



# INSTITUTIONAL AND POLICY ENVIRONMENTS FOR SDGs IN AZAD JAMMU & KASHMIR

PLANNING AND DEVELOPMENT DEPARTMENT, GoAJ&K



SDGs SUPPORT UNIT  
PLANNING & DEVELOPMENT  
DEPARTMENT GoAJK



## **Institutional and Policy Environments for SDGs in AJ&K**

### **Acknowledgment**

This document has been prepared by the Planning and Development Department, Government of Azad Jammu and Kashmir, in consultation with all relevant public and private stakeholders. This document has been developed in collaboration with the Federal and AJ&K SDGs Support Units, Ministry of Planning, Development and Special Initiatives, Government of Pakistan, and United Nations Development Programme.

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# Table of Contents

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List of Abbreviations	III
Foreword	IV
Executive Summary	V

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1. Introduction	1
2. Aims & Objectives	3
3. ‘Systems Thinking’ for SDGs	4
4. Institutional Environment of AJ&K	7
5. Review of Key Policy Documents	11
6. ‘Readiness Assessment’ for Policy Coherence	21
6.1 Institutionalisation of Political Commitment	21
6.2 Decision-Making, Policy Development & Planning	22
6.3 Inter-Ministerial Coordination and Integration	23
6.4 Policy Linkages	24
6.5 Coherence with the Local Level	24
6.6 Stakeholder Engagement for Policy Coherence	25
6.7 M&E for Policy Coherence	26
6.8 Financing for Policy Coherence	26
6.9 Human and Technological Resources	27
7. Policy Coherence for AJ&K (SDG 17.14.1)	28
8. Towards Integrated SDGs Implementation	30

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Annex A: AJ&K Legislative Assembly Taskforce on SDGs	32
Annex B: Resolution on SDGs by the AJ&KLA	33
Annex C: State Steering and Coordination Committee for SDGs in AJ&K	34
Annex D: GoAJ&K Departments, Functions & SDGs	35
Annex E: Analytical Table for AJ&K Policies, Strategies and Plans	41
Annex F: Target-level Policy Analysis	42
Annex G: Readiness Assessment for SDGs	43

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## List of Tables

Table 1:	SDGs Synergies and Trade-offs by Goal	6
Table 2:	Mapping SDGs with Line Departments	10
Table 3:	List of Documents Reviewed for AJ&K	11
Table 4:	Criteria for Document Analysis	12
Table 5:	SDGs Coverage: Themes, Ambition and Demographics	15
Table 6:	SDG Targets Missing in Reviewed Documents	19
Table 7:	Value for SDG Indicator 17.14.1	29

## List of Figures

Figure 1:	The Sustainable Development Goals	1
Figure 2:	Institutional Arrangement for SDGs in AJ&K	8
Figure 3:	Mapping Line Departments with SDGs	9
Figure 4:	Explicit Link with SDGs	13
Figure 5:	Three Dimensions of Sustainable Development	13
Figure 6:	Vertical Linkages (National and International)	14
Figure 7:	Horizontal Linkages (with Line Departments)	14
Figure 8:	Target-level Policy Analysis in AJ&K	16
Figure 9:	Goal-wise Alignment for Policies in AJ&K	19
Figure 10:	AJ&K's Political Commitment on SDGs	22
Figure 11:	Gaps in Development Planning under SDGs	23
Figure 12:	Policy Development in AJ&K	25
Figure 13:	Understanding Policy Coherence	28

# Abbreviations

<b>ADP(s)</b>	Annual Development Programme(s)
<b>AJ&amp;K</b>	Azad Jammu & Kashmir
<b>AJ&amp;KBoS</b>	Azad Jammu & Kashmir Bureau of Statistics
<b>AJ&amp;KLA</b>	Azad Jammu & Kashmir Legislative Assembly
<b>AKCDC</b>	Azad Kashmir Cabinet Development Committee
<b>AKDWP</b>	Azad Kashmir Development Working Party
<b>CDC</b>	Cabinet Development Committee
<b>CSO(s)</b>	Civil Society Organization(s)
<b>DESA</b>	Department of Economic and Social Affairs
<b>DRR</b>	Disaster Risk Reduction
<b>ECE</b>	Early Childhood Education
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>ECOSOC</b>	United Nations Economic and Social Council
<b>EPA</b>	Environment Protection Agency
<b>FED</b>	Federal Excise Duty
<b>GoAJ&amp;K</b>	Azad Government of the State of Jammu & Kashmir
<b>GST</b>	General Sales Tax
<b>IAEG-SDGs</b>	Inter-Agency and Expert Group on SDG Indicators
<b>ICT</b>	Information and Communications Technology
<b>IT</b>	Information Technology
<b>LG&amp;RDD</b>	Local Government and Rural Development Department
<b>LoC</b>	Line of Control
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDG(s)</b>	Millennium Development Goal(s)
<b>MIS</b>	Management Information Systems
<b>MLA(s)</b>	Member(s) of Legislative Assembly
<b>MoPD&amp;SI</b>	Ministry of Planning, Development & Special Initiatives
<b>NGO(s)</b>	Non-Governmental Organization(s)
<b>P&amp;DD</b>	Planning and Development Department
<b>PBS</b>	Pakistan Bureau of Statistics
<b>PP&amp;H</b>	Physical Planning and Housing
<b>PPP</b>	Public-Private Partnership
<b>PPRA</b>	Public Procurement and Regulatory Authority
<b>PWDs</b>	Persons with Disabilities
<b>RIA</b>	Rapid Integrated Assessment
<b>SDG(s)</b>	Sustainable Development Goal(s)
<b>SDMA</b>	State Disaster Management Authority
<b>TEVTA</b>	Technical Education & Vocational Training Authority
<b>UNDP</b>	United Nations Development Programme
<b>UNITAR</b>	United Nations Institute for Training and Research
<b>UNDESA</b>	United Nations Department of Economic and Social Affairs

# Foreword

The Sustainable Development Goals (SDGs) are now in their 7th year of implementation in Pakistan, including Azad Jammu & Kashmir (AJ&K). During this time, the Government of AJ&K has taken some key initiatives to mainstream the 2030 Agenda in the region i.e., establishing necessary institutional arrangements for localised SDGs implementation and supporting policy development in key sectors to ensure holistic planning, etc.

I am pleased to state that this report on “Institutional and Policy Environments for SDGs in AJ&K” which has been prepared by the AJ&K SDGs Unit at the Planning and Development Department, Government of Azad Kashmir (GoAJ&K) provides an in-depth analysis regarding the present state of policy environment in the AJ&K keeping in view the national and international commitments and highlights the areas requiring improvements. Besides, the document undertakes a crucial exercise to understand the level of alignment between government bodies, including their sectoral policies, plans and strategies, and the 2030 Agenda on Sustainable Development. Importantly, it underscores the need to introduce a “systems thinking” approach to development planning, where we look beyond departmental responsibilities and understand the cross-sectoral linkages and trade-offs of our planning decisions.

Policy development in the AJ&K is in its nascent stages, and government planning is directed by a handful of approved policies and frameworks. One key priority area is to introduce policies for all sectors which are in line with our regional, national, and international commitments, including the SDGs. This report provides key insights in this regard – policy documents need to be specific, address local concerns, set targets, and establish timelines to achieve results. Moreover, they also need to take into account the needs of the most vulnerable communities and adequately balance the social, economic and environmental dimensions of development. These aspects are essential to achieve the SDGs targets by 2030.

Additionally, a whole-of-government approach to development is a key pillar of the SDGs and is enshrined under SDG Target 17.14 – “enhance policy coherence for sustainable development”. It goes without saying that the AJ&K has led an exercise to report a baseline for policy coherence through a consultative process involving over twenty government line departments. The results of the exercise as well as the baseline for the SDG indicator 17.14.1, is also presented in this report.

Achieving the SDGs requires grassroots development planning, cross-sectoral collaboration between government departments, and a sound policy environment to ensure integrated planning in the AJ&K. As the Government plans to gear up the policy development process, I am confident that this report will serve as a useful reference point for all relevant stakeholders to improve policy linkages and promote coherent, long-term development strategies in the State.

**Muhammad Shamoan Hashmi**

Chief Economist, Planning & Development Department

# Executive Summary

Successful implementation of the SDGs in Azad Jammu & Kashmir (AJ&K) requires incorporation of a **'systems thinking'** approach to development planning. This entails moving away from traditional linear relationships towards greater integration and coordination between government line departments and other relevant stakeholders.

Following a declaration on the SDGs at the federal level, the AJ&K Legislative Assembly has endorsed the resolution of the National Assembly of Pakistan, making the SDGs a **'State Development Agenda'** in December 2019.

A review of the **institutional arrangement** indicates that, in AJ&K, a comprehensive mechanism is in place for implementation of the SDGs which includes: (i) the AJ&K Legislative Assembly Taskforce, (ii) two AJ&K Legislative Assembly Thematic Working Groups, (iii) the State Steering & Coordination Committee, (iv) State-level SDGs Focal Persons, and (v) District-level SDGs Focal Persons. The AJ&K SDGs Unit provides support to the above-mentioned groups which convene meetings periodically to discuss the progress of the SDGs in the AJ&K.

The AJ&K's **policy environment** highlights a need for greater integration with the 2030 Agenda for Sustainable Development. Of the 15 policies, plans and strategies reviewed, 08 explicitly mentioned the SDGs. A similar number of documents comprehensively addressed the socioeconomic and environmental challenges for their sectors, while 07 focused on the social and economic aspects only. In terms of vertical linkages, 47 percent of documents were able to link their ambitions with national policies and/or international commitments. A higher proportion of documents presented horizontal linkages (67 percent) simply by identifying government line departments related to their operations.

Furthermore, 53 percent of the reviewed policies, plans and strategies provided substantial coverage to the SDGs themes. In terms of quality of the SDGs coverage, only 27 percent of documents were able to match ambition of the relevant SDGs targets and to explicitly list relevant vulnerable communities such as the poor, youth, and women.

A target-level analysis of the policies, plans and strategies was also undertaken against the 98 SDGs targets relevant for the AJ&K. It was observed that 83 percent of the targets were covered by the documents to varying degrees. However, in terms of complete coverage of relevant SDGs targets, only 29 percent of policies, plans and strategies were able to do so. The AJ&K has a strong political commitment to the SDGs which are supported by strategic inter-ministerial coordination and integration. However, **major gaps** exist in policy documents – there is an absence of a 'systems thinking' approach to policy formulation, intergenerational impacts are not considered, and strategic development tools are not used for planning purposes.

Furthermore, the AJ&K has no formal mechanisms in place to ensure policy linkages, or coherence between approved policies and allocated budgets. Additionally, stakeholder consultations focus on the government input and do not consider other actors such as civil society, academia, and private sector. In the AJ&K, greater attention needs to be paid to financing for policy development and resources should be directed to improve technical skills and technological capacities of public officials with regards to coherent policy development. Under the SDG indicator 17.14.1, the AJ&K has **59 percent** mechanisms in place to enhance policy coherence for sustainable development.

# 1 | Introduction

The Sustainable Development Goals (SDGs) are the global development agenda from 2015 to 2030, which comprehensively covers three dimensions of sustainable development i.e., economic, social, and environmental. The SDGs focus on both quantitative and qualitative aspects needed for inclusive growth in all nation states, regardless of their development status. Borrowing from the lessons of the Millennium Development Goals (MDGs), the SDGs framework has incorporated greater flexibility in its implementation approach and can easily be customised and adapted to local needs.

