Member States, civil society, the private sector, the scientific community, United Nations entities and other stakeholders and will be composed of a United Nations inter-agency task team on science, technology and innovation for the sustainable development goals, a collaborative multi-stakeholder forum on science, technology and innovation for the sustainable development goals and an online platform.
- The United Nations inter-agency task team on science, technology and innovation for the sustainable development goals will promote coordination, coherence and cooperation within the United Nations system on science, technology and innovation related matters, enhancing synergy and efficiency, in particular to enhance capacity-building initiatives. The task team will draw on existing resources and will work with 10 representatives from civil society, the private sector and the scientific community to prepare the meetings of the multi-stakeholder forum on science, technology and innovation for the sustainable development goals, as well as in the development and operationalization of the online platform, including preparing proposals for the modalities for the forum and the online platform. The 10 representatives will be appointed by the Secretary- General, for periods of two years. The task team will be open to the participation of all United Nations agencies, funds and programmes and the functional commissions of the Economic and Social Council and it will initially be composed of the entities that currently integrate the informal working group on technology facilitation, namely, the Department of Economic and Social Affairs, the United Nations Environment Programme, UNIDO, the United Nations Educational, Scientific and Cultural Organization, UNCTAD, the International Telecommunication Union, WIPO and the World Bank.
- The online platform will be used to establish a comprehensive mapping of, and serve as a gateway for, information on existing science, technology and innovation initiatives, mechanisms and programmes, within and beyond the United Nations. The online platform will facilitate access to information, knowledge and experience, as well as best practices and lessons learned, on science, technology and innovation facilitation initiatives and policies. The online platform will also facilitate the dissemination of relevant open access scientific publications generated worldwide. The online platform will be developed on the basis of an independent technical assessment which will take into account best practices and lessons learned from other initiatives, within and beyond the United Nations, in order to ensure that it will complement, facilitate access to and provide adequate information on existing science, technology and innovation platforms, avoiding duplications and enhancing synergies.

- The multi-stakeholder forum on science, technology and innovation for the sustainable development goals will be convened once a year, for a period of two days, to discuss science, technology and innovation cooperation around thematic areas for the implementation of the sustainable development goals, congregating all relevant stakeholders to actively contribute in their area of expertise. The forum will provide a venue for facilitating interaction, matchmaking and the establishment of networks between relevant stakeholders and multi-stakeholder partnerships in order to identify and examine technology needs and gaps, including on scientific cooperation, innovation and capacity-building, and also in order to help facilitate development, transfer and dissemination of relevant technologies for the sustainable development goals. The meetings of the forum will be convened by the President of the Economic and Social Council before the meetings of the high-level political forum on sustainable development, under the auspices of the Economic and Social Council or, alternatively, in conjunction with other forums or conferences, as appropriate, taking into account the theme to be considered and on the basis of a collaboration with the organizers of the other forums or conferences. The meetings of the forum will be co-chaired by two Member States and will result in a summary of discussions elaborated by the two co-Chairs, as an input to the meetings of the high-level political forum, in the context of the follow-up and review of the implementation of the post- 2015 development agenda.
- The meetings of the high-level political forum will be informed by the summary of the multi-stakeholder forum. The themes for the subsequent multistakeholder forum on science, technology and innovation for the sustainable development goals will be considered by the high-level political forum on sustainable development, taking into account expert inputs from the task team.

SELECTED LIST OF DELIVERABLES OF THE ACTION AGENDA DIVIDED BY CHAPTER (AREA) of INTERVENTION:

A. Domestic public resources:

- Encourages countries to set nationally defined domestic targets and timelines for enhancing revenue
- Commits international support –both ODA and capacity building –to complement these efforts
- Strengthens international cooperation in tax matters, including by supporting ongoing efforts in the IMF, OECD and World Bank and strengthening the United Nations Committee of Experts on International Cooperation in Tax Matters
- Steps up the fight against illicit financial flows: countries agreeing to substantially reduce illicit financial flows by 2030 with the aim to eliminate them including through anti-abuse clauses in tax treaties, a commitment to strengthen accounting, better disclosure and information sharing, and more efforts to ensure tax is paid where economic activity occurs

- Speeds up the return of stolen assets through development of a set of global best practices
- Countries commit to transparent and gender responsive budgeting and transparent public procurement frameworks
- Countries commit to rationalize fossil fuel subsidies, with a view to phase out harmful subsidies, while minimizing the negative impacts on the poor
- Recognizes the potential of national development banks to finance long-term investments necessary for achieving sustainable development

B. Domestic and international private business and finance

- Encourages businesses to embrace a core business model that takes account of the environmental, social and governance impacts of their activities, including integrated reporting, and encourages impact investing
- Commits countries to develop policies and strengthen regulatory frameworks to better align private sector incentives with public goals
- Calls for a harmonization of the various initiatives on responsible financing standards
- Encourages private foundations to use their endowments actively through impact investment, to bring these resources into use as sustainable development investments
- Calls on countries to mainstream financial inclusion as a policy goal in regulations, balancing access to and stability of financial markets
- Commits to enhanced international support and capacity building for local capital market development
- Sets a target to reduce the transaction costs of remittances to below 3 per cent and commits countries to ensure that no corridor requires charges higher than 5 per cent by 2030, while ensuring adequate service coverage

C. International development cooperation

- Developed countries recommit to their ODA targets, including 0.7 per cent of ODA/GNI and 0.15 to 0.2 per cent of ODA/GNI for LDCs

- Developed countries also commit to reverse the declining trend of ODA to the LDCs; encourages countries to set a target of providing at least 0.2 per cent of ODA/GNI to LDCs, with the EU promising to do so by 2030
- Calls on both development cooperation providers to increase effectiveness, enhance their common understanding and improve knowledge sharing
- Decides to hold open, inclusive and transparent discussions on the proposed measure of ‘total official support for sustainable development’
- Calls on all international public finance flows to take into account the three dimensions of sustainable development, and to increase efforts to enhance the resilience of countries to respond to shocks and natural disasters
- Calls on the multilateral development banks (MDBs) to examine their role, scale and functioning to enable them to adapt to and be fully responsive to the sustainable development agenda
- Calls on the MDBs to develop graduation policies that sequenced, phased and gradual to ensure continued access to concessional finance
- Welcomes new development banks and their contributions to development, and calls on them to establish or maintain social and environmental safeguards systems
- Recognizes the important contributions of multi-stakeholder partnerships and encourages them to support country-driven priorities and strategies

D. International trade as an engine for development emphasizes the importance of policy coherence, and commits countries to craft trade and investment agreements with appropriate safeguards so as not to constrain domestic policies and regulation in the public interest

- Commits to increase the proportion of aid for trade to LDCs, and to provide technical assistance to LLDCs to support their participation in trade negotiations

E. Debt and debt sustainability

- Encourages legislative efforts to impede activities of uncooperative minority bondholders
- Calls on the international community to offer support to countries whose debt sustainability is threatened by shocks and natural disasters
- Encourages consideration of further debt relief and the study of new instruments for developing countries, particularly LDCs, LLDCs and SIDS experiencing debt distress, building on the experiences of debt-to-health and debt-to-nature swaps

F. Addressing systemic issues

- Calls for further increases in voice and representation of developing countries in global norm-setting and decision making bodies
- expands focus and advances the policy coherence agenda to include the economic, social and environmental dimensions of sustainable development, as well as international migration, affirming the rights of migrant workers
- agrees to take actions to improve the quality of credit ratings, including by promoting increased competition, as well as measures to avoid conflict of interest and increase transparency.
- commits countries to address the systemic risks associated with shadow banking and “too-big-to-fail” financial institutions
- calls on the IMF to provide adequate levels of financial support to developing countries pursuing sustainable development to assist them in managing any associated pressures on the national balance of payments.
- stresses the need to ensure that international agreements, rules and standards are consistent with each other and with progress towards the SDGs, and encourage development finance institutions to align their business practices with the 2030 Agenda for Sustainable Development.

III. Data, monitoring and follow-up

- emphasizes the importance of high quality disaggregated data and prioritizes capacity building in this area
- calls on the UN to develop measurements of progress that go beyond GDP

- sets up a dedicated but integrated follow-up process to Addis, establishing an annual Financing for Development Forum of ECOSOC. Its intergovernmentally agreed conclusions and recommendations will feed into the HLPF
- decides that the High-level Dialogue of the General Assembly on Financing for Development will be held back to back with the HLPF under the auspices of the GA when the HLPF is convened every four years
- encourages the Secretary-General to convene an inter-agency Task Force to report annually on progress in implementing the Financing for Development outcomes and the means of implementation of the 2030 Agenda for Sustainable Development.

**ANNEX II – SUSTAINABLE DEVELOPMENT GOALS AND TARGETS MAPPED AGAINST
BUSINESS AND RELEVANT ACTIONS**

ANNEX II - Sustainable Development Goals and Targets mapped against business and relevant actions

The following table provides a screening of Sustainable Development Goals and Targets against business activity.

From an overall perspective, business can contribute to the realization of each of the 17 goals, although with different degrees of relevance and interdependence that we aim to make clear here.

We distinguish among three different levels of relevance for business.

In the first column we list goals and targets in which business could play a **leading role** vis-à-vis the other institutions in the socio-economic system. These goals and targets are central to business activity, and thus require not only a strong involvement in designing and carrying out collective partnership efforts to meet them, but actually an even stronger commitment to change and adapt business strategies, internal processes and management mindsets within each business organization, as the first and foremost contribution to the achievement of those targets.

The second column lists the Targets for which the commitment of business is a necessary condition for the achievement of the results even though the business might not necessarily be playing a leading role. For these targets business is considered an **enabler** of the implementation agenda. Business engagement in these type of targets often requires the investment of resources to pursue a common good objective in a pre-competitive context, in collaboration with other businesses (including competitors), value chain partners, public institutions and representatives of civil society.