Implementing the 2030 Agenda for Sustainable Development necessitates high level of policy integration at both national and sub-national levels. This includes promoting interlinkages between different goals as well as balancing the trade-offs between the economic, social, and environmental consequences of development. As such, cross-sectoral collaboration is crucial and governments must reconsider, realign, or fundamentally overhaul the way they formulate policy to achieve sustainable results.

An added dimension of the SDGs is the principle of 'leave no one behind', which includes catering to the most marginalised and vulnerable segments of the population and putting their needs ahead in the development paradigm. This includes women, children, older persons, persons with disabilities, migrants, indigenous communities, youth, and other groups at risk depending on local conditions. The policy environment should consider interventions which address challenges faced by such communities and when required, governments need to re-evaluate their approach towards policy development.



Figure 1: The Sustainable Development Goals

The Government of Azad Jammu & Kashmir (GoAJ&K) has been working towards implementing the SDGs since 2016. In order to understand Azad Jammu & Kashmir's (AJ&K) level of integration with the SDGs, an assessment of the institutional and policy environment is required in the context of the 2030 Agenda. This would help the Government to identify linkages and opportunities for intersectoral coordination, which would develop a conducive environment to successfully implement the SDGs in the State.

# 2 | Aims & Objectives

## 2.1 Objectives

The purpose of this document is to understand level of alignment between the GoAJ&K's institutional and policy environments and the SDGs.

The report will identify gaps which exist in policy documents and work towards establishing a baseline for SDG Indicator 17.14.1 on policy coherence in the AJ&K. Such an analysis will help showcase strengths of the existing system and identify areas which could benefit from increased harmony with the 2030 Agenda.

Overall, the document will contribute towards improving sub-national planning and implementation processes on sustainable development in the State.

## 2.2 Methodology

This report will undertake a desk-based review to analyse the administrative and policy environments for the SDGs in the AJ&K. Secondary data in the form of government documents, policies, plans and strategies will be utilised to understand the existing institutional and policy environments.

The report will undertake the analysis in the following manner:

1. It will conceptualise the 'systems thinking' approach for the SDGs, laying down the groundwork necessary for further evaluation.
2. It will examine institutional environment for the SDGs in the AJ&K and identify potential areas for further improvement.
3. It will provide an overview of the policy environment for the AJ&K, highlighting links with the SDGs and identifying gaps.
4. It will establish a baseline for SDG indicator 17.14.1 – “mechanisms in place to enhance policy coherence of sustainable development”.
5. It will offer a way forward towards a more integrated approach to the SDGs in the AJ&K.

# 3 | 'Systems Thinking' for SDGs

A 'systems thinking'<sup>1</sup> approach indicates that parts of a system interact differently with each other and that these relationships are not always straightforward and linear. As such, even a small change in planning and implementation processes can have unintended consequences for development. 'Systems thinking' therefore necessitates understanding how various components of a system interact with each other and how they can be used to achieve results greater than the sum of each individual part.

The 2030 Agenda for Sustainable Development also reflects this integrated thinking, requiring governments and associated institutions to delve deeper into issues and address underlying causes. This includes understanding intricacies and interlinkages in the SDGs framework, analysing resource capacity, evaluating how to leverage stakeholders, and assessing the potential for innovation.

## 3.1 Three Dimensions of Sustainable Development

To successfully advance sustainable development, stakeholders need to explore a broader system of governance in order to understand how all components interact with each other. In practice, the three pillars of sustainable development –economy, society, and environment – do not always work harmoniously. For example, allocating greater resources towards poverty reduction may negatively impact economy, and focusing excessively on economic production can have disastrous consequences for environment.

Traditional development paradigms did not discuss the three pillars of development in unison. As a result, for decades the economy was prioritised at the expense of environmental and social dimensions. For example, in the AJ&K, between FYs 2016-17 and 2020-21, an average 69 percent of allocations in the annual development budget were focused on the economic aspect of development<sup>2</sup>. Therefore, ensuring quality outcomes under the SDGs agenda entail knowing the trade-offs involved in development processes, managing conflicts whenever they arise and harnessing synergies wherever possible. The policy environment of the AJ&K will also be analysed along these lines.

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1. This approach to SDGs assessment has been borrowed from the 'Integrated Policies and Policy Coherence for SDGs Toolkit', 2020 developed by Department of Economic and Social Affairs (DESA), United Nations Institute of Training and Research (UNITAR) and Economic Commission for Latin America and the Caribbean (ECLAC).

2. Data based on the ADP mapping exercise completed by the AJ&K SDG Unit for FYs 2016-17 to 2020-21. In FY 2016-17, 67 percent of the development budget focused on the economic dimension, followed by 70 percent in FY 2017-18, 71 percent in FY 2018-19, 65 percent in FY 2019-20 and 69 percent in FY 2020-21.

### **3.2. Horizontal and Vertical Linkages**

The SDGs demand movement towards well integrated institutions with broad policy frameworks. A major hurdle to the systems approach under the SDGs, globally and in the AJ&K, has been the operational silos which exist across institutions and the limited horizontal coordination among the line departments. Institutional silos often lead to the development of siloed policies, where the impact of a policy on the broader society, development plans and governance apparatus is not considered. For example, a policy on food subsidies can increase food security but it also increases the burden on government finances. Similarly, a policy on biofuels can reduce consumption of fossil fuels, producing net positive results for the environment; however, biofuels can displace food crops which could impact food security and nutrition objectives. In the AJ&K, policies are currently being prepared in siloes and line departments do not actively engage with each other. Such gaps can be addressed through capacity development and improved vertical and horizontal coordination among government departments.

While the SDGs are designed as an integrated framework for development, there are some competing issues reflected in its 169 targets. Governments must assess their respective needs, resources, and budgets to effectively capture the synergies that these goals offer. Effective institutional and policy environments would take such impacts into consideration and will rely heavily on horizontal coordination. Only when government line departments collaborate and engage on issues, will they be able to effectively counter negative impacts of proposed plans and highlight areas of cooperation.

A summary of the SDGs interlinkages and trade-offs by goal is presented in the table-1. The GoAJ&K line departments and other relevant stakeholders can review these linkages to the SDGs when formulating their research proposals, policies, plans and strategies.

Besides horizontal linkages, vertical alignments are also crucial for successful implementation of the 2030 Agenda. They require that international guidelines are incorporated into national and local policies and vice-versa. Most development programmes in the developing world, including in the AJ&K, operate at an ad-hoc level. This reduces opportunities for strategic planning and interconnectivity. Any analysis of the operating environment needs to consider if policies are synchronised with broader development agendas, such as the SDGs, and if the linkages are developed through both top-down and bottom-up levels. Under the SDGs architecture, this also entails incorporation of views from the grassroots level, by involving all segments of the society, especially the marginalised and vulnerable communities to ensure ‘no one is left behind’ in the development process.

This document will also review the policy and institutional environments of the AJ&K for both vertical and horizontal linkages.

Table 1: SDGs Synergies and Trade-offs by Goal

Goals	Synergies with SDGs <sup>3</sup>		Trade-offs <sup>4</sup>
	Explicitly	Substantially	
SDG 1   No Poverty	2, 5, 8, 11, 13, 15	3, 4, 6, 7, 10	12, 14, 15
SDG 2   Zero Hunger	1, 5, 12, 13, 15	3, 4, 6, 8, 10	7, 13, 14, 15
SDG 3   Good Health & Wellbeing	4, 5, 11, 12	1, 2, 6, 10	2, 8
SDG 4   Quality Education	2, 5, 8, 11, 13, 15	3, 4, 6, 7, 10	-
SDG 5   Gender Equality	1, 2, 3, 4, 6, 8, 10, 11, 13	16	14, 15
SDG 6   Clean Water & Sanitation	5, 12, 13, 15	1, 2, 3, 9, 10, 11	7, 9
SDG 7   Affordable and Clean Energy	9	1, 8, 10, 12, 13	2, 6
SDG 8   Decent Work & Economic Growth	1, 4, 5, 9, 12, 14, 16	2, 7, 10	7, 10, 12, 13
SDG 9   Industry, Innovation & Infrastructure	7, 8, 10, 12, 13	6, 11	6, 13, 15
SDG 10   Reduced Inequalities	5, 9, 15, 16	1, 2, 3, 4, 6, 7, 8, 11	8, 9
SDG 11   Sustainable Cities & Communities	1, 3, 5, 12	6, 9, 10, 16	6, 13
SDG 12   Responsible Consumption & Production	2, 3, 4, 6, 8, 9, 11, 13, 14, 15	7	8
SDG 13   Climate Action	1, 2, 4, 5, 6, 9, 15	7, 14	8, 9
SDG 14   Life Below Water	8, 12	13, 16	1, 2, 8, 9
SDG 15   Life on Land	1, 2, 6, 10, 12,13	-	1, 2, 8, 9
SDG 16   Peace, Justice & Strong Institutions	4, 5, 8, 10	11, 14	-
SDG 17   Partnership for the Goals	Goal 17 is linked to all SDGs as it addresses means of implementation.		

3. Interlinkages have been based on the United Nations Economic and Social Council's (ECOSOC) work on SDGs. The document titled 'A Nexus Approach for the SDGs 2016' links each goal with corresponding goals and targets to which the said goal explicitly or substantially contributes.

4. Trade-offs have been listed from multiple sources including peer-reviewed articles and publications to develop a comprehensive picture of possible competition between goals.

# 4 | Institutional Environment of AJ&K

The GoAJ&K functions through a wide range of line departments and administrative bodies which collectively form institutional environment of the AJ&K. The central role in the SDGs implementation rests with the Planning & Development Department (P&DD) which works with a range of stakeholders to ensure holistic initiation, planning, coordination, execution, monitoring and reporting on the 2030 Agenda.

## 4.1 Institutional Environment for SDGs

At the macro-level, the SDG implementation process is directed by the **'AJ&K Legislative Assembly (AJ&KLA) Taskforce on SDGs'** which provides the political will and legislative environment necessary to undertake development programmes. The Taskforce, initially established in April 2019 and then reconstituted in January 2022 after the general elections of AJ&K held in 2021. The official notification for establishment of AJ&KLA Taskforce on SDGs is presented in Annex A. The AJ&K Legislative Assembly Taskforce on SDGs meets quarterly and proactively discusses challenges faced in implementing the 2030 Agenda in the State. Following the National Assembly of Pakistan, the AJ&K Legislative Assembly also declared the SDGs as the development agenda for the State through a resolution passed on 10th December 2019 Annex B.

A **'State Steering and Coordination Committee for SDGs'** has also been functional in the AJ&K since January 2019 Annex C. The Committee is chaired by the Additional Chief Secretary (Development) and members include all relevant development Secretaries and other concerned stakeholders. This body provides the necessary administrative oversight for the SDGs initiatives in the State.

At an operational level, approximately government's 23-line departments are directly involved in the SDGs implementation - including data collection, policy development, programme execution, and monitoring and evaluation (M&E). **SDG Focal Persons** have been nominated from these 23 departments at both the State (since October 2018) and District levels (since December 2019), where applicable. Focal persons also include non-governmental counterparts, including representatives from civil society organisations (CSOs), non-governmental organisations (NGOs), private sector, academia, youth, media, and other marginalised communities. Meetings for focal persons are held quarterly to update and streamline the SDG implementation process for the AJ&K. In order to ensure detailed discussion and coordination on interrelated development themes, focal persons have also been classified as 'Thematic Working Groups' which meet as and when required.

The **AJ&K SDGs Unit**, established at P&DD since July 2018, serves as the main technical and coordination focal point for all SDGs initiatives in the State. It has been developed with support from the Ministry of Planning, Development & Special Initiatives (MoPD&SI)

and the United Nations Development Programme (UNDP). The SDGs Unit of the AJ&K strives to ensure that all development planning and budgeting is aligned with the SDGs and supports innovative measures to accelerate progress on sustainable development. P&DD also established a dedicated SDGs Section at P&DD in September 2021. The figure below details this arrangement.

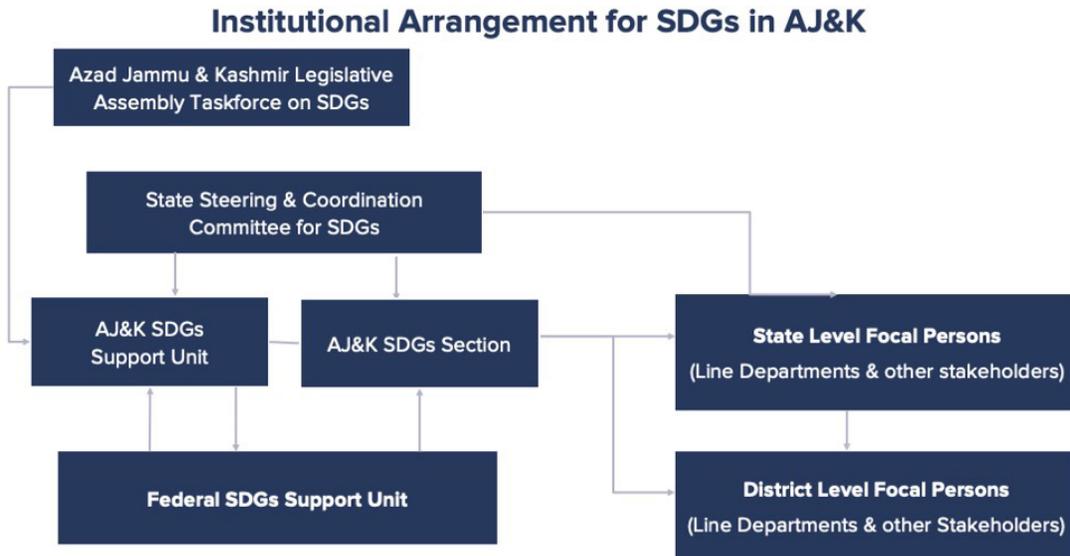


Figure 2: Institutional Arrangement for SDGs in AJ&K

## 4.2 GoAJ&K Institutions and SDGs

Although 23 line departments are routinely involved in the SDGs coordination and implementation processes, a range of other departments, institutions and agencies have a direct or indirect impact on success of development initiatives in the AJ&K. These line departments are contacted as required by the SDGs Unit, the P&DD Sections as well as other line departments to ensure holistic planning and execution of development programmes.

The operations of various GoAJ&K line departments are cross-cutting; therefore, their functions correlate with multiple SDGs. For example, the AJ&K Tourism & Archaeology Department's functions align with three SDGs, Goal 8 – Decent Work & Economic Growth, Goal 11 – Sustainable Cities & Communities and Goal 12 – Responsible Consumption & Production. Similarly, the responsibilities of State Disaster Management Authority (SDMA) cut across Goal 1 – No Poverty, Goal 11 – Sustainable Cities & Communities as well as Goal 13 – Climate Action.

As the coordinating body, the P&DD has interlinkages with all 17 SDGs. Similarly, the Environmental Protection Agency (EPA), with its broad mandate around the environment, health and society also has linkages with all 17 goals. The line department with the highest linkages besides the EPA and the P&DD is the Board of Revenue with responsibilities spread across five goals. On the other hand, 15-line departments have limited scopes with their roles and responsibilities corresponding to only one SDG. A complete list of government line departments, their key responsibilities and associated SDGs is presented in Annex D.

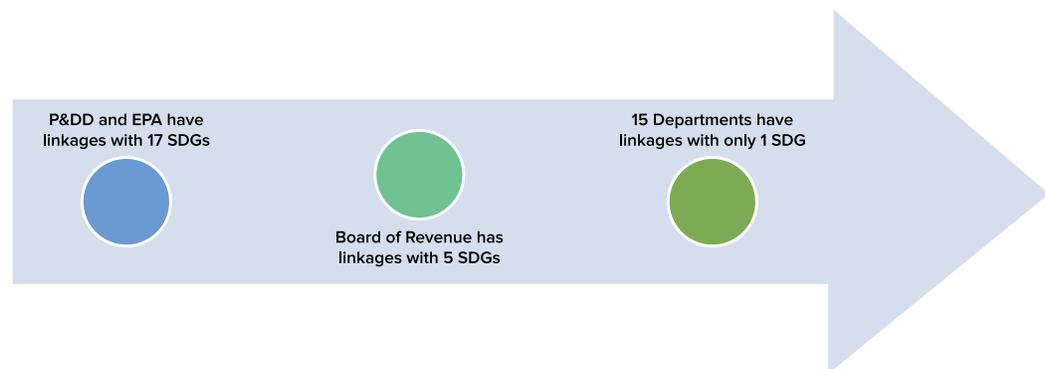


Figure 3: Mapping Line Departments with SDGs

Furthermore, the analysis also demonstrates that no SDG is encompassed by the functions of a single department, with targets under each Goal being split across multiple institutions. For example, outcomes under Goal 2 – Zero Hunger are influenced by policies and operations of the Agriculture Department, Food Authority, Health Department, Livestock & Dairy Development Department, Irrigation Department and Sericulture Department. As such, policies and programmes designed by any of these Departments should entail cross-departmental collaboration to fully utilise possible feedback loops, enhance multiplier effects and mitigate possible trade-offs to improve outcomes under the SDGs agenda. A summary of Goal-wise line department linkages with the SDGs is presented in Table 2.

The goal corresponding to the greatest number of line departments is Goal 16 – Peace, Justice & Strong Institutions, with 16 Government line departments having functions associated with this goal. Conversely, Goal 14 – Life Below Water has the least number of associated departments with the Wildlife & Fisheries Department and P&DD as the relevant authorities.

A ‘systems thinking’ approach to sustainable development necessitates that the GoAJ&K line departments think across goals, delve into their interconnectedness, and collaborate horizontally and vertically with other line departments at local and national levels to achieve sustained results.

Table 2: Mapping SDGs with Line Departments

SDG	Departments
SDG 1   No Poverty	Auqaf & Amoor-e-Dinia, Board of Revenue, Environment Protection Agency (EPA), P&DD, SDMA, Social Welfare, Sericulture and Zakat & Ushr Departments
SDG 2   Zero Hunger	P&DD, EPA, Agriculture, Food Authority, Health, Livestock & Dairy Development, Irrigation and Sericulture Departments
SDG 3   Good Health & Wellbeing	Food Authority, EPA, Transport Authority, P&DD, Health and Police Departments
SDG 4   Quality Education	Auqaf & Amoor-e-Dinia, EPA, Elementary & Secondary Education, Health, Higher Education, Information Technology (IT) Board, Technical Education & Vocational Training Authority (TEVTA), P&DD, Social Welfare and Women Development, Sports, Youth & Culture Departments
SDG 5   Gender Equality	Board of Revenue, EPA, IT Board, Law, Population Welfare, P&DD and Social Welfare and Women Development, Services & General Administration Departments
SDG 6   Clean Water & Sanitation	EPA, Local Government and Rural Development (LG&RDD), P&DD, Physical Planning & Housing (PP&H), Forests and Irrigation Departments
SDG 7   Affordable and Clean Energy	Electricity Department, EPA, P&DD, and Power Development Organization
SDG 8   Decent Work & Economic Growth	Labour Department, EPA, Mineral Development & Industrial Cooperation, TEVTA, P&DD and Tourism Department
SDG 9   Industry, Innovation & Infrastructure	Transport Authority, EPA, Small Industries Corporation, P&DD, Mineral Development & Industrial Corporation, Higher Education, Industries & Commerce and Communication & Works Departments
SDG 10   Reduced Inequalities	Labour Department, EPA, Law Department, P&DD, Board of Revenue, LG&RDD
SDG 11   Sustainable Cities & Communities	Transport Authority, EPA, Board of Revenue, EPA, P&DD, SDMA, PP&H, Tourism, Sports, Youth & Culture, Communication and Works, and Population Welfare Departments
SDG 12   Responsible Consumption & Production	EPA, P&DD, Tourism, Higher Education and Elementary & Secondary Education Departments and AJ&K Public Procurement and Regulatory Authority (PPRA)
SDG 13   Climate Action	SDMA, Forests Department, EPA, and P&DD
SDG 14   Life Below Water	Wildlife & Fisheries Department, EPA, and P&DD
SDG 15   Life on Land	EPA, Forest, Wildlife and Fisheries Department and P&DD
SDG 16   Peace, Justice & Strong Institutions	EPA, Services & General Administration Department, Public Procurement & Regulatory Authority, Mohtasib (Ombudsman) Secretariat, Cross LoC Travel & Trade Authority, Ehtesab Bureau, Anti-Corruption Establishment, Board of Revenue, P&DD, LG&RDD, IT Board, Kashmir Liberation Cell, Social Welfare, Population Welfare, Police, Law, Home and Elementary & Secondary Education Departments
SDG 17   Partnership for the Goals	P&DD, EPA, Finance, and Inland Revenue Departments

# 5 | Review of Key Policy Documents

The key policy developments of a number of sectors in the AJ&K are still in nascent stages, and currently only a handful of policies, plans, and strategies have been drafted and/or approved. The documents<sup>5</sup> selected for review were based on (i) type of document (policy, strategy, plan, framework); (ii) scope of document (State, divisional or district level); (iii) validity of document (draft document, approved or implemented) and; (iv) its relevance to the SDGs.

In light of these considerations, 15 policies, strategies, and plans were selected for review in the AJ&K and were analysed against the SDGs at the target-level. The table below provides a list of these documents.

Table 3: List of Documents Reviewed for AJ&K

AJ&K Polices, Plans and Strategies
1. AJ&K Health Policy, 1996
2. Child Protection Policy, 2010
3. Policy Framework for the Empowerment of Women, 2012
4. AJ&K Livestock Policy (Draft), 2016
5. Intersectoral Nutrition Strategy AJ&K, 2016-2020
6. AJ&K Labour Policy, 2016
7. AJ&K Climate Change Policy, 2017
8. State Disaster Risk Management Plan, 2017
9. AJ&K Tourism Policy, 2018
10. Monsoon Contingency Plan, 2018
11. Rethinking the Industrial Policy of AJ&K (Draft), 2019
12. Agriculture Policy AJ&K (Draft), 2019
13. AJ&K CRVS System, 2019
14. AJ&K Education Policy Framework, 2020
15. Social Protection Policy for AJ&K, 2020

5. A review of policy environment for AJ&K was completed under the guidelines from the 'Rapid Integrated Assessment', 2017 by the UNDP. It aims to facilitate countries in mainstreaming SDGs into national and local policies and plans and helps identify a region's readiness for SDG implementation.

SDGs in two ways. As a first step, a broad appraisal of policies, plans, and strategies was done in light of a ‘systems thinking’ approach to the SDGs. At the second stage, these documents were reviewed to understand coverage of the SDGs at target level.

## 5.1 ‘Systems Thinking’ Review

For analysis under the systems thinking approach, it was noted during the review if the SDGs were explicitly mentioned, socioeconomic and environmental considerations of development were taken into account, and whether the documents interacted with other sectoral policies and strategies (horizontal linkages) and/or national and international frameworks, declarations and guidelines (vertical linkages).