The third column is where the business sector plays essentially a **facilitating role** in the sense that its active contributions are important and welcome, although not strictly necessary to their achievement. In these cases, business can act in a proactive “do good” logic (mostly philanthropic initiatives and externally oriented CSR actions) or in a passive, “do not harm” one, such as in the case of avoiding to do business with corrupted or tyrannic governments or in contexts that could harm the local population’s efforts to reach a decent quality of life.

The forth and last column is that devoted to identify examples of actions that business might be expected to undertake in its efforts to contribute to the achievement of the Target in a specific context.

GOAL 1 “End extreme poverty in all its forms, including hunger, child stunting, malnutrition, and food insecurity. Support highly vulnerable countries”

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
		1.a Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation, in order	- Redirect investment to high poverty areas; - Ease access to financial support for entrepreneurial activity (finance industry);

		to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programmes and policies to end poverty in all its dimensions.	- Develop products and services tailored to low income consumers (Bottom of the Pyramid business models);
		1.1 By 2030, eradicate extreme poverty for all people everywhere, currently measured as people living on less than \$1.25 a day.	- Promote business practices that contribute to inclusive economic growth;
		1.4 By 2030, ensure that all men and women, in particular the poor and the vulnerable, have equal rights to economic resources, as well as access to basic services, ownership and control over land and other forms of property, inheritance, natural resources, appropriate new technology and financial services, including micro finance.	- Promote small business entrepreneurship and easing access to credit; - Encourage fair recruitment practices

GOAL 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land			- Enhance productivity through minimization of waste across the entire value chain; -Technological upgrading along with knowledge sharing; -Knowledge capacity building for small food producers in order to access private and public funding;

and soil quality			
		<p>2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries</p>	<ul style="list-style-type: none"> - Increase productivity and incomes of small-scale producers; - Implement agricultural research and innovation;
	<p>2.5 By 2020, maintain the genetic diversity of seeds, cultivated plants and farmed and domesticated animals and their related wild species, including through soundly managed and diversified seed and plant banks at the national, regional and international levels, and promote access to and fair and equitable sharing of benefits arising from the utilization of genetic resources and associated traditional knowledge, as internationally agreed</p>		<p>Design possible PPP solutions gathering local diverse capabilities and knowledge in order to get access to more funding opportunities;</p> <ul style="list-style-type: none"> - Financial institutions to re-design microfinance processes in order to offer ad hoc loans to local producers/ researchers; - Develop culture and internal policies with regard to promotion and diffusion of sustainable agriculture and new agricultural and breeding techniques

GOAL 3 “Ensure healthy lives and promote well-being for all at all ages”

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
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3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination			<ul style="list-style-type: none"> -Review of discharge mechanisms in terms of environmental impact, according to international standards and regulations; -Strengthen supply chain management procedures in terms of selection processes, controlling mechanisms and monitoring systems; -Set enforcement mechanisms (incentives and sanctions);
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GOAL 4 Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
			All the targets in goal 4 can be facilitated by the intervention of business via funding opportunities; grants; policy promotions; lobbying

GOAL 5 Achieve gender equality and empower all women and girls

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life		<ul style="list-style-type: none"> -Enhance balanced hiring policies; -Promote women in leadership programs (executives and governance); -Enforce policies for equal remuneration between genders; -Check out for systemic obstacles in women career paths, enforce practices in order to remove such obstacles; - Create and enforce policies for equal remuneration between genders;

GOAL 6 Ensure availability and sustainable management of water and sanitation for all

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally		-Strengthen water quality control systems; -Strictly control the use of chemicals; -Enhance technologies to minimize water waste and encourage closed loop systems
	6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate		Enhance Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)
	6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity		Sustainable management of water through improved technologies irrigation and storage technologies, combined with development of new drought-resistant crop varieties, can contribute to sustaining dry-lands productivity and strengthen water recycling and reuse;
	6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies		Develop best practices in water management to use for training and knowledge sharing;
	6.6 By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes		Enhancing anti pollution self-regulation;

GOAL 7 Ensure access to affordable, reliable, sustainable and modern energy for all

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
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7.1 By 2030, ensure universal access to affordable, reliable and modern energy services			Self-regulations and development of internal policies and practices for sustainable and coherent international business strategies
	7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology		Increase the number of power projects and solar plants across the globe, increasing the general affordability of energy from plants and projects.
7.2 By 2030, increase substantially the share of renewable energy in the global energy mix			Provide self-regulations on trade-offs during decision making processes for investment on energy procurement and supplying (constructing hydroelectric power projects, install solar facilities and wind mills with the aim to completely replace the use of non-renewable sources of energy, such wood, coal and charcoal, in least developed countries);
7.3 By 2030, double the global rate of improvement in energy efficiency			Boost energy efficiency through innovation and research (- Enhance Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)

GOAL 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
8.2 Achieve higher levels of economic productivity through diversification,			<ul style="list-style-type: none"> - Redesign of Competitive strategy and company's operations; - Careful and coherent investments in R&D

technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors			
8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead			<ul style="list-style-type: none"> - Improve environmental performance of plants; - Create environmentally friendly culture, policy and practises inside business; - Create of self-regulation mechanisms against environmental and people harsh exploitations
	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training		Implement youth oriented hiring policies and preparation towards specialized types of jobs (i.e. internships and apprenticeships long term agreements with local schools; apprenticeships agreements with reformatories and correction houses for minor crimes)
8.7 Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms			<ul style="list-style-type: none"> - Create/ strengthen supply chain controlling and auditing during and ex post phases; - Impose self-regulation models for suppliers' quality check in the procurement phase; - Develop and enforce an integrated reporting of non-financial input/results
8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment			<ul style="list-style-type: none"> - Strengthen third part and internal social audit systems; - Develop and enforce an integrated reporting of non-financial input/results

GOAL 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>			<ul style="list-style-type: none"> -Invest into the sustainability of buildings and production processes; -Invest into non financial controlling and reporting system, including stakeholders into the evaluation of comprehensive performances; - Invest into develop a corporate culture with pro-active attitude towards sustainability; - Respect and enhance (via data and information sharing with local communities and authorities) knowledge on sustainable performances of company/industry/ technology
<p>9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending</p>			<ul style="list-style-type: none"> - Promote PPP towards the creation of resilient research facilities, helping to develop industry/territory specific knowledge, innovation and research; - Revise hiring policies and career paths for managerial positions in order to nurture, hire and develop local people into de-localized corporations
	<p>9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked</p>		<ul style="list-style-type: none"> - Special care on controlling against bribery and all sort of corruptions (finance industry); - Compliance to international and local regulations with regards to infrastructure development; - Internal regulations promoting and diffusing innovation even in developing countries

	developing countries and small island developing States		
	9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities		- Revise Competitive strategy for emerging markets, including environmental measurement and non-financial information into day by day business for companies with multinational operations and supply chains; - Adapt/ Anticipate new environmental regulations in emerging economies, by adopting internal self-regulations.
9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020			Develop technology under resource constraints logic for the diffusion of ICT (i.e. New source of energy to power local servers and develop efficiency and range of wi-fi technology

GOAL 10 Reduce inequality within and among countries

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
			Businesses can function as facilitator for all the targets of this goal, by not lobbying against its accomplishment and promoting grants and supporting activities.

GOAL 11 Make cities and human settlements inclusive, safe, resilient and sustainable

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to		Utilities companies to revise their production systems towards more sustainable source of energy; -Self-regulation towards incremental renewable energy

	air quality and municipal and other waste management		solutions for heating and lighting cities
		11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	The construction sector and its supply chain can contribute to greener and more sustainable constructions; - R&D investments into material resilience; cheaper anti-seismic materials and construction processes

GOAL 12 Ensure sustainable consumption and production patterns

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
12.1 Implement the 10-Year Framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries			<ul style="list-style-type: none"> - Support the implementation of the 10 year Framework of programmes on sustainable consumption and production -Reaction/Compliance to regulations imposed by the new sustainable consumption and production plan; -Direct involvement into creation of frameworks by companies with multinational operations and supply chains. i.e.: Data collection, information elaboration and analysis, stakeholder engagement in the various Countries
12.2 By 2030, achieve the sustainable management and efficient use of natural resources			<ul style="list-style-type: none"> - Revise competitive strategy; - Adapt production, possibly adopting closed cycles; - Constantly check and revise production activities and processes with industry best practices (i.e. Monitoring systems and gaps reduction information management); -Improve research over resource efficiency; - Switch to more sustainable production systems and processes;
12.3 By 2030, halve per capita global			Enhance self-regulations systems for waste management:

food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses			<ul style="list-style-type: none"> - Enhance in-company education for employees on sustainable consumption; - Enhance packaging efficiency (in terms of resource used and quantity packaged, avoiding waste of both);
12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment;			<ul style="list-style-type: none"> - Implement integrated policies, encouraging/enforcing information system on waste management; - Adapt to increasingly stricter international policies and regulations over waste management and air pollution; - Anticipate more strict rules on WM and AP;
12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse			<ul style="list-style-type: none"> - Implement closed loop innovation (Enhance Production efficiency and waste minimization through optimization of the production processes)
12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle			<ul style="list-style-type: none"> - React to external pressure to more sustainable practices and internal policies; - Anticipate external pressures by adopting self-regulatory mechanisms and enforcements procedures. i.e. Integrate reporting system; incentive systems for managers and executives based also on non-financial performances
	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities		Adequate (or anticipate) internal systems (controlling, auditing, reporting of financial and non financial performances) in order to meet new requirements from PA
	12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production		<ul style="list-style-type: none"> - Design a data collection process and reporting system for production patterns; - Adequate to the best possible standards in terms of sustainable production; - Improve R&D on sustainable production