Furthermore, coverage of the SDGs themes (goals/targets/indicators) under each document were also examined. This included analysis of whether documents matched in ambition with the SDGs targets, and covered the appropriate demographics including youth, elderly persons, children, women, migrants, persons with disabilities (PWDs), and other vulnerable communities. To further simplify the analysis, each criterion was charted along two dimensions – (i) a ‘yes/no’ response to evaluate whether the factor was incorporated into the reviewed document and (ii) a ‘colour scheme’ to assess the degree of incorporation. Green colour showed complete alignment, yellow colour specified partial alignment and red colour indicated that the criterion had been missed in the document. The criteria for policy analysis along with their description have been summarised in the table below. A policy-wise tabular summary of the analysis across the seven criteria is presented in Annex E.

Table 4: Criteria for Document Analysis

Criteria	Explanation
SDGs Link	If the SDGs were explicitly mentioned in the policy document.
Three Dimensions	If the three dimensions of sustainable development – economic, social and environmental – were addressed.
Vertical Linkages	If there are links between policies and other hierarchical documents including laws, sectoral strategies, national documents such as Vision 2025, international commitments, and declarations etc.
Horizontal Linkages	If the policies speak to each other, and to the role of other departments in improving outcomes.
Issues Covered	If issues listed under the SDGs targets and indicators have been discussed.
Ambition	If the SDGs ambition is matched; for example, targets for reducing maternal mortality, food insecurity etc. mentioned in the policy are similar to the SDGs.
Scope	If scope matches the SDG coverage such as inclusion of vulnerable groups, women, youth, infants etc.

Of the 15 policies/plans/strategies under review, only eight documents (53 percent) explicitly mentioned or linked their mandate with the SDGs. Of the remaining documents, 03 (20 percent) were produced before introduction of the SDGs and hence, could not have the necessary association. Another 03 reports (20 percent) were published after adoption of the SDGs by the Government of Pakistan, but they failed to ensure the SDGs visibility in their respective documents. For example, the ‘AJ&K Tourism Policy, 2019’ as well as the ‘State Disaster Risk Management Plan 2017’ discuss themes of inclusive growth and sustainable development, but they do not explicitly link with the SDGs. Moreover, one GoAJ&K policy is currently at the draft stage, and efforts can be made by the requisite line department to ensure incorporation of the SDGs in the final policy paper.



Figure 4: Explicit Link with SDGs

The documents were also studied for their alignment with the **three dimensions** of sustainable development – economic, social and the environmental. The analysis revealed that 08 GoAJ&K policies, plans and/or strategies (63 percent) comprehensively covered all three dimensions, 03 (20 percent) policies showed some coverage whereas another 04 (27 percent) policy documents completely missed this criterion, mostly due to an absence of discussion on environmental consequences. Despite being an older policy document, the ‘AJ&K Health Policy, 1996’ made considerable efforts in covering all three dimensions as relevant to the health sector.



Figure 5: Three Dimensions of Sustainable Development

In terms of **vertical linkages**, policies and plans were assessed for their interaction with national and international commitments, laws, and strategy documents. Seven policy documents extensively listed relevant national and international obligations whereas 07 documents only partially addressed this aspect. One draft policy document provided no national or international context at all, presenting the GoAJ&K with an opportunity to consider hierarchical documents during policy development. Of the documents reviewed, the ‘AJ&K Child Protection Policy, 2010’ provided the most comprehensive coverage of international commitments including the MDGs which were the international development agenda at the time the policy was drafted.



Figure 6: Vertical Linkages (National and International)

Furthermore, it was observed that identification of **horizontal linkages** is not a routine procedure for policies produced in the AJ&K. Except for the AJ&K Labour Policy 2016, no policy document discussed the need for coherence with other GoAJ&K policies, strategies, and plans. At the best, linkages were established based on identification of line departments in policy papers. Of the 15 documents under review, 10 policies, plans and strategies (67 percent) identified and discussed how relevant line departments could contribute to their policy agenda whereas 02 documents (13 percent) only identified potential partners without delving into greater details. Three of the policies (20 percent) produced by the GoAJ&K did not mention any relevant departments at all. Amongst the reviewed documents, the 'State Disaster Risk Management Plan 2017' and the 'AJ&K Child Protection Policy 2010' were the most comprehensive in listing relevant departments/authorities.



Figure 7: Horizontal Linkages (with Line Departments)

Additionally, there was a split across the range of **SDG issues** covered in the GoAJ&K policies, strategies, and plans - some documents provided substantial coverage while others only partially covered the relevant SDGs. In part, limited SDGs coverage can be attributed to the dated nature of certain policies. The broad mandate of the SDGs requires line departments to be more comprehensive in identifying issues pertaining to their sector. This provides useful lessons for policies currently under development such as the 'Agriculture Policy AJ&K 2019' and the 'Livestock Policy AJ&K 2016' which can be amended to ensure a more holistic approach to issue identification and policy making.

The analysis also showed that many of the policies, plans, and strategies do not match the **ambition** of targets under the 2030 Agenda for Sustainable Development. This result is expected because as a developing region with resource constraints, the GoAJ&K is restricted in the targets it can set and achieve.

Results of the review with respect to **demographics** were even weaker. While many documents identified prominent vulnerable groups such as the poor, youth, and women; they did not consider other high-risk communities such as elderly persons, PWDs, and transgender individuals. The GoAJ&K needs to ensure that policies produced by the line departments substantially match the SDGs which includes paying attention to the ‘furthest behind’ in the development paradigm.

Table 5: SDGs Coverage: Themes, Ambition and Demographics

SDGs Criteria	Analysis
Themes	<ul style="list-style-type: none"> <li>• 08 documents provided substantial coverage.</li> <li>• 07 documents provided partial coverage.</li> </ul>
Ambition	<ul style="list-style-type: none"> <li>• 04 documents matched the ambition of the SDGs targets.</li> <li>• 10 documents partially matched the SDGs ambition.</li> <li>• 01 completely missed this criterion due to dated nature.</li> </ul>
Demographics	<ul style="list-style-type: none"> <li>• 04 identified similar demographics to the SDGs.</li> <li>• 08 referred to prominent groups such as the poor, youth, and women.</li> <li>• 03 did not specify vulnerable communities.</li> </ul>

## 5.2 SDGs Target-Level Review

A target-level mapping of the SDGs was also completed following the methodology from the UNDP’s ‘Rapid Integrated Assessment (RIA), 2017’. Of the 169 targets in the SDGs framework, policies were mapped only against 98 targets relevant to the AJ&K. The target level analysis was also undertaken along the ‘**yes/no**’ and ‘**colour scheme**’ dimensions. ‘Green’ colour represented complete alignment with the corresponding target, ‘yellow’ specified partial alignment and ‘orange’ indicated minimal alignment with the associated target.

Results demonstrate that the SDGs have not been comprehensively addressed in the policy landscape. This is in part due to the implementation of old policies; however, more importantly, it shows lack of engagement by the government line departments with international commitments when formulating public policies.



The Figure 8 above presents a snapshot of the RIA assessment undertaken for the AJ&K. The blue box indicates the number of SDGs targets addressed by any one policy, plan, or strategy. Conversely, the red box reflects how one SDG target is covered under multiple policies and plans, whereas the grey column indicates that a target has been missed completely. The detailed assessment under RIA is presented in Annex F.

Quantitatively, the AJ&K has addressed a wide range of the SDGs targets in its policies and plans, with **83 percent** of the SDGs targets (81 out of 98) having been addressed to some degree. However, a look at quality of coverage – as indicated by the colour scheme – shows that only **29 percent** of the SDGs targets (28 out of 98) can be termed as fully integrated in the policy environment (green code). Another **54 percent** (53 out of 98 targets) are either partially (yellow code) or marginally (orange code) covered and **17 percent** (17 out of 98 targets) are not covered by the AJ&K policy environment at all. A list the missing SDGs targets is presented in Table 6.

Table 6: SDG Targets Missing in Reviewed Documents

Dimension	SDG Targets
Social	<ul style="list-style-type: none"> <li>• <b>Target 3.6.</b> By 2020, halve the number of global deaths and injuries from road traffic accidents.</li> <li>• <b>Target 3.a.</b> Strengthen the implementation of World Health Organization Framework Convention on Tobacco Control.</li> <li>• <b>Target 6.3.</b> By 2030, improve water quality by reducing pollution, hazardous chemicals, dumping, untreated wastewater and increasing recycling and safe reuse.</li> <li>• <b>Target 6.a.</b> By 2030, expand international cooperation and capacity- building support to developing countries in WASH-related activities programmes.</li> <li>• <b>Target 11.7.</b> Provide universal access to safe, inclusive, accessible, green, and public spaces, in particular for women and children, older persons and persons with disabilities.</li> <li>• <b>Target 16.1.</b> Significantly reduce all forms of violence and related deaths everywhere.</li> <li>• <b>Target 16.10.</b> Ensure public access to information and protect fundamental freedoms, according to national legislation and international agreements.</li> <li>• <b>Target 16.a.</b> Strengthen relevant national institutions, including through international cooperation, for building capacity at all levels to prevent violence and combat terrorism and crime.</li> </ul>
Economic	<ul style="list-style-type: none"> <li>• <b>Target 5.4.</b> Recognise and value unpaid care and domestic work.</li> <li>• <b>Target 8.b.</b> By 2020, develop and operationalise a strategy for youth employment.</li> <li>• <b>Target 9.c.</b> Significantly increase access to ICT and Internet.</li> <li>• <b>Target 16.4.</b> By 2030, significantly reduce illicit financial and arms flow, recovery of stolen assets and combat organised crime.</li> </ul>
Environmental	<ul style="list-style-type: none"> <li>• <b>Target 12.2.</b> By 2030, achieve the sustainable management and efficient use of natural resources.</li> <li>• <b>Target 12.4.</b> By 2030, achieve the environmentally sound management of chemicals and all wastes throughout their lifecycle.</li> <li>• <b>Target 14.4.</b> By 2020, effectively regulate harvesting and end overfishing, illegal, unreported, and unregulated fishing.</li> <li>• <b>Target 15.b.</b> Mobilise significant resources to finance sustainable forest management and conserve biodiversity and ecosystems.</li> <li>• <b>Target 15.c.</b> Combat poaching and trafficking of protected species by increasing capacity of local communities to pursue sustainable livelihoods</li> </ul>

Of the 81 targets covered under the policy documents, recurrent themes were associated with poverty, nutrition, employment, disaster, and climate change, owing to the challenges faced by the AJ&K. The most frequently mentioned SDGs targets were covered under seven different policy documents. These included **Target 1.2**. “By 2030, reduce at least by half the proportion of men, women and children living in poverty in all its dimensions according to national definitions”, **Target 1.b**. “Pro-poor and gender-sensitive development strategies to support accelerated investment in poverty eradication actions”, **Target 8.5**. “By 2030, achieve full and productive employment and decent work for all women and men” and **Target 13.1**. “Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries”.

Furthermore, the policy document with most cross-cutting discussion on the SDGs issues was the ‘AJ&K Climate Change Policy, 2017’ which addressed 38 targets at varying degrees. This was followed by the ‘Intersectoral Nutrition Strategy AJ&K 2016-2020’ which expands upon 27 SDG targets, the ‘Social Protection Policy for AJ&K 2020’ which addresses 26 SDG targets and the ‘Policy Framework for the Empowerment of Women 2012’ which incorporates 25 SDGs targets at varying levels.

At the best, only 05 SDGs targets were comprehensively covered by any single policy document. The four policies that achieved this level of analysis were the ‘Policy Framework for the Empowerment of Women 2012’, the ‘AJ&K Labour Policy 2016’, the ‘AJ&K Climate Change Policy 2017’, and the ‘Social Protection Policy for AJ&K 2020’.

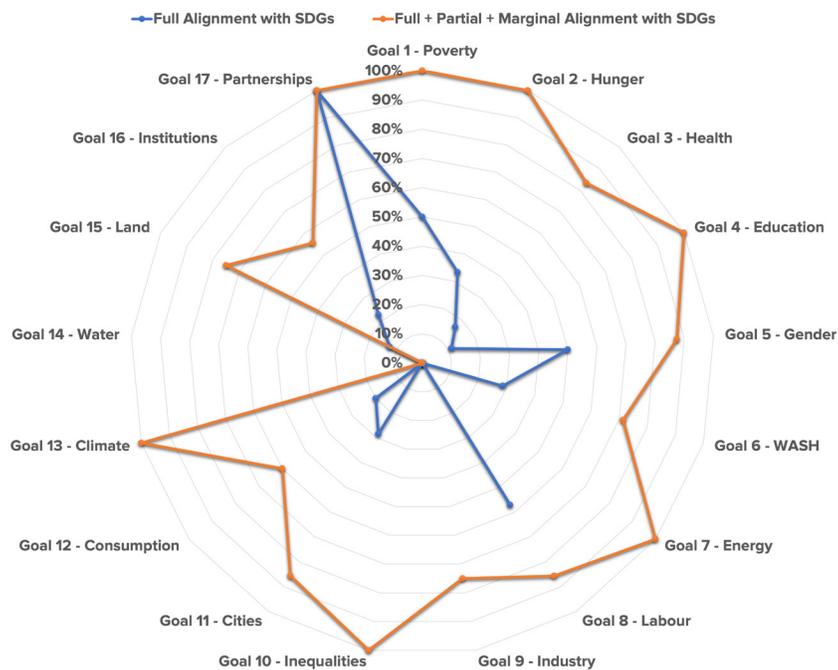


Figure 9: Goal-wise Alignment for Policies in AJ&K

The Figure 9 displays the goal-level alignment of the AJ&K policy environment with the 2030 Agenda. The blue line displays the level of complete alignment in policy documents for each SDG, whereas the orange line represents the cumulative level of alignment (fully

aligned, partially aligned, and marginally aligned) for all targets. It can be seen that when all forms of alignments are considered, the AJ&K policy environment fares very well, especially for Goal 1 – No Poverty, Goal 2 – Zero Hunger, Goal 4 – Quality Education, Goal 7 – Affordable and Clean Energy, Goal 10 – Reduced Inequalities, Goal 13 – Climate Action, and Goal 17 – Partnership for the Goals. However, when only complete alignment of the SDGs targets is considered – including the SDGs ambition and scope – major gaps emerge. In the Figure 9, these gaps are represented by distance between blue and orange lines.

### 5.3 Limitations in AJ&K's Policy Environment

The AJ&K has a limited number of policies, plans, and strategies to guide its development processes. Of the 15 documents available, two are still in draft stages, another two simply provide a framework for policy development, and a subsequent pair offer a preliminary analysis for policymaking. In addition, the 'Social Protection Policy for AJ&K' is still pending at approval stage. This leaves only 08 policies, plans, and strategies which are currently functional for the AJ&K.

Overall, it was observed that despite attempts to align development plans and processes with the 2030 Agenda, comprehensive integration of the SDGs – including the targets and themes – still requires further action. Specifically, additional efforts are required in AJ&K's policy environment regarding establishing localised targets and expanding the scope of policies to include marginalised communities such as transgenders and PWDs.

A major gap for the reviewed documents was that they lacked **specificity** when identifying issues and setting agendas. Policies often discussed broad development themes without contextualising them to the AJ&K or to a specific sector. For example, documents discussed importance of 'inclusive growth' and need to consider 'vulnerable communities' but they failed to specify what is entailed by inclusive growth, who the vulnerable communities are, and how that relates to their particular area of focus.

Additionally, it is also important to note that for the policies reviewed, the GoAJ&K does not have a corresponding **implementation strategy or action plan**. While a policy provides the guidelines for development in a particular sector, it is the action plan that actualises the process. The probability of a policy being implemented without a detailed implementation strategy or action plan is low. The GoAJ&K needs to supplement its policy documents with implementation strategies to successfully achieve sustainable development in the State.

Another major gap identified during the analysis was the absence of agreed **quantitative targets, indicators, and deadlines**. Most documents discussed the need to 'improve', 'enhance', 'increase', and 'develop' a varied list of goals but failed to provide associated quantitative targets in absolute terms, percentages or otherwise. Further, as no quantitative targets were set, there was also an absence of corresponding indicators to measure progress on any particular dimension. In many cases, the documents also lacked concrete deadlines to achieve goals. Without established targets and deadlines, it will be hard for the GoAJ&K to direct and monitor progress across sectors which contribute to sustainable development in the State. To further streamline matters, line departments may set detailed targets in their ADPs which are aligned with their respective policies in order to ensure greater integration between policy and development programming.

# 6 | 'Readiness Assessment' for Policy Coherence

Policy coherence is an important element under the 2030 Agenda and is reflected in **Target 17.14**. “Enhance policy coherence for sustainable development”. At a minimum, policy coherence under the SDGs aims to “identify trade-offs and mitigate negative impacts between policies”, with a greater ambition to “foster synergies and produce policies that mutually reinforce each other”<sup>6</sup>.

To help analyse arrangements necessary for policy coherence under the 2030 Agenda for Sustainable Development, the United Nations Department of Economic and Social Affairs (DESA) developed a ‘Readiness Assessment’ toolkit for government agencies in 2019. “The toolkit is meant to diagnose the extent to which current public sector values, priorities and strategies, rules and regulations, processes and structures, competencies and mindset enable the implementation of integrated policies at central and local levels.”<sup>7</sup> The Institutional Readiness Assessment has nine parts designed to ensure integrated thinking about existing government systems and procedures. These include sections on (i) political commitment, (ii) decision-making and planning, (iii) inter-ministerial coordination, (iv) policy linkages, (v) coherence between national and sub-national levels, (vi) stakeholder engagement, (vii) monitoring and evaluation processes, (viii) financing and (ix) human and technological resources. These thematic questions help gauge how complementary the current policy environment is for the SDGs. The complete list of questions for this assessment is presented in Annex G.

## 6.1 Institutionalisation of Political Commitment

The AJ&K has a strong political commitment for the SDGs. The AJ&K Legislative Assembly has (i) adopted the SDGs as the development agenda for the AJ&K, (ii) constituted a SDGs Taskforce to provide overall guidance and strategic direction, and (iii) formed the AJ&KLA Working Groups to oversee the implementation of the 2030 Agenda in the State. In addition, the resolution to adopt the SDGs was widely circulated to government’s all line departments and other stakeholders through official channels.

In the AJ&K, the P&DD serves as a focal point for development planning and the SDGs implementation. A detailed institutional environment for the SDGs has been previously explained in Section 4.1.

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6. SDG Metadata for 17.14.1, United Nations Department of Economic and Social Affairs Statistics Division, 2020.

7. “Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development”, United Nations Department of Economic and Social Affairs Division for Public Institutions and Digital Government, November 2019.



Figure 10: AJ&K’s Political Commitment on SDGs

The Government of AJ&K operates under medium-term Five-Year Plans, and development in the State is guided by the national strategy document ‘Vision 2025’. Both the 12<sup>th</sup> Five Year Plan as well as the Vision 2025 documents are aligned with the SDGs. The GoAJ&K sets development priorities in its medium-term plans which are then reflected in the development budgets through the Annual Development Programmes (ADPs).

At present, the GoAJ&K is in the process of prioritising the SDGs at the regional and State levels. While domestic targets against the SDGs have been set at the State-level, the benchmarks at the district level are still being established. A comprehensive SDG framework is expected to be introduced this year.

In terms of execution of the State’s development plans, major GoAJ&K line departments have a dedicated planning and development cell, which is responsible for implementation of development programmes. Further, there are different review forums such as the Cabinet Development Committee (CDC) and State Steering Committees, which meet quarterly to review progress on development initiatives.

Currently, the AJ&K does not have set timelines for achieving policy coherence under its 5-year plan and many sectors do not have functional policies. Additionally, greater cross-sectoral integration is required to ensure sustainable development in the State. An analysis of the policy environment has revealed that the government line departments do not explicitly incorporate international commitments into domestic policy making.

## 6.2 Decision-Making, Policy Development & Planning

The AJ&K follows the long-term plans developed at the federal level, including Vision 2030. The Government is currently in the process of developing its own strategic framework for the SDGs which is expected to comprehensively cover development objectives, long-term challenges, and issues of balancing the three dimensions of sustainable development – social, economic, and environmental.

Furthermore, the resolution on the SDGs and inclusion of opposition members in the AJ&KLA SDGs Taskforce will help ensure long-term continuity of the SDGs implementation in the State, beyond the current electoral cycles. The MoPD&SI is also in the process of developing a SDGs checklist as part of the PC-I proforma for development projects. This will help ensure better alignment of planned development schemes with relevant SDGs.

The guidelines on planning and policy development for the AJ&K are provided under the AJ&K Interim Constitution 1974 and the AJ&K Rules of Business 1985. Additional policy and approval forums include the Azad Kashmir Development Working Party (AKDWP), the Azad Kashmir CDC and other committees of the Cabinet. Furthermore, policies designed by line departments are extensively scrutinised by the Law Department. Once a policy is finalised and approved, implementation of the policy falls in the mandate of the relevant government line department.



Figure 11: Gaps in Development Planning under SDGs

Currently, the GoAJ&K does not employ any tools<sup>8</sup> for strategic development, and adoption of a systems thinking approach to policy formulation and implementation is still in its nascent stages. The well-being of future generations remains a broad consideration in legislation/policy documents, and efforts may be made to make it an explicit agenda item. A focus on inter-generational equity will also direct attention towards preventing and mitigating adverse effects of current development schemes. The AJ&K also lacks a standardised mechanism for policy appraisal that would consider policy synergies, trade-offs, and conflicts over time. In addition, while a great proportion of the annual development budget is allocated to infrastructure, there are no impact assessment processes in place which consider the intergeneration effects of major infrastructural developments.

### 6.3 Inter-Ministerial Coordination and Integration

The SDGs coordination at the political level is done by the AJ&KLA SDGs Taskforce. At the strategic end, integration is ensured by the State Steering and Coordination Committee on the SDGs. The latter also oversees technical aspects and ensures that implementation is aligned with political and strategic objectives. Moreover, to improve horizontal and vertical coordination for the SDGs and to enable information sharing across a broad range of sectors, regular meetings of stakeholders are convened at the State and district levels.

Both the State Steering and Coordination Committee on the SDGs and the AJ&KLA SDGs Taskforce can also resolve any trade-offs between competing or conflicting sectoral and/or departmental policies in the AJ&K. However, it is important to note that these forums are not actively utilised for policy integration purposes. To improve overall coherence, development, implementation, and review of policies should be a routine process in development planning.

8. Various tools have been developed and are being utilized internationally to support integrated development. Such methods focus on strategic planning, impact analysis, systems thinking approach and sectoral modelling.

## 6.4 Policy Linkages

Policy linkages in the AJ&K could be improved further by establishing a standardised mechanism for intersectoral collaboration during policymaking. This will support discussion around mitigating negative effects of policies and optimising cross-sectoral synergies for sustainable development.