GOAL 13 Take urgent action to combat climate change and its impacts

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	<p>13.2 Integrate climate change measures into national policies, strategies and planning</p>		<ul style="list-style-type: none"> - Internalize strategies to combat climate change concerns into business operations and business models
	<p>13.a Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible</p>		<ul style="list-style-type: none"> - Assess environmental impacts associated with business activities; - Provide the adequate financial support for implementing green projects and reducing GHG emissions, maximizing energy efficiency and use of renewable energy while minimizing environmental impact;
		<p>13.b Promote mechanisms for raising capacity for effective climate- related planning and management in least developed countries and small islands States, including focusing on women, youth, local and marginalized communities</p>	<ul style="list-style-type: none"> - Assess environmental impacts associated with business activities; - Implement effective environmental management system to minimize actual and potential environmental impacts; - Internalize strategies to combat climate change into business operations and business models

GOAL 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	<p>14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution</p>		<p>- Coastal and marine resources, generate jobs in various industries such as tourism, biotechnology, fishing, and shipping. All these sector has a role to play in order to prevent various ocean issues, such as overfishing, acidification and pollution by applying sustainable standards to their operations and to that of suppliers</p>
	<p>14.4 By 2020, effectively regulate harvesting and end overfishing, illegal, unreported and unregulated fishing and destructive fishing practices and implement science-based management plans, in order to restore fish stocks in the shortest time feasible, at least to levels that can produce maximum sustainable yield as determined by their biological characteristics</p>		<p>Enhance efforts in the fishing industry to control and prevent overfishing and apply sustainable innovation to the sector</p>
	<p>14.a By 2030, increase the economic benefits to Small Island developing States and least developed countries from the sustainable use of marine resources, including through sustainable management of fisheries, aquaculture and tourism</p>		<p>Enhance the diffusion of sustainable fishing techniques</p>

GOAL 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	<p>15.2 By 2020, promote the implementation of</p>		<p>- Whether being a manufacturer, a retailer or a general</p>

	sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally		consumer it implies concentrating on the supply chain, retrieving the main source of materials and the conduct of suppliers in terms of environmental practices
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GOAL 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
	16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children		- Ensure compliance with existing regulations and adding third part external auditing systems to ensure that no supplier exploit child labour
	16.5 Substantially reduce corruption and bribery in all their forms		- Implement code of conduct to prevent corruption to spread

GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

BUSINESS AS LEADING ACTOR	BUSINESS AS ENABLER	BUSINESS AS FACILITATOR	ACTIONS
17.3 Mobilize additional financial resources for developing countries from multiple sources			- Invest in learning to collaborate with stakeholders and competitors on the joint pursuit of SDGs; - Experiment innovative ways to implement changes to business models necessary to contribute to SDGs achievement
17.7 Promote the development, transfer, dissemination and diffusion of environmentally			- Companies involved into innovative technological development implementing resource constraints logic for developing

sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed			countries markets
	17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships		- Create enabling company strategies for applying to PPPs and successfully manage them
	17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts		- Create enabling company strategies for applying to PPPs and successfully manage them

ANNEX III – SDGs TARGETS MAPPED AGAINST RECPNET CURRENT ACTIVITIES

ANNEX 3: SDGs Targets mapped against RECPnet current activities

According to the screening conducted on RECPnet current activities against SDGs targets, the network covers more than simply the environmental responsibility and management area which is at the core of its mission. The RECPnet action entails also the domain of inclusive economic growth and development and of responsibility towards people and society, producing a very operational output acting on the products and services and on the value chain approach and collaboration and partnership for continuous improvement.

TARGETS	ACTIONS
GOAL 2 End hunger, achieve food security and improved nutrition and promote sustainable agriculture	
2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment	Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)
2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality	Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)
2.a Increase investment, including through enhanced international cooperation, in rural infrastructure, agricultural research and extension services, technology development and plant and livestock gene banks in order to enhance agricultural productive capacity in developing countries, in particular least developed countries	Grant writing and stakeholder engagement
GOAL 3 Ensure healthy lives and promote well-being for all at all ages	

<p>3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination</p>	<p>Implementing Responsible Production solutions and techniques that minimize risks for people and local communities</p>
<p>3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, especially in least developed countries and small island developing States.</p>	
<p>Goal 4: Ensure inclusive and quality education for all and promote lifelong learning</p>	
<p>4.7 By 2030, ensure that all learners acquire the knowledge and skills needed to promote sustainable development, including, among others, through education for sustainable development and sustainable lifestyles, human rights, gender equality, promotion of a culture of peace and non-violence, global citizenship and appreciation of cultural diversity and of culture’s contribution to sustainable development.</p>	<p>RECPnet members can function as trainers or consultants on training processes for citizens and other trainers (train the trainers programs), and the centers can market themselves on this target among both private companies and public institutions.</p>
<p>4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>	
<p>4.5 By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations</p>	
<p>GOAL 5 Achieve gender equality and empower all women and girls</p>	
<p>5.5 Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life</p>	<p>Coaching, training and mentoring women inside companies; Consulting to companies on diversity management and best</p>

	<p>practices;</p> <p>Consulting on statistical data collection (and benchmarking) over situation of women in specific companies and/or regional/country level</p>
<p>GOAL 6 Ensure availability and sustainable management of water and sanitation for all</p>	
<p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p>	<p>Auditing for reporting on water management;</p> <p>Implementing Responsible Production solutions and techniques that minimize risks for people and local communities</p>
<p>6.4 By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity</p>	<p>Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)</p>
<p>6.5 By 2030, implement integrated water resources management at all levels, including through transboundary cooperation as appropriate</p>	<p>Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)</p>
<p>6.a By 2030, expand international cooperation and capacity-building support to developing countries in water- and sanitation-related activities and programmes, including water harvesting, desalination, water efficiency, wastewater treatment, recycling and reuse technologies</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge</p>
<p>6.b Support and strengthen the participation of local communities in improving water and sanitation management</p>	<p>Grant Writing;</p> <p>Stakeholder Engagement</p>

GOAL 7 Ensure access to affordable, reliable, sustainable and modern energy for all

<p>7.1 By 2030, ensure universal access to affordable, reliable and modern energy services</p>	<p>Technical advisory on energy certification/compliance to regulations</p>
<p>7.2 By 2030, increase substantially the share of renewable energy in the global energy mix</p>	<p>Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)</p>
<p>7.3 By 2030, double the global rate of improvement in energy efficiency</p>	<p>Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)</p>
<p>7.a By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge</p>
<p>7.b By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least developed countries, small island developing States, and land-locked developing countries, in accordance with their respective programmes of support</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge;</p> <p>Grant writing;</p> <p>Stakeholder engagement with communities</p>

GOAL 8 Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

<p>8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge;</p> <p>Technical advisory on HR Management and production's</p>
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	<p>efficiency;</p> <p>Training and coaching on sustainability and sustainable consumption/production;</p> <p>Grant writing;</p> <p>Stakeholder engagement with public institutions and communities</p>
<p>8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services</p>	<p>Enhancing Environmental Management through the minimization of impacts on environment and nature;</p> <p>Technical advisory on HR Management and production's efficiency</p>
<p>8.4 Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead</p>	<p>Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water);</p> <p>Technical advisory on HR Management</p>
<p>8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training</p>	<p>Grant writing for literacy programs;</p> <p>Stakeholder engagement with public institutions;</p> <p>Training and coaching</p>
<p>8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment</p>	<p>Stakeholder engagement;</p> <p>Auditing on environmental/efficiency performances</p>
<p>8.9 By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products</p>	<p>Stakeholder engagement with public institutions;</p> <p>Training and coaching</p>

<p>8.b By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization</p>	<p>Stakeholder engagement with public institutions; Training and coaching</p>
<p>GOAL 9 Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	
<p>9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge</p>
<p>9.2 Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry’s share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries</p>	<p>Technical training on sustainability and efficient consumption and production</p>
<p>9.3 Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets</p>	<p>Grant Writing; Technical training on sustainability and efficient consumption and production</p>
<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities</p>	<p>Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water); Stakeholder engagement</p>
<p>9.c Significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet in least developed countries by 2020</p>	<p>Technical auditing and consultancy over environmental efficiency</p>
<p>9.a Facilitate sustainable and resilient infrastructure development in developing countries through enhanced financial, technological and technical support to African countries, least developed countries, landlocked developing</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge</p>

countries and small island developing States	
9.b Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities	Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge
GOAL 11 Make cities and human settlements inclusive, safe, resilient and sustainable	
11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	Implementing Responsible Production solutions and techniques that minimize risks for people and local communities
11.c Support least developed countries, including through financial and technical assistance, in building sustainable and resilient buildings utilizing local materials	Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge
GOAL 12 Ensure sustainable consumption and production patterns	
12.1 Implement the 10-year framework of programmes on sustainable consumption and production, all countries taking action, with developed countries taking the lead, taking into account the development and capabilities of developing countries	Enhancing Environmental Management through the minimization of impacts on environment and nature; Technical consultancy over metrics and statics on sustainable consumption and production; Training and coaching on sustainable consumption and production; Stakeholder engagement
12.2 By 2030, achieve the sustainable management and efficient use of natural resources	Enhancing Production Efficiency through optimization of the productive use of natural resources (materials, energy and water)
12.3 By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including	Enhancing Production Efficiency and waste minimization through optimization of the production processes

post-harvest losses

12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment

Enhancing Environmental Management through the minimization of impacts on environment and nature

12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

Enhancing Production Efficiency and waste minimization through optimization of the production processes

12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge

12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities

Stakeholder engagement;

Training and coaching;

Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge

12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature

Stakeholder engagement with institutions and local communities;

Training and coaching;

Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge

<p>12.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge</p>
<p>12.b Develop and implement tools to monitor sustainable development impacts for sustainable tourism that creates jobs and promotes local culture and products</p>	<p>Audits; Training and coaching; Consultancies for HR Management</p>
<p>12.c Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities</p>	<p>Stakeholder engagement with public institutions</p>
<p>GOAL 13 Take urgent action to combat climate change and its impacts</p>	
<p>13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge; Training and coaching on technical aspects of sustainable consumption and production; Stakeholder engagement with institutions and local communities</p>
<p>13.b Promote mechanisms for raising capacity for effective climate- related planning and management in least developed countries and small islands States,</p>	<p>Enhancing Capacity Building: foster professional and institutional</p>

including focusing on women, youth, local and marginalized communities	excellence and Share knowledge
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GOAL 14 Conserve and sustainably use the oceans, seas and marine resources for sustainable development

14.1 By 2025, prevent and significantly reduce marine pollution of all kinds, in particular from land-based activities, including marine debris and nutrient pollution	Enhancing Environmental Management through the minimization of impacts on environment and nature
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14.c Enhance the conservation and sustainable use of oceans and their resources by implementing international law as reflected in UNCLOS, which provides the legal framework for the conservation and sustainable use of oceans and their resources, as recalled in paragraph 158 of The Future We Want	Enhancing Environmental Management through the minimization of impacts on environment and nature
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GOAL 15 Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally	Enhancing Environmental Management through the minimization of impacts on environment and nature
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GOAL 16 Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

16.2 End abuse, exploitation, trafficking and all forms of violence against and torture of children	Consultancy and auditing supply chains on regulation compliance
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GOAL 17 Strengthen the means of implementation and revitalize the global partnership for sustainable development

<p>17.3 Mobilize additional financial resources for developing countries from multiple sources</p>	<p>Grant writing; Stakeholder engagement</p>
<p>17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge sharing on mutually agreed terms, including through improved coordination among existing mechanisms, in particular at the United Nations level, and through a global technology facilitation mechanism</p>	<p>Stakeholder engagement with institutions and local communities; Project Management; Training and coaching</p>
<p>17.7 Promote the development, transfer, dissemination and diffusion of environmentally sound technologies to developing countries on favourable terms, including on concessional and preferential terms, as mutually agreed</p>	<p>Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge</p>
<p>17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation</p>	<p>Stakeholder engagement; Grant Writing; Project management</p>
<p>17.14 Enhance policy coherence for sustainable development</p>	
<p>17.15 Respect each country’s policy space and leadership to establish and implement policies for poverty eradication and sustainable development</p>	<p>Stakeholder engagement with public institutions; Training and coaching for local communities;</p>
<p>17.16 Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries</p>	<p>Stakeholder engagement with public institutions, business and local communities; Coaching and training on technical aspects;</p>
<p>17.17 Encourage and promote effective public, public-private and civil society</p>	<p>Grant writing;</p>

partnerships, building on the experience and resourcing strategies of partnerships

Stakeholder engagement

17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

Enhancing Capacity Building: foster professional and institutional excellence and Share knowledge

17.19 By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries

Auditing activities related to sustainable consumption and production;
Consultancy activities for public institutions or private businesses on sustainable consumption and production;
Training and coaching on technical aspects of sustainable consumption and production (also train the trainers programs)

ANNEX IV - SURVEYS AND INTERVIEWS OF RECPNET MEMBERS

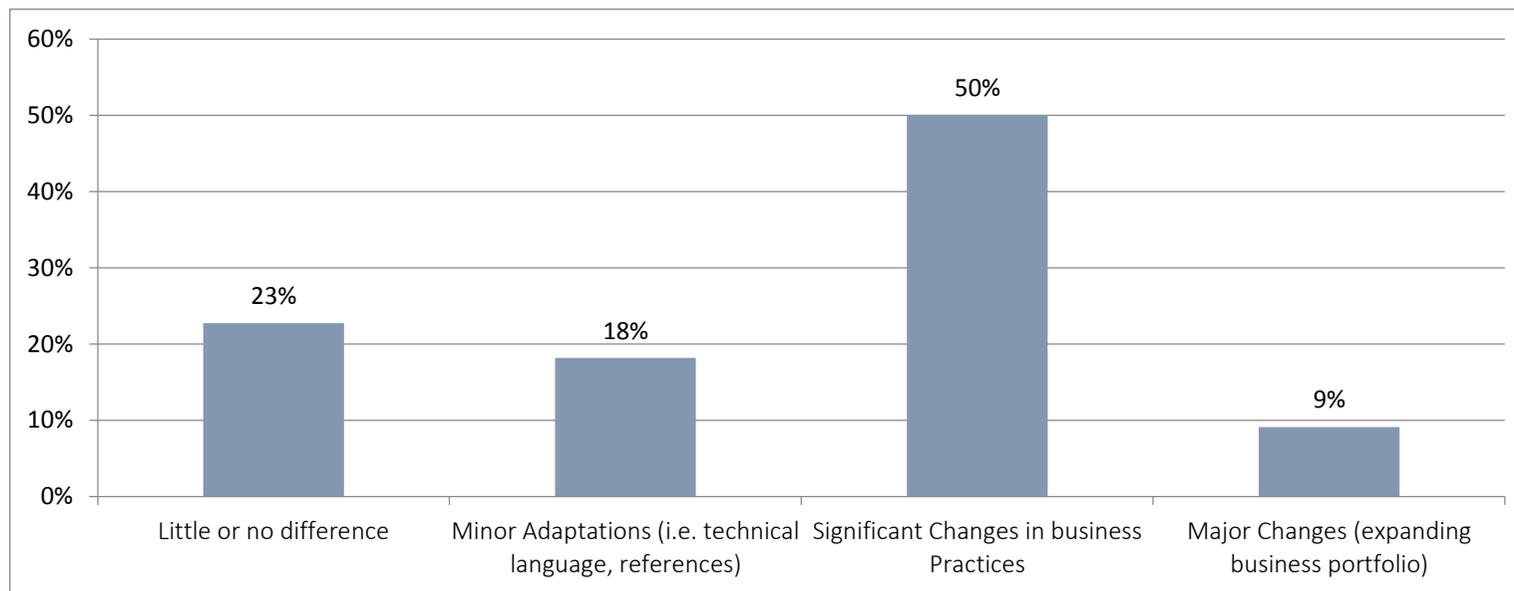
ANNEX IV: Surveys and interviews of RECPnet Members

THE AGENDA'S IMPLICATIONS FOR RECPNET ACTIVITIES

In terms of the perceptions of the implications of the 2030 Agenda for the future evolution of their activities, RECPnet members paint a variegated picture. As shown in Figure 1, the majority (about 60% of all respondents) expects some substantial changes to their current practices. Some of them (9% of the sample) even expect major changes related to the expansion of the domains of the sustainability agenda, and the related service opportunities that this could create.

FIGURE 1: Expected Change from the 2030 Agenda to RECPNet Members' Activities

"Do you expect any change in your organization from the implementation of the Agenda 2030?"



Africa:

“There is a great interest among institutions and companies, for the work of RECP. Governments already asked a dedicated consultant partner to help on the environmental efficiency and ecosystem platforms. I expect our work to increase a lot and in different ways.. So we will need more staff, more prepared with technical capabilities, on one side, but also soft skills. Efficiency seems to be a new keyword for anybody’s work”.

Half of the sample mentioned updates in the tools and methodologies used, technical enhancements of current practices, or a major shift in terms of dimensions of their organization and the volume of its activities. There is also, however, a qualified minority of respondents who see either only minor changes, essentially related to the development of new technical terms and engagement arguments, or no change at all stemming from the deployment of initiatives targeted at the realization of the new sustainability Agenda.

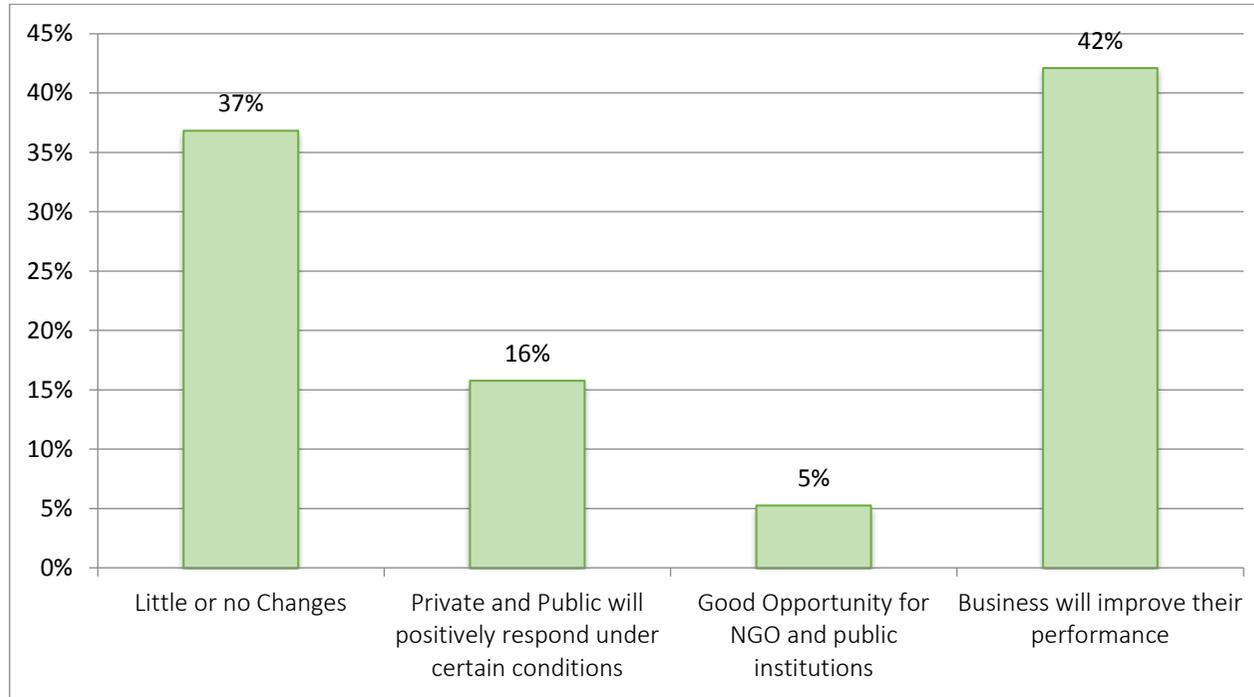
ECCA Region:

“I think within this network our organization is already doing work on SDGs. There is nothing new, we have supported this strategy on our ongoing work so far, is not a new impulse and don’t change anything to me. The only new thing is that It was not a top down process, as it usually is.”