In addition, existing policy development procedure does not necessitate an **ex-ante**<sup>9</sup> review of the proposed policy or assess its impact on (i) the socioeconomic and environmental aspects of development or (ii) other policies and sectoral plans. Further, the GoAJ&K does not have any checklists, templates or indicators which track progress across the three dimensions of sustainable development during policy implementation or provide mitigation measures. The Government should explore in broad strokes the potential costs and benefits of proposed policies before approval and implementation.

Currently, the GoAJ&K does not conduct an **ex-post**<sup>10</sup> assessment of policies to identify challenges and inform future policymaking.

There is an oversight provided by the Law Department regarding alignment of existing legislation/policies with proposed policy documents; however, this process is absent in early stages of policy development.

## 6.5 Coherence with the Local Level<sup>11</sup>

The AJ&K Interim Constitution 1974 regulates all communication with institutions at the Federal level. Moreover, communication with the district level systems is also conducted through well-defined government procedures.

At the local level, endorsed coordination and consultation do not take place for State policy and strategy formation. Rather, informal assessments of regional development needs are made at the State level and once a policy or planning document is approved, these priorities are integrated into regional plans and programmes. Similarly, regional institutions do not play a formal role in identifying trade-offs, synergies or impacts of domestic policies and their relationship with development priorities.

Furthermore, in the AJ&K, there is a misalignment between an approved policy and allocated budget for the department. Budget allocations do not match policy visions and there are no templates to ensure consistency in this regard.

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9. Questions regarding “Ex ante assessments” are listed in DESA’s ‘Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development’, November 2019.

10. “Ex post assessment” is listed in DESA’s ‘Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development’, November 2019.

11. Local level in the context of AJ&K means district or divisional level. Throughout this sub-section the word local and regional have been used interchangeably.

To safeguard coherent and coordinated action for international development agencies at the State level, there is a dedicated Foreign Aid Section at the Planning and Development Department, the GoAJ&K which oversees development cooperation and international initiatives across the AJ&K.

## 6.6 Stakeholder Engagement for Policy Coherence

In the AJ&K, a limited number of stakeholders are consulted during the development of any legislation, policies, plans and/or programmes. There is also no official document detailing the rationale for engagement or non-engagement of stakeholders. Correspondingly, no mandatory consultation is required at implementation, evaluation, or revision stages.

In terms of the process for policy development, a draft version is produced by the relevant authority/department or through a consultant and submitted to the Law Department for scrutiny. The Law Department vets the document for possible overlap with existing legislations and policies and highlights any legal contradictions and/or shortcomings. When required, the Law Department forms relevant committees with concerned line departments to ensure conflict resolution. The document is also shared with the Finance Department to assess the financial implications of the proposed policy. There is no set timeframe for this engagement process, and the matter may be delayed significantly as a result. Moreover, there is no requirement for results from stakeholder engagements to be widely disseminated.

In the AJ&K, broader consultations are not done during policy development and enactment. Elderly people, youth and the vulnerable segments of society are also not officially included in policymaking. While no formal mechanism is in place, there may be informal inclusion of private sector and academia in the policymaking process.

Once a policy has been enacted and/or implemented by the relevant department, the public can raise their grievances through established agencies or via lawyers in court. While legislation is regularly petitioned for review in the AJ&K, the general public has not considered policy review in the same manner. However, it is possible for the public to petition a review of the GoAJ&K policies in court as well.

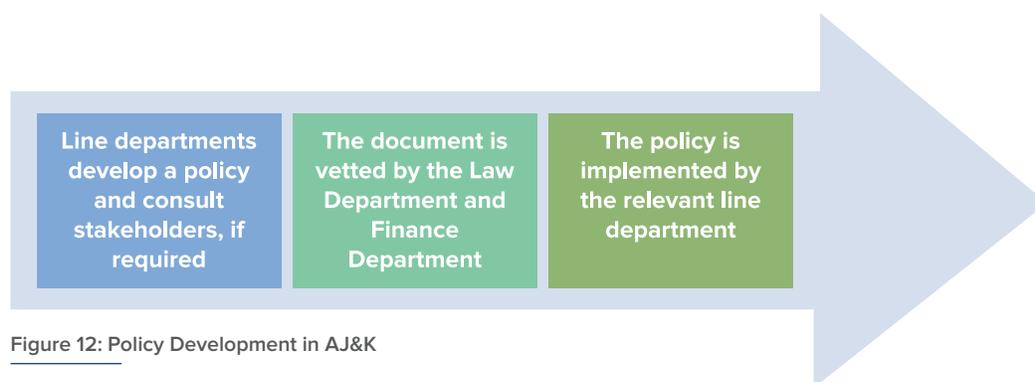


Figure 12: Policy Development in AJ&K

## **6.7 M&E for Policy Coherence**

The GoAJ&K's monitoring and evaluation system is based on setting indicators and achieving progress against them. While there are guidelines regarding evaluation of public programmes, no such processes exist for policies. Further, even for programme evaluation, the systematic impact of an intervention or its relevance to policy is not considered upon completion.

The AJ&K does not have any legal requirements to regularly monitor and evaluate the impacts of a policy on the three dimensions of sustainable development. The relevant government departments/agencies undertake monitoring and evaluation as per their own needs. Similarly, it is also not required for policy coherence to be integrated into government reporting either to the AJ&K Legislative Assembly or to the general public.

In order to improve access to information, some government line departments have operational Management Information Systems (MIS). To further the sustainable development agenda in the AJ&K, a comprehensive baseline on the SDGs indicators has been established and a data portal will soon be introduced with all relevant statistics.

As a part of the SDG implementation, the GoAJ&K is working to improve coordination between data users and consumers. The AJ&K Bureau of Statistics (AJ&KBoS) regularly interacts with government line departments to procure data for its annual statistical publications and coordinates with the Pakistan Bureau of Statistics (PBS) for relevant surveys and data for the AJ&K. However, there is still a need to improve the use of data for planning purposes in the State.

## **6.8 Financing for Policy Coherence**

Budget preparation is an annual exercise in the AJ&K, and there are currently no long-term or medium-term expenditure and revenue frameworks. Budget is prepared based on estimated revenue generated from federal and local sources in a given fiscal year.

The prepared budget goes through an extensive approval process, including presentation and approval by the Legislative Assembly of the AJ&K. There is also a strong monthly and annual auditing system in the State.

At present, there is no innovation in financial management as budgetary provisions generally follow the historical pattern of allocations. As such, issues of policy coherence are not raised when allocating budgets to different sectors.

The Government of AJ&K utilises the 'SAP' software for budget preparation; however, no such system is in place for implementation. Furthermore, international financing follows the federal government rules on foreign funding; however, the State lacks an international development cooperation strategy which would ensure policy coherence for incoming foreign resources.

## **6.9 Human and Technological Resources**

Each major government line department in the AJ&K has its own planning cell/wing which plans and executes the state development plan. Technical input on the SDGs is also provided by the AJ&K SDGs Unit at the P&DD. There are also multiple points of access to the Government.

In the AJ&K, a pre-defined system exists to facilitate movement of staff across ministries, both within the Department and at the Secretarial level. There is an emerging awareness among public officials on the need to collaborate across sectors and at the grassroots level to ensure holistic development planning. The SDGs Unit at the P&DD routinely engages with stakeholders from academia, civil society, and private sector for a whole-of-society approach to the SDGs implementation.

At present, there are no special programmes or trainings for public sector officers in the AJ&K to enhance their competencies and skills for policy coherence. Training geared towards improving institutional coordination as well as integrated planning and policy may be required to ensure policy coherence.

While the GoAJ&K does not have a digital strategy, work is being done to digitise important information and datasets. Land records are also being digitised which is a big step in land record management. Moreover, driving licence issuing as well as judicial systems at the High Court and Supreme Court levels have become fully automated and interactive websites have been developed for government departments. The Government does not use information and communications technology (ICT) to facilitate intra- and/or inter-departmental communication; existing paper-based correspondence decreases opportunities for speedy and cost-effective collaboration and coordination among institutions.

The AJ&K could benefit from having a comprehensive digital strategy which may include components on digital literacy, e-governance, and digital ecosystems to ensure efficiency in government systems. In 2002, the AJ&K IT Master Implementation Plan was conceived to proliferate ICT in literacy, governance, and ecommerce spheres; however, extensive integration could not be achieved. The COVID-19 pandemic provides an opportunity for the GoAJ&K to expand its expertise in this regard.=

# 7 | Policy Coherence for AJ&K (SDG 17.14.1)

Under the SDGs, policy coherence is measured through a composite indicator 17.14.1. This indicator scores the policy environment across eight dimensions on a 10-point scale for a total of 80 points. These include (i) institutionalised political commitment, (ii) long-term considerations, (iii) inter-ministerial and cross-sectoral coordination, (iv) participatory processes, (v) integration of three dimensions of sustainable development, assessment of policy effects and linkages, (vi) consultation and coordination across government levels, (vii) monitoring and reporting for policy coherence, and (viii) financial resources and tools.

To establish a baseline for policy coherence in the AJ&K, a workshop was conducted in Muzaffarabad on the 16<sup>th</sup> March 2021, with representatives from government line departments including the P&DD participating in the exercise. A background to policy coherence was presented, followed by a detailed discussion on methodology of the questionnaire and a subsequent scoring across the eight sub-sections. The tabulated results are presented in Table 7 on the next page.

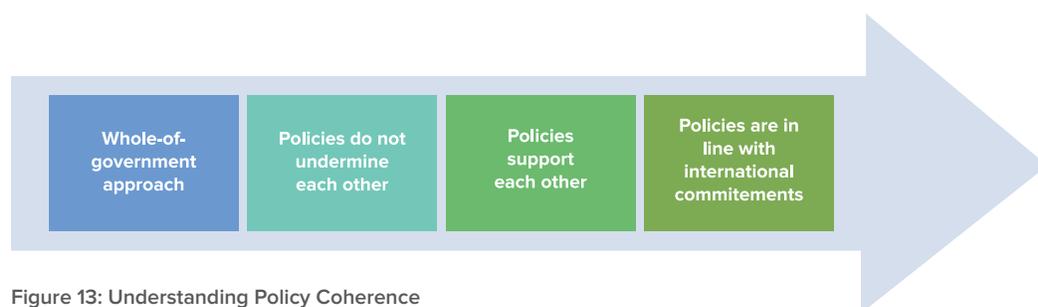


Figure 13: Understanding Policy Coherence

The AJ&K has an implicit political commitment to policy coherence which needs to be institutionalised (**sub-indicator 1**). The State undertakes long-term planning and policy making by following relevant procedures (**sub-indicator 2**). Both technical and political bodies for sustainable development do exist at the State-level but their utilisation for policy coherence is limited (**sub-indicator 3**). Moreover, there is a limited public participation in early stages of policy development which should be improved (**sub-indicator 4**). The AJ&K also needs a more integrated approach to the three dimensions of sustainable development (**sub-indicator 5**). There is a mechanism for systematic exchange between the centre and the local level (**sub-indicator 6**), and sustainable development data is available, though M&E and integrated reporting for policy coherence is missing (**sub-indicator 7**). The AJ&K's development budget is tagged according to the SDGs, but financial integration with policies is missing and budgets do not reflect policy ambitions (**sub-indicator 8**).