This picture is consistent also with the perception of RECPnet members regarding the implementation of the Agenda by their major stakeholders (business, public institutions or NGOs). Figure 2 shows that 63% of respondents expect a positive impact from at least some of their stakeholders.

Figure 2: Expected Change from the 2030 Agenda to RECPNet Members’ Stakeholders

“What do you think the Agenda will imply for your stakeholders?”



Africa:

“Clients will need to build more capacity and develop new mindsets.”

The other respondents do not expect major changes.

Europe:

“Not much will change. Not in a “surprisingly good” way, I mean. I see there are many synergies between these UN goals and the G7 ones, so maybe something will move on the “relationship” side (between organizations and overall between different categories of stakeholders). Meaning building connections among and between different institutions and industries.

Of those who expect a positive impact, the largest group (43% of the sample) cites positive economic impacts on businesses, whereas another group (16%) of respondents indicated that business and public institutions will respond to the implementation of the Agenda if they will be jointly involved by means of thorough and consistent stakeholder engagement activities. This is highlighting the need for a coordinated intervention with a combination of efforts by societal counterparts to see the Agenda implemented.

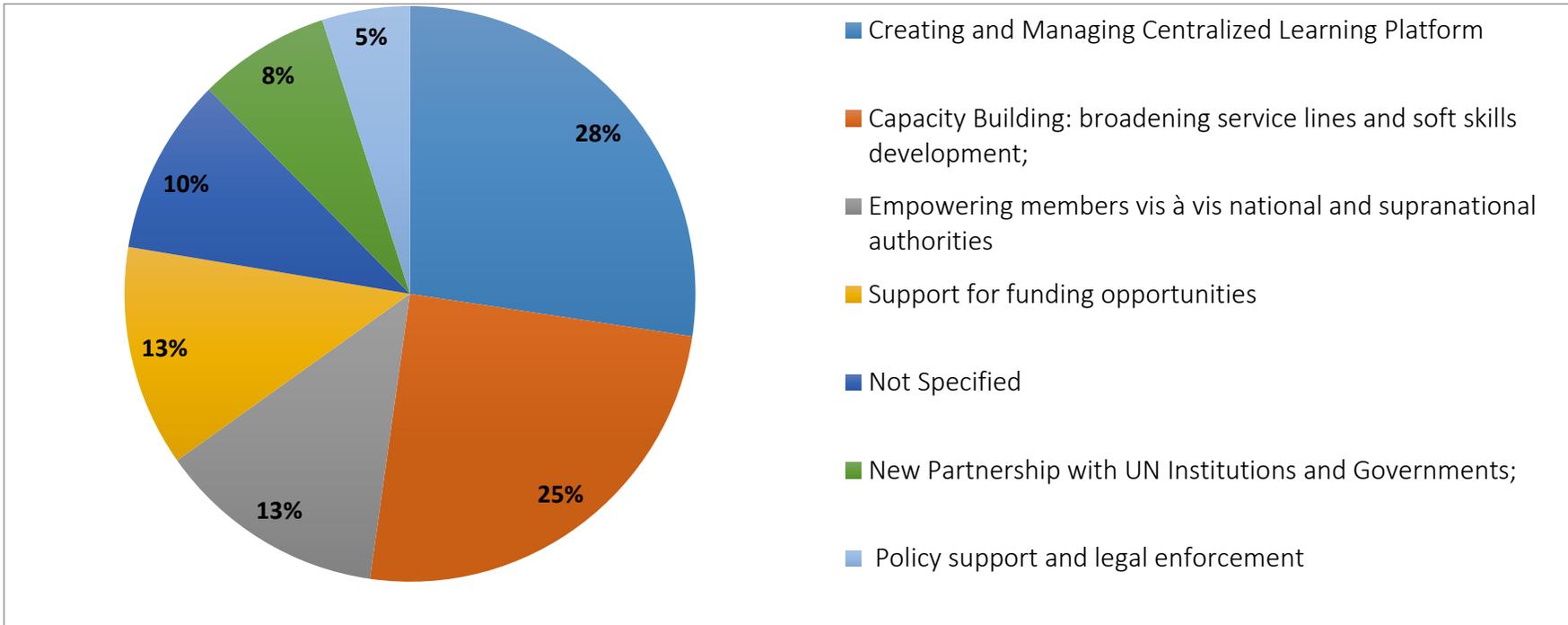
South America:

“I expect them to be no more active than they are now, unless new source of funding arrives to tackle something specific.”

A final element taken into consideration in this analysis of change expectations consequent to the implementation of the 2030 Agenda consists of the potential contributions of the RECPnet itself to the members’ future development strategies. As highlighted in Figure 3, RECPnet members would like the Network to prioritize investments in a knowledge sharing and capacity building platform, as well as in developing methodologies and tools to serve businesses and public stakeholders in the new context.

FIGURE 3: What members expect from RECPnet on the implementation of the Agenda 2030.

What will the Agenda 2030 imply for RECPNet? How would you suggest the Network should position itself in this new global context created by the combination of SDGs and CoP21?



These two factors account for more than half of the responses in the sample. The *Eco Innovation* initiative was often mentioned in the interviews as an excellent example of a program that aims to achieve these two objectives: the introduction of new perspectives, methodologies and tools, accompanied by a knowledge sharing platform and collective learning processes.

Asia:

“I expect the network to produce more diverse projects: I would like to see something different to adapt to my country; see best ways in which other countries tackles problems and apply them, improvising, to do more innovation into my one. I need tools with which to build up business occasions (chances, opportunities to improve level and complexity of discussion with clients)”

ECCA Region:

“I’m expecting good tools: mandate of UNEP (especially) and UNIDO have been strengthening more on policy advising, project ideas. They functioned as facilitator with governments, because they give us credibility towards them. It worked, and now we are well positioned. Now we should really focus on building business: priorities from public sector, a moment to harvest and take care of. We should use this momentum to start things working.”

Other members call attention to the importance of further developing the centralized knowledge sharing hub in which (successful and unsuccessful) projects from the all the local nodes of the network are gathered, analyzed, shared and discussed with the appropriate processes (e.g. confidentiality protection for the unsuccessful cases). These members point to the fact that comparing experiences and learning from own and others’ mistakes can be a powerful way to enhance the effectiveness of the Network and of all of its members.

Africa:

“The effects on RECPnet we have a knowledge sharing platform, to implement new projects, you put the paper and the idea on the platform and we find partners and promote new project within our network and we learn a lot also from other countries not limited to Africa. I think that RECPnetwork is fully aware of SDGs especially SDG 12 so what we envisage is a direct channel within the government and RECPnet centers to promote the SDGS.1, 12, 9, 8, 2.”

Africa:

“The Network should be strengthened. As a source of information and capacity building, a “safety net” to ask to if I cannot provide directly a service or a specific skill.”

Other ways for the Network to create value for its members, in the context of the changes required by the new sustainable development agenda refer to a centralized scouting and support for funding opportunities (e.g. grants from foundations or public sources), and to a stronger support that some of the centers feel it is necessary for them to play a credible role in their interactions with public stakeholders in their country. These respondents consider themselves to be “too small” to play an effective role in tackling any the Agenda objectives without a strong network supporting them and injecting specific capabilities either from the central office or from other Network centers.

ECCA Region:

“We will need something practical! We will need to translate the utopian targets, into something meaningful, and it must come out from the Net. For sure much lobbying towards governments will be necessary, and also, important, scouting for projects and funds”

The message that seems to emerge from these responses is that RECPnet members are willing to pursue the Goals and Targets of the Agenda 2030, hence taking a proactive role in the implementation of the Agenda, but they expect considerable investments by the Network in practice development, capacity building and knowledge sharing practices, as enabling factors for that transition to occur.

EXPLAINING MEMBERS’ PERCEPTIONS

An interesting question, based on the results shared above as well as in Ch. 2 (section 2.6) of the Report, is: *why do we see these differences across RECPnet members in their response patterns?* What might be some of the factors contributing to the explanation of difference across network members?