Table 7: Value for SDG Indicator 17.14.1 <sup>12</sup>

Component	Score
1. Institutionalised Political Commitment: The State has “institutionalised its commitment towards policy coherence for sustainable development at the highest political level”.	5
2. Long-term Considerations: The State has “mechanisms in place to ensure that long-term considerations are integrated into decision-making, policy development and planning”.	6
3. Inter-ministerial and Cross-sectoral Coordination: The State has “an institutional mechanism in place that periodically brings together relevant ministries and governmental entities to enhance coherence across sustainable development related policies including sectoral policies”.	8
4. Participatory Processes: The State has “mechanisms in place to ensure that laws, policies, plans, programmes, and major development projects at different levels of government including at the overarching/general, sectoral and local levels are developed through participatory processes which involve relevant stakeholders”.	5
5. Integration of 03 dimensions of sustainable development, assessment of policy effects and linkages: The State has “mechanisms in place which allow relevant public institutions systematically assess policy effects and cross-sectoral linkages throughout policy and planning processes in spirit of integrated approach of the SDGs”.	5
6. Consultation and Coordination across Government Levels: The State has “mechanisms in place for aligning priorities, policies and plans adopted at various levels of government”.	10
7. Monitoring and Reporting for Policy Coherence” The State has “mechanisms in place to systematically monitor and evaluate the effects of policies on various dimensions of sustainable development as well as cross-sectoral impacts, and to report and inform adaptive action”.	3
8. Financial Resources and Tools: The State has “mechanisms in place to promote alignment of private and public finance to policy coherence objectives and to track related expenditures”.	5
<b>Total</b>	<b>47</b>
Mechanisms in place to enhance policy coherence for sustainable development (%)	<b>59%</b>

12. Computed based on Report 4 Consultation Workshops on SDG Indicator 17.14.1 held in Guyana (35%), Burkina Faso (35%), Kenya (54%), and Tanzania (64%): 2019-2020, UNEP, 2020, pages 1-2.

# 8 | Towards Integrated SDGs Implementation

A review of institutional and policy environments for the SDGs in the AJ&K presents mixed results. On one hand, the SDGs are supported by a strong institutional set-up and the Government has worked to develop policies which align with the 2030 Agenda on Sustainable Development. On the other hand, major gaps remain in policy coherence, including identification of interlinkages and trade-offs, alignment with budgets, relevance of proposed development interventions, as well as their position in relation to national policies and international commitments.

In order to improve policy environment in the AJ&K, the following steps are recommended:

## **Policy-level:**

- Government line departments need to break out of operational silos and work for cross sectoral synergies to ensure policy coherence.
- There should be an explicit incorporation of international commitments, such as the SDGs, in relevant policies, plans and strategies.
- Policy documents should specify challenges pertaining to a particular sector.
- All policies should be supplemented by associated implementation plans, and should have quantitative targets, corroborating indicators and set deadlines for achievement.
- The GoAJ&K should set a timeline for achieving policy coherence and should allocate an appropriate budget for this endeavour.
- Inter-generational impacts of development should become an explicit policy agenda item in order to ensure sustainability of proposed initiatives.
- A standard mechanism for policy appraisal should be introduced which addresses all possible interlinkages, trade-offs, legal constraints, and financial considerations.
- A checklist should be developed to track progress on the three dimensions of sustainable development under policy implementation.
- The Government should work towards both (i) an ex-ante cost-benefit analysis of proposed policies as well as (ii) an ex-post assessment of functional policies.
- Stakeholder consultation needs to be prioritised during policy formulation as well as implementation, evaluation, and revision. Consultations should include representatives from the academia, private sector, CSOs/NGOs etc. In case consultations are not undertaken, official responses from relevant authorities should be requested.
- The Government should ensure that any policy introduced is also supported by an appropriate budget required to undertake its implementation and achieve the targets set.

- A set timeframe should be established for consultations, legal reviews, and dissemination of results during policy development.
- Monitoring and evaluation of policy implementation should be undertaken and when formulating ADPs, proposed development programme's contribution to policy objectives should be explicitly listed.
- Trainings for public officials on policy coherence is required for sustainable development and resource efficiency.

**Overall:**

- Greater efforts should be made to incorporate sustainable development themes, including environmental consequences, in development planning.
- The GoAJ&K should work to ensure that PC-Vs for completed projects are routinely submitted to assess impact of development programming.
- The Government should also work towards developing long-term (10 years or longer) development plans and strategies which feed into medium-term and annual development programmes.
- The GoAJ&K should also work towards developing medium-term and long-term expenditure and revenue frameworks.
- A digital strategy should be introduced in the AJ&K which includes components on digital literacy and e-governance in order to increase efficiency.
- The government line departments should also increase use of ICT to facilitate intra and inter-departmental coordination.

A coherent institutional and policy environment is necessary for successful implementation of the 2030 Agenda and to achieve the AJ&K's development priorities. The Government should work towards addressing these gaps in order to enable systematic policymaking in the State.

# Annex A | AJ&K Legislative Assembly Taskforce on SDGs



## LEGISLATIVE ASSEMBLY OF AZAD JAMMU & KASHMIR

...

"Muzaffarabad"  
Dated: 27<sup>th</sup> January, 2022.

### NOTIFICATION:

No/PAC/LA/07-26/2022. The honorable Speaker Legislative Assembly Azad Jammu & Kashmir has been pleased to establish following Parliamentary Task Force on Sustainable Development Goals (SDGs) in Legislative Assembly of Azad Jammu & Kashmir.

1. Abdul Majid Khan	Minister for Finance, Co-operative, Inland Revenue	Convener
2. Muhammad Rasheed	Minister for Planning, Development and Environment	Member
3. Chaudhary Ali Shan	Minister for Food.	-
4. Muhammad Akbar Chaudhary	Advisor for Disaster Management and Civil Defense/ Member Legislative Assembly of AJ&K	-
5. Muhammad Rafiq Nayyer	Member Legislative Assembly of AJ&K.	-
6. Mr. Waqar Ahmed Noor	Member Legislative Assembly of AJ&K.	-
7. Abdul Waheed	Member Legislative Assembly of AJ&K.	-
8. Chaudhary Qasim Majeed	Member Legislative Assembly of AJ&K.	-
9. Mrs. Imtiaz Nasim	Member Legislative Assembly of AJ&K.	-
10. Mr. Amjed Latif Abbasi	Additional Secretary Legislative Assembly of AJ&K	Focal Person

  
(Syed Zahid Hussain Kazmi)  
Assistant Secretary

### **C.C. forwarded for information to:-**

- 1- Private Secretary to Speaker Legislative Assembly AJ&K.
- 2- Convener National Parliamentary SGDs Task Force National Assembly of Pakistan.
- 3- Private Secretary to Deputy Speaker Legislative Assembly AJ&K.
- 4- Private Secretary to Secretary Legislative Assembly AJ&K.
- 5- Private Secretary to Additional Chief Secretary (Development) GOAJ&K.
- 6- Private Secretary to Accountant General Azad Jammu & Kashmir.
- 7- Director Press and Publication Legislative Assembly Secretariat.
- 8- Coordinator SDGs Planning and Development AJ&K.
- 9- Controller Govt. Printing Press Muzaffarabad .
- 10- Deputy Secretary /DDO Assembly Secretariat.
- 11- Master File.

  
ASSISTANT SECRETARY

## Annex B | Resolution on SDGs by the AJ&KLA

To, **Ch. Bashrat Hussain**  
Secretary,

**Principal Secretary to Prime Minister,**  
Islamic Republic of Pakistan,  
Islamabad.

SUBJECT: **RESOLUTION NO. 147 PASSED BY THE LEGISLATIVE ASSEMBLY OF AZAD JAMMU AND KASHMIR .**

SIR,

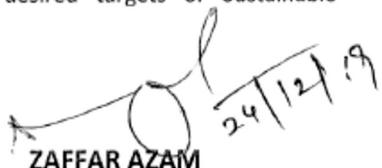
I am directed to inform that the Legislative Assmbly of Azad Jammu and Kashmir in its sitting held on 10<sup>th</sup> December, 2019 has unanimously passed the following resolution, moved by Dr. Muhammad Najeem Naqi Khan Minister for Health Azad Govt. of the State of Jammu and Kashmir.

### (RESOLUTION)

The National Assembly of Pakistan has adopted the outcome document of the UN Summit for post 2015 development Agenda "Sustainable Development Goals" and has also declared it as "Pakistan National Development Agenda".

Azad State of the Jammu and Kashmir is also part of this development Agenda of 2030 and has endorsed this by establishing Parliamentary Taskforce on Sustainable Development Goals in Legislative Assembly of Azad Jammu and Kashmir on 22<sup>nd</sup> April, 2019. The Taskforce facilitates institutionalization of the 2030 Agenda into policies and plans by playing an effective advisory role for the Legislative Assembly Standing Committees and the Cabinet Development Committee, in addition to other policy and planning fora.

It is therefore, expedient that Azad Government of the State of Jammu and Kashmir, Government Departments, private sector, civil society, media, academia, partners and donors, youth, religious leaders from all faith, farmers, women, marginalized segment of the society challenged with disability, refugees, and think tanks to work in close collaboration and partnership with due resources to implement and achieve the desired targets or Sustainable Development Goals in AJ&K.

  
ZAFFAR AZAM  
DEPUTY SECRETARY

# Annex C | State Steering and Coordination Committee for SDGs



## Azad Government of the State of Jammu & Kashmir Planning & Development Department

“Muzaffarabad”  
Dated 10-01-2019

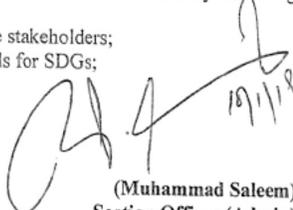
### NOTIFICATION:

No. P&DD/GEN/ 187-211/2019: The President, Azad Jammu & Kashmir has been pleased to accord approval for constitution of following State Steering and Coordination Committee for “Sustainable Development Goals (SDGs)” in Azad Jammu & Kashmir.

1. Additional Chief Secretary (Dev.), GoAJ&K	Chairman
2. Secretary Health, GoAJ&K	Member
3. Secretary Education (Elementary & Secondary), GoAJ&K	Member
4. Secretary Higher Education, GoAJ&K	Member
5. Secretary LG&RD, GoAJ&K	Member
6. Secretary Forest, Wildlife & Fisheries, GoAJ&K	Member
7. Secretary PP&H, GoAJ&K	Member
8. Secretary Social Welfare & Women Development, GoAJ&K	Member
9. Secretary SDMA, GoAJ&K	Member
10. Secretary Industries, Labor, Small Industries, AKMIDC, GoAJ&K	Member
11. Secretary Agriculture, Livestock, ESMA, GoAJ&K	Member
12. Secretary Law, Justice and Parliamentary Affairs, GoAJ&K	Member
13. Chief Economist, P&DD, GoAJ&K	Member/Secretary
14. Representative from Ministry of Planning, Development & Reform, GoP (Federal SDG Unit, Islamabad)	Member
15. Any co-opt expert/member/organization	Member

### Terms of References

- To provide strategic and policy guidance in planning, operation and implementation of SDGs in AJ&K;
- Review and monitor implementation of the SDGs towards implementation of its objectives (Targets & Indicators) and remove bottlenecks if any;
- Conduct regular meetings to review the progress on SDGs, twice a year or on need basis and provide directions and recommendations to ensure that agreed deliverables are achieved satisfactory according to SDGs targets and indicators;
- Review and approve the SDGs annual report for sharing it with the stakeholders;
- Consider and review National, Regional and International proposals for SDGs;
- Support District Consultations on SDGs, and;
- Invite any co-opted expert/member/organization if the need arises.