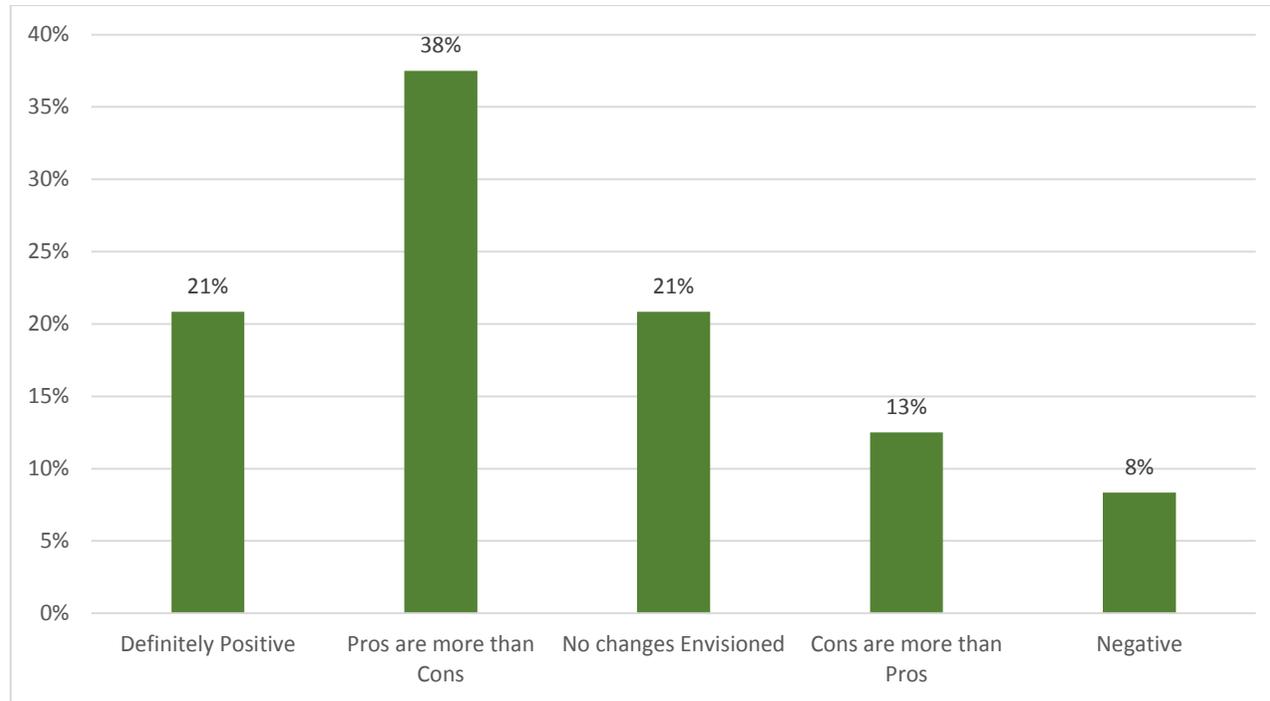
We submit that some of the factors explaining the results shown above have to do with:

1. the general opinion about pros and cons of the new Agenda
2. the members’ cultural and institutional context
3. their views on what constitute sustainability and its challenges

Figure 6 shows a distribution of response on what can be described as a general attitude towards the Agenda and its implications.

Figure 6: General opinions on the Agenda 2030 by RECPnet members

“What is your opinion with regards to the new Agenda 2030 and its Goals?”



- 21% of the respondents have a highly positive attitude towards the Agenda and its contents.
- 38% shows an overall positive attitude towards the Agenda, which is considered a useful tool to a) advance the general political discussion on sustainability issues and b) give companies “inspiration” about what they could do to contribute to their solution. Although positive,

this attitude was qualified with potential limitations, such as the large variety of targets as well as the abstraction level in the Goals' descriptions.

Excerpt from Interview:

"I think the new objectives are ok, but we have to be sure that we comply to them. They are a lot. Start new project and establish some experience into a new field requires a lot of time, so we have to be careful on our choices. We (organizations) have to build results - projects-, not only studies and research. I hope this new agenda is going to be more practical than the older one. Stop make studies and go make projects. In this agenda there are a lot of information and potential opportunities. We better go and prepare practical thing to do with all the infos we got."

- On the other hand, 21% of the sample of respondents expect that "Nothing will change". Members in this group praise the effort of the development of this Agenda, which they recognize as thorough and well motivated, but expressed doubts on its efficacy. These doubts are related to past experiences when efforts to change the habits of businesses and political interest groups generated no significant results.
- About 13% have a skeptical view on the Agenda perceiving more limitations than opportunities for businesses. Respondents expect that the sheer size of the effort will lead to insincere efforts by companies towards sustainability issues. They believe that this new Agenda, with its many focuses, will lead to more opportunities for green washing than to provide a real boost to address sustainability concerns.
- Finally, a small minority (8%) of the respondents show a clearly negative attitude towards the Agenda. They believe that it is an essentially utopian effort, which is likely to produce a deviation of funds and stakeholders attention due to too many scattered objectives. This sentiment is accompanied by the impression that the Agenda will be a fruitless effort to include all possible sustainability issues in one framework. This implies that it will require a lot of work to adapt to the language and priorities without a realistic chance to reach any of the set goals.

The breakdown of the response data, by geographic region, offers some interesting evidence on the possible explanations for the variance in opinions, perceptions and expectations, described above.

Figure 7: Geographic and cultural diversity in general attitudes towards Agenda 2030

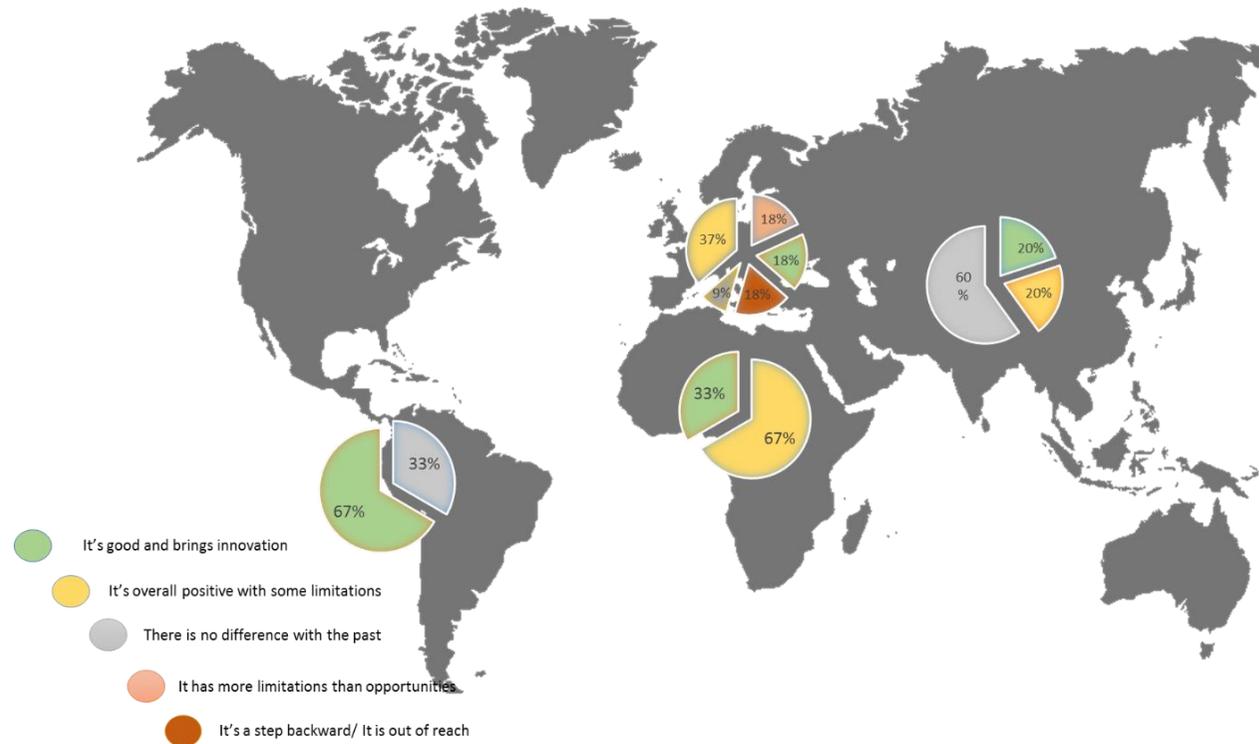


Fig. 7 shows that the most positive attitudes were registered in the interviews of the African members of the Network, followed by the South-Americans. Some skeptical views emerged in the Asia-Pacific group, whereas the Central-Eastern European and Middle-Eastern group interviewed reported a balanced mix of positive and negative perceptions.

Positive attitudes could be due to the fact that some of the members were (or felt to be) more engaged in the bottom-up process characterizing the development of the Agenda. Positive attitudes correlate also with the presence and strength of relational ties with both local and national government institutions. Being involved in the process and engaged with local and national institutions is likely to have created more sense of ownership of the outcomes (the Agenda), and thus a stronger supportive attitude. African members, for instance, share a view that the Agenda

has been designed around some of their most urgent problems and expect that it will increase the pressure on foreign and domestic businesses to address key societal and environmental issues.

FRAMING THE SUSTAINABILITY CHALLENGE

The other set of possible explanations has to do with members' differences in the perception and framing of the concept of sustainability. This might, in turn, determine the scope of the "problem" that they see as the core of their interests and work. Presumably, the broader the scope, the higher is the probability of engaging with the new Agenda in a positive and proactive way.

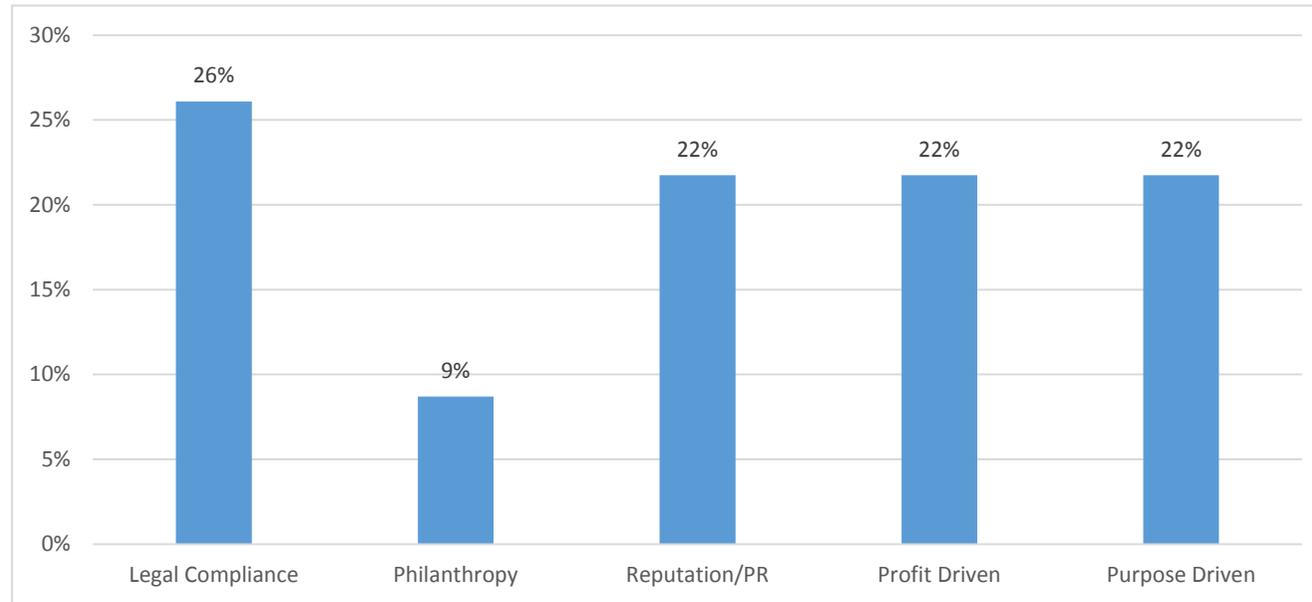
To test this hypothesis, RECPnet members were asked two specific questions:

1. What is the general meaning of "Corporate Sustainability" in your Country?
2. What does "Corporate Sustainability" mean to you?

The answers to these questions were categorized according to theoretical frameworks developed in the scientific literature. For the analysis of the responses to the first question, we used Carroll (1979) standard framework of CSR, with economic, legal, ethical and philanthropic responsibilities, since it captures well the (generally less advanced) framing by RECPnet members' customers and stakeholders. For the analysis of the direct perceptions by RECPnet members, the much more advanced framework advanced by Hart (2005) was required, focusing on increasingly advanced ways for corporate sustainability to create value. The framing of the sustainability challenge evolves from risk protection to efficiency enhancement at the operating level. Then, as firms evolve a perception of sustainability as a strategic factor for long-term success, the framing typically focuses on business model innovation, as in the Eco-innovation program, to eventually evolve towards innovation in the enterprise logic, where the purpose itself of the enterprise is reconsidered in light of its stakeholders' interests and needs.

1. Meaning of Corporate Sustainability in the RECPnet members' national context. The frequency of response to this first question, categorized leveraging both Carroll's framework for the less evolved explanations, and Hart's model for the value-centered ones, is shown in Fig. 8.

Figure 8: What is Corporate Responsibility in Your Country?



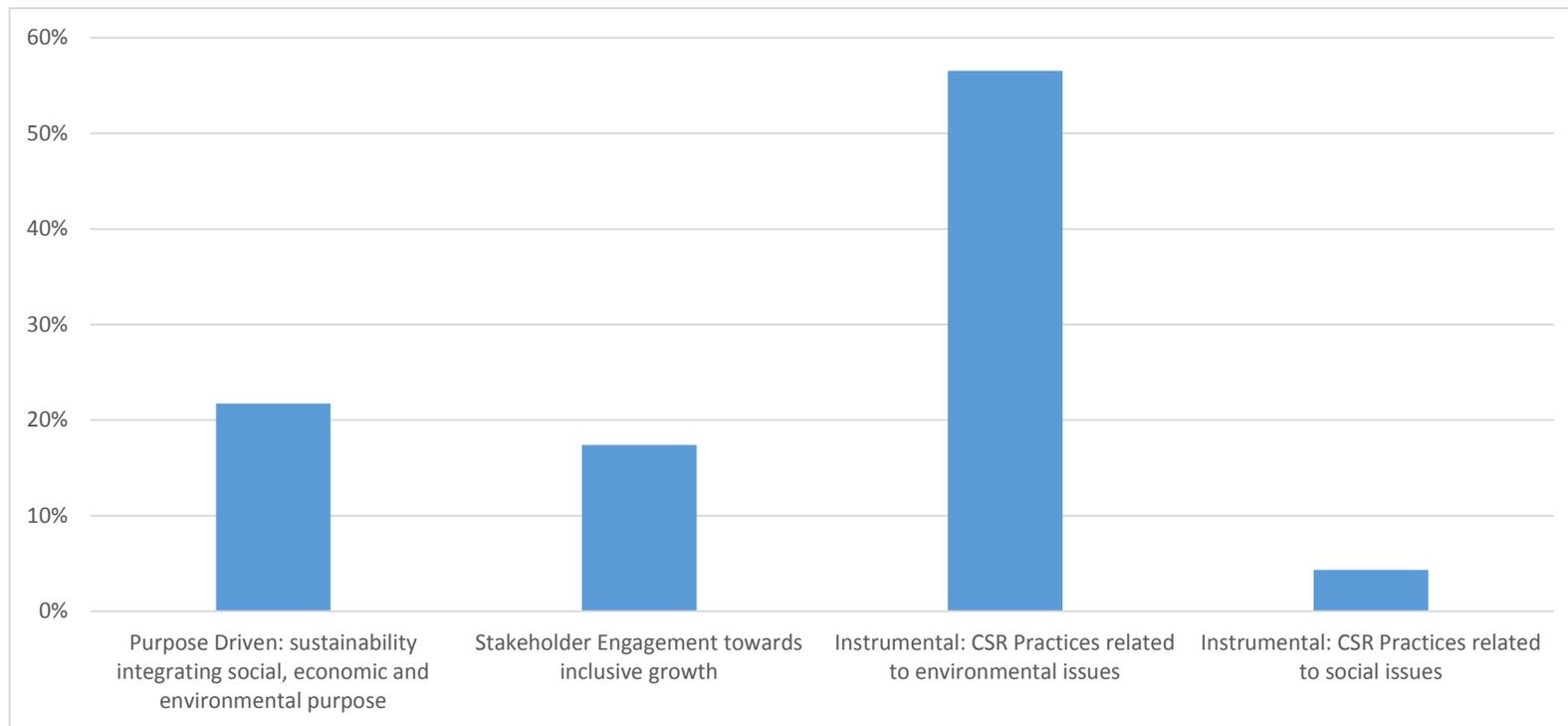
The largest group of countries (26%) are characterized by a particularly simplistic view of sustainability, framed as compliance to government or local norms and regulations. In these contexts, companies do not typically consider these efforts as warranted, unless the government asks them to comply with specific norms.

In a second group of countries, companies view sustainability either as philanthropy (9%) or as a way to manage their reputational risk (22%). There is an important distinction between the two logics, even though they might generate similar behavioral outcomes (essentially, giving money to communities). Philanthropy might be generated by the genuine belief that part of the responsibility of the company is to “give back” to society some of what the company has received from it over the years. Reputational motives are much narrowly focused on protecting the corporate image from potential damages coming from accusations of misbehaviors.

Finally, two groups of respondents of similar size (22%) report more advanced understandings of corporate sustainability in their cultural and institutional contexts. One linking sustainability to a profit-related motive, a so-called business case, related to efficiency enhancement or revenue growth advantages. The other linking sustainability to the purpose of business activity, typically framed as an integrated enhancement of economic, social and environmental impacts of firms’ activities.

2. RECPnet members' perceptions of Corporate Sustainability. The other factor we want to examine to explain the different perceptions of the new Agenda across RECPnet members. As Fig. 9 shows, none of the members of the RECPnet network show sign of perceiving sustainability in terms of compliance, philanthropic or reputational concerns. They divided themselves, instead, in two major groups. On the one side, a majority (57% of respondents) focuses on issues and processes designed to improve environmental impacts. On the other, there are two sub- groups of respondents with a broader view of sustainability. The first one (17%) frames the concept in terms of the integration of economic, social and environmental performance, therefore giving al its dimensions equal value. The second (22%) perceives Corporate Sustainability in terms of innovation of business models. To this last group, sustainability represents a compelling long-term growth strategy for business enterprises, beyond compliance with regulation, reputational gains and the achievement of economic efficiencies in production processes.

FIGURE 9: What is Corporate Sustainability according to You?



In comparing these responses to those related to the country-level perception of sustainability, it is clear that, not surprisingly, RECPnet members frame the concept in more sophisticated ways, compared to the general concept of sustainability in the same country's businesses. Unsophisticated, low-commitment, sustainability logics related to compliance, philanthropy and reputational gains are quite diffused at the country level, but not part of the conceptualization offered by RECPnet members. Among the more sophisticated logics related to instrumental (profit-driven) reasoning and to a broader purpose of the firm (stakeholder-orientation, triple-bottom line), we expected to find evidence that the latter correlated with higher levels of support for the Agenda, and with stronger willingness to invest and expand to SDGs that are currently not among the "core" ones. The data analyzed, however, did not support this hypothesis. There is evidence, in fact, of stronger support for the new Agenda by members holding a more pragmatic, instrumental, view of sustainability (71% of them are also declaring a strong conviction about the merits of the Agenda). In the sub-sample of members holding a more purpose-driven notion of sustainability, those showing a strong conviction in the impacts of the Agenda are about 40%.

IDEAS AND SUGGESTIONS FROM RECPNET MEMBERS

To conclude this survey of RECPnet members' opinions and views, below are some suggestions and narratives generated from the direct experiences of some of the members.

I. CER - RECPnet member, Peru²²

1. What are first comments on the Agenda?

The Agenda 2030 is an Action Plan for People, Planet, Prosperity, Peace and Partnership. Despite the broad scope, these terms are closely aligned with the RECPnet basic operational principles.

- Strengthen skills and competencies of **People**, mainly working together with SMEs.

²² Prepared by Marcos Alegre, Director

- Promotes the sustainability of the **Planet** through the practical implementation of concepts such as green economy, resource efficiency and cleaner production. Resource efficient and cleaner production must have a positive impact on the business of the RECPnet clients and local communities in general.
- For **Prosperity**, in its environmental, social and economic dimensions, are essentials issues for RECPnet.
- RECPnet members actions at local and enterprise level contribute to **Peace**, while reducing social conflicts associated with environmental issues.
- **Partnership** and networking are the main working premise of the RECPnet.

RECPNet net can contribute more specifically to following Goals:

- Goals 12 "Ensure Sustainable Consumption and Production patterns" and
- Goal 9 "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation".
- Goal 17 "Strengthen the means of implementation and revitalize the global partnership for sustainable development" RECPent can contribute especially on technology and capacity building issues.

2. What are the experiences, skills and competences that you think you can leverage to meet its requirements?

The RECPnet has experience working at different levels, from the positioning of topics such as Sustainable Consumption and Production (SCP) in long term policies and strategies at national level to the implementation of pilot projects with microenterprises and training for professionals. The RECPnet can quickly mobilize capacities for South-South cooperation and triangular cooperation with northern countries. RECPnet platform is a valuable tool for generating scale up dynamics at regional level.

Specifically RECPnet can provide support to SDG implementation in the following fields: i) RECP, Competitiveness and access to funds for Small and Medium size Enterprises (SMEs); ii) Scaling-up experiences at Regional and Global level throughout the established RECPnet and its Knowledge Management System (KMS); iii) Facilitate and Private and Public Partnerships; iv) Promote technology development and eco-innovation; v) Promote added value to SMEs greening value chains and geographical clusters on industrial eco parks; vi) Provide technical and strategic assistance on key issues like food waste, chemicals, solid waste management, energy efficiency, etc.; vii) Promote sustainable life styles in local communities.

3. What is your understanding on how the Agenda will be perceived by your clients?

Clients or counterparts of RECPnet members belong to a wide variety of stakeholders. Therefore, the Agenda 2030 will be taken in a special way for each of them.

- Central and regional governments the Agenda 2030 provides an important framework for allocating public funds. In particular, these public funds can be seen to reinforce existing processes related to 10 Year Framework Program (10YFP) and Sustainable Consumption and Production (SCP) topics. In several countries, the authorities are beginning to take steps to boost the markets for the SCP, such as projects in sustainable public procurement, eco-labeling, sustainable lifestyles and green growth in general. Other existing funding sources might also create synergies with public funds, for example green funds after COP21 agreements.
- Private companies might perceive new business opportunities in the Agenda 2030, especially in green products and services aligned with SCP principles. The private sector that has been pro-active- to internalize SCP issues- will look for greater support from Agenda 2030 for their initiatives.
- Civil society, especially NGOs linked to SCP issues, will have a greater expectation for fund raising initiatives and cooperation on issues such as technical assistance for SMEs, corporate social responsibility programs and sustainable lifestyles with municipalities and grass-root organizations.

4. What role do you think you will be able to play - as a RECPnet member- to the development of the Agenda itself?

The RECPnet members can individually and collectively play key roles for the Agenda 2030:

Enablers of Agenda 2030 at country level. RECPnet members can create or strengthen bridges for cooperation between the private, public and civil society in general. This is especially relevant around Goals 12 and 9. RECPnet members are recognized actors and promoters of RECP in each country and have the institutional support of the RECPnet. This gives them capacity to promote a dynamic multi-sectoral work.

Technical assistance providers (TAP).The RECPnet members have extensive experience in projects of technical assistance to companies, municipalities, central government entities and especially in projects to support SMEs. TAP's role in SCP is part of the core business of the majority RECPnet members.

Promote public awareness and communication on SDG issues. RECPnet members can develop local communication strategies in order to create social awareness and behavior changes in local communities.

Funding facilitators. RECPnet member can connect funding agencies and commercial banks with local stakeholders (e.g. SMEs) for specific projects using innovative funding schemes.

Mainstreaming SCP in national policies and strategies. The RECPnet members can reach policy-making institutions to position key issues related to Agenda 2030 at country and regional level.

Scaling up initiatives to regional and sub-regional platforms. The RECPnet has 5 Regional Chapters very well integrated in Africa, Arab Region, Asia Pacific, EECA and Latin America and Caribbean. These Chapters are well connected to regional or sub-regional institutional platforms.

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II. EMPRESS - RECPnet member, Czech Republic²³

1. What the SDG agenda means for Collaborator's RECP centre?

Czech NCPC EMPRESS has been on the cutting edge of developing new approaches, tools and policies for industrial resource efficiency and responsible (sustainable) consumption and production. SDG Agenda matches very well with existing NCPC strategy. For NCPC seems to be most important that SDG agenda inspires and motivates stakeholders to push borders of what is possible to think about, engage in, explore, share and promote. There has been a remarkable shift the dialogue with industrial enterprises in terms of values, visions and actions which go beyond economic feasibility of traditional resource efficiency. This dialogue has evolved to talk at length about social and environmental concerns and about taking the “right action”. The same is valid also for governments and one can assume that the SDG agenda will speed up this process and provide it an universal umbrella and starting point everybody can refer to.

²³ Prepared by Vladimír Dobes, Director

Our assistance to businesses is demand driven and we therefore always consider the bottom up dimension. SDG agenda provides the needed umbrella and top down perspective at the highest level.

For our NCPC, Goals 9 and 12 are most important goals and aligned with our core business. Goals 17 is important because as independent advisors to both policy makers and business we can facilitate these two core stakeholders to meet under the umbrella of SDG agenda.

Our work contributes to achievement of other Goals, especially 8, 3, 4, 6, 7, 11 and 13. Specific targets specify desirable directions link our efforts to the global Agenda which becomes important also at the national and at the local levels.

2. What the SDG agenda means for Collaborator's region?

For EECCA chapter of RECPnet has SDG agenda slightly different implications in different sub regions (range from focus on building infrastructure and capacities in area of industrialisation and cleaner production in Eastern sub regions of EECCA to greater focus on life cycle approaches, circular economy and responsible consumption and production in its western parts). We believe that within the European Union the term responsible should be widely adopted (and not only within the goal 12 where it is explicitly mentioned in its title). In the stakeholder discussions it was pointed out it is a mistake to utilise word responsible instead of sustainable, however, our NCPC views are to the contrary. Our experience shows that businesses that are ready to go beyond traditional sustainable consumption and production activities (that are driven by short term profits or least cost PR) search for redefinition of business based on acceptance of its broader responsibilities.

Another key word which is being brought at a new level by SDG agenda to Europe is Connectedness – linking stakeholder's interests, policies, goals, targets, sectors, different flows and interventions. SDG Agenda should facilitate different stakeholders to find common language to express (under connectedness) their needs and discuss common strategies to meet them in the long run. This process starts with question on how to accept responsibility to initiate needed changes in area of influence. And last but not least each stakeholder should identify the relevant SDG goal and to focus on selected priorities and leverage points.

3. How (in depth description) the past experience of RECPnet reflects and illustrates the above stated relationships?

EMPRESS views the position of RECPnet within the SDG agenda as follows:

First one principal contribution of RECPnet is quality education (Goal 4) in area of resource efficiency and sustainable consumption and production. This is being facilitated or has been directly provided by some RECPnet members for a significant period. With strong cooperation

from academia the Network members have integrated resource efficiency and other related concepts into curricula at an early stage of their programs – with a multiplier’s effect reaching politicians, managers, staff members, service providers or teachers. Such capacities linked with clear direction provided by SDG agenda is the main leverage point for achieving more sustainable future. RECPnet plays a greater role here which is currently not fully recognised by other stakeholders.

Goal 9 – RECPnet is promoting inclusive and sustainable industrialisation, transferring related experience and assisting in building the core capacities to its clients. This seems to be its most visible strength which should be also recognised by stakeholders who want to promote this goal worldwide. RECPnet was developing approaches to engage SMEs and achieving multiplication effects in area of industrial resource efficiency. The second goal has proven to be a formidable challenge and its achievement could be strongly facilitated by SDG agenda.

An example of successful methodology for more sustainable industrialisation developed by UNIDO and utilised by the RECPnet and adopted widely is the integrated TEST approach towards sustainable exploration of resource efficiency potential in industrial enterprises. This is good example of national and international stakeholders working together to achieve the same goal.

Within the Goal 12 of responsible consumption and production, RECPnet work is nascent. The experience gained has shown importance of the Network in developing and transferring knowledge at the international but also at the national levels. RECPnet members participated for example on development of a complex diagnosis tool for SMEs where to find the leverage points for achieving more responsible consumption and production with limited resources (within the PRODEST project in Central Europe) or how to replace material flows with a clever service (within chemical leasing). There are other such examples and this knowledge could further spread and developed within the Network. SDG agenda has potential to guide further developments and innovations in area of RECPnet services. On the edge of these developments is for example the research initiated by UNEP and implemented by RECPnet members in area of eco-innovation and in assisting enterprises to redefine their business models.

4. What the Collaborator’s centre would need to scale up and enhance its contribution to the implementation of the agenda?

The answer is straightforward – we need even greater political will and support for our activities. For example NCPC took the lead in facilitating the discussion of Circular Economy to the Czech Republic within its initiative VISION 2024 by linking different stakeholders to work on the same important goal. So far resource efficiency, responsible consumption and production or waste policies are not sufficiently linked in the Czech Republic. They are in competence of different ministries, and there is not sufficient cooperation and shared understandings on goals. Discussions

about systematic application of prevention and closing material loops within circular economy are in a nascent stage. NCPC succeeded to visualise material flows and related problems (through impacts on stakeholder's needs) within the whole system of consumption and production. This helped to broaden the discussion which was stacked between stakeholders defending dumping and promoting recycling and to shift focus from consequences in form of pollution flows to causes in form of not effectively and efficiently (not responsibly) utilised natural resources. Greater political support would be needed (including from international organisations) to support further research and pilot applications, to further facilitate desirable learning and to broaden what is feasible to consider and discuss. Major challenge is to support behavioural change and consequently organisational change (moving from segregated to more holistic view and from focus on doing better old things to being able to focus on relationships and redefining business as usual). Discussion on SDG agenda facilitates this process and its specific targets can support the process for needed synergies.