  
(Muhammad Saleem)  
Section Officer (Admin)  
Ph# 05822-921939

### Copy to:

- Secretary to the President, Azad Jammu & Kashmir, Muzaffarabad.
- Secretary to the Prime Minister, GoAJ&K, Muzaffarabad.
- PSO to the Chief Secretary, GoAJ&K, Muzaffarabad.
- PS to the ACS (Dev.), GoAJ&K, Muzaffarabad.
- PS to the Secretary, S&GAD, GoAJ&K, Muzaffarabad.
- PS to the Secretary, Finance, GoAJ&K, Muzaffarabad.
- PS to the Secretary, P&DD, GoAJ&K, Muzaffarabad.
- All Members Committee, as above.
- All concerned Chiefs of P&DD, GoAJ&K, Muzaffarabad.
- The Controller, Govt. Printing Press, Muzaffarabad.

## Annex D | GoAJ&K Departments, Functions & SDGs

Institution	Functions	SDG
Agriculture Department	<ul style="list-style-type: none"> <li>• Increase investment, farmer income and productivity and narrow the gap between food production and consumption.</li> <li>• Sustainably manage soil, land and water resources and promote an ecosystem approach.</li> <li>• Develop prop-poor policies and strategies for small scale farmer and landholders</li> <li>• Conduct agriculture research, education and training, develop better varieties, improve shelf life of products and protect against diseases.</li> <li>• Provide rural livelihood and employment opportunities.</li> <li>• Manage information, statistics and publications.</li> </ul>	2
Anti-Corruption Establishment	<ul style="list-style-type: none"> <li>• Prevent corruption under relevant laws.</li> <li>• Conduct preliminary inquiries against civil servants in corruption cases.</li> <li>• Adopt procedures for sanctions of inquiries.</li> <li>• Prosecute cases with concerned authorities.</li> </ul>	16
Auqaf & Amoor-e-Dinia Department	<ul style="list-style-type: none"> <li>• Administer the AJ&amp;K Waqf Properties Act, 1960.</li> <li>• Work on charitable and religious endowments as well as religious trusts.</li> <li>• Control of mosques, shrines and other religious institutions as well as the Auqaf Fund.</li> <li>• Responsible for religious education schemes as well as publication of books on Islamiyat.</li> </ul>	1, 4
Board of Revenue	<ul style="list-style-type: none"> <li>• Collect land revenue and maintain land records.</li> <li>• Oversee compulsory acquisition of land, settlement and reassessment.</li> <li>• Responsible for refugee rehabilitation, relief and rehabilitation of LoC affected persons and evacuee property rehabilitation.</li> <li>• Record transfer of State land.</li> </ul>	1, 5, 10, 11,16
Communication & Works Department	<ul style="list-style-type: none"> <li>• Build and upgrade all weather, dependable safe and well-maintained road network up to village level as well as tunnels and bridges.</li> <li>• Reduce accidents by improving road safety.</li> <li>• Develop capacity for road construction and clearing machinery to prepare response for natural disasters.</li> <li>• Establish weighing stations at entry points.</li> </ul>	9, 11

Institution	Functions	SDG
Cross LoC Travel & Trade Authority	<ul style="list-style-type: none"> <li>Facilitate travel and trade across Line of Control (LoC), review performance and advise measures.</li> <li>Work on areas related to policy, budgets and expenditures as well as associated posts.</li> </ul>	16
Department of Industries & Commerce	<ul style="list-style-type: none"> <li>Plan, develop and manage industries; conduct relevant research and training.</li> <li>Provide loans and subsidies to industries.</li> <li>Control prices and distribution of supplies.</li> <li>Register companies, firms and societies.</li> </ul>	9
Department of Labour Welfare & Weights and Measures	<ul style="list-style-type: none"> <li>Implement labour laws and relevant legislation; enforce labour welfare laws.</li> <li>Settle industrial disputes and adjust claims of compensation and non-payment of wages.</li> <li>Register trade unions; fix minimum wages and administer social security institutions.</li> <li>Work to eliminate child labour and bonded labour.</li> <li>Enhance employment (including foreign jobs).</li> <li>Implement weights and measures enactment.</li> </ul>	8, 10
Ehtesab Bureau	<ul style="list-style-type: none"> <li>Investigate and prosecute corruption including corrupt practices, misappropriation of funds, abuse of power, kickbacks etc.</li> <li>Recover outstanding loans from defaulters.</li> <li>Recover State money and assets.</li> </ul>	16
Electricity Department	<ul style="list-style-type: none"> <li>Responsible for electrification in AJ&amp;K.</li> <li>Develop, augment and maintain the electricity distribution network and infrastructure.</li> </ul>	7
Department of Elementary & Secondary Education	<ul style="list-style-type: none"> <li>Responsible for Grades 1 to 12, including Early Childhood Education (ECE).</li> <li>Work on areas related to education access, quality, testing, administration, curriculum, textbooks and teacher recruitment and training.</li> <li>Work on policy, planning, coordination and M&amp;E.</li> <li>Introduce Public-Private Partnership in education.</li> <li>Engage with NGOs, donors and consultants.</li> </ul>	4, 12, 16
Environment Protection Agency (EPA)	<ul style="list-style-type: none"> <li>Protect ecosystems and biodiversity.</li> <li>Manage pollution, waste and hazardous substances; monitor and protect air quality.</li> <li>Ensure sustainable use of natural resources.</li> <li>Focus on clean industrial production.</li> </ul>	1-17
Finance Department	<ul style="list-style-type: none"> <li>Supervise and control finances, including budgets, Financial Rules, rules on pay, allowances and pensions; manage public funds and debt.</li> <li>Coordinate with National and Provincial Finance Commissions.</li> <li>Administer Local Fund Audit and Treasuries.</li> </ul>	17

Institution	Functions	SDG
Food Authority	<ul style="list-style-type: none"> <li>Set standards, regulate and monitor food businesses under set rules.</li> <li>Develop laboratories and sample food for quality.</li> <li>Provide scientific advice to Government; increase awareness on food safety standards.</li> </ul>	2, 3
Forest Department	<ul style="list-style-type: none"> <li>Lead sustainable management of range of natural resources in forested area of AJ&amp;K.</li> <li>Ensure effective watershed management to reduce sedimentation.</li> <li>Support local implementation of international environmental commitments.</li> </ul>	6, 13, 15
Health Department	<ul style="list-style-type: none"> <li>Set standards for and ensure healthcare delivery.</li> <li>Allocate resources for, monitor and evaluate services at all levels of healthcare centres.</li> <li>Promote vaccination coverage, control over communicable and non-communicable diseases as well as community nutrition programs.</li> <li>Responsible for reforms in medical education.</li> </ul>	2, 3, 4
Higher Education Department	<ul style="list-style-type: none"> <li>Administer college education from Grade 11 to post-graduate level.</li> <li>Coordinate schemes for higher studies abroad and grant scholarships.</li> <li>Promote scientific research, sports, technological and professional education.</li> </ul>	4, 9, 12
Home Department	<ul style="list-style-type: none"> <li>Prevent and control crime; ensure peace/security.</li> <li>Administer the Police Department, regulate arms and ammunition for Civil Armed Forces and set policy for recovery of stolen property and arrest of accused persons.</li> <li>Grant arms licenses, license private security agencies and arm dealers.</li> </ul>	16
Department of Inland Revenue	<ul style="list-style-type: none"> <li>Responsible for collection of income and provincial taxes including general sales tax (GST), federal excise duty (FED) property tax, education cess, motor tax etc.</li> </ul>	17
Irrigation Department	<ul style="list-style-type: none"> <li>Implement structural measures to ensure optimal utilisation of surface and sub-surface water.</li> <li>Increase public investment to update infrastructure.</li> </ul>	2, 6
IT Board	<ul style="list-style-type: none"> <li>Provide technical guidance to GoAJ&amp;K departments.</li> <li>Establish IT labs in educational institutes.</li> <li>Promote e-governance and ICT in the State.</li> <li>Develop dashboards for regular M&amp;E processes.</li> </ul>	4, 5, 9, 16
Kashmir Liberation Cell	<ul style="list-style-type: none"> <li>Shed light on the Kashmir issue at the national and international level.</li> <li>Publish documents on the history of Kashmir Liberation Movement.</li> </ul>	16
Law, Justice, Parliamentary Affairs and Human Rights Department	<ul style="list-style-type: none"> <li>Provide administrative and financial support to attached departments and institutions.</li> <li>Manage parliamentary business including legal drafting.</li> <li>Provide legal advice, vet Government contracts and look after human rights issues.</li> </ul>	5, 10, 16

Institution	Functions	SDG
Livestock and Dairy Development Department	<ul style="list-style-type: none"> <li>• Provide vaccinations, health coverage, diagnose diseases and prevent epidemics in livestock/poultry.</li> <li>• Develop capacity of staff and farming communities, research disciplines and ensure public-private partnership (PPP).</li> <li>• Conduct breed improvement via artificial insemination.</li> </ul>	2
Local Government & Rural Development Department (LG&RDD)	<ul style="list-style-type: none"> <li>• Prepare and implement development programs for rural areas to improve socioeconomic conditions.</li> <li>• Implement donor assisted ADP projects.</li> <li>• Mobilise and organise rural masses for participatory rural development.</li> </ul>	6, 10, 11,16
Mineral Development Industrial Corporation	<ul style="list-style-type: none"> <li>• Grant mineral exploration and mining permits as well as mining leases in AJ&amp;K.</li> <li>• Supervise licensing and regulation of mineral activities, regulation of labour including safety of mine workers.</li> <li>• Improve the database of State mineral resources.</li> <li>• Attract local and foreign investment and ensure sustainable development.</li> </ul>	8, 9
Mohtasib (Ombudsman) Secretariat	<ul style="list-style-type: none"> <li>• Investigate complaints on a range of issues including maladministration, non-payment of salaries, pensions, compensation for death and losses, non-provision of amenities, discrimination, illegal possession etc.</li> </ul>	16
Physical Planning & Housing Department (PP&H)	<ul style="list-style-type: none"> <li>• Plan, construct, maintain and repair all Government residential and non-residential buildings.</li> <li>• Evaluate, fix rent, manage, lease and sell Government buildings.</li> <li>• Provide water supply and sanitation facilities for urban planning and government estates.</li> </ul>	6,11
Planning & Development Department	<ul style="list-style-type: none"> <li>• Develop, plan and coordinate policies, procedures and preparation of ADPs with line departments.</li> <li>• Liaise with national planning agencies, autonomous and semi-autonomous bodies on planning in AJ&amp;K.</li> <li>• Coordinate technical assistance including training.</li> <li>• Conduct economic research and M&amp;E of development schemes.</li> <li>• Collect and compile socioeconomic and environmental statistical data, liaise with Pakistan Bureau of Statistics and other line departments on data and statistical matters, and prepare and issue statistical publications.</li> </ul>	1-17
Police Department	<ul style="list-style-type: none"> <li>• Delivering justice and security services across AJ&amp;K.</li> <li>• Uphold human rights, non-discrimination and encourage proactive community participation.</li> </ul>	3, 16
Population Welfare Department	<ul style="list-style-type: none"> <li>• Provide reproductive healthcare, family planning as well as maternal and child healthcare services.</li> <li>• Inform and promote the use of various methods of contraception in AJ&amp;K.</li> </ul>	5, 11, 16

Institution	Functions	SDG
Power Development Organization	<ul style="list-style-type: none"> <li>Identify and exploit hydropower potential.</li> <li>Generate and execute hydropower projects.</li> <li>Provide service to private sector investors.</li> </ul>	7
Public Procurement & Regulatory Authority	<ul style="list-style-type: none"> <li>Monitor application of laws, rules and procedures for public procurement.</li> <li>Establish performance indicators for procurement performance.</li> <li>Develop, promote and train officials and other persons engaged in public procurement.</li> </ul>	12, 16
Services & General Administration Department	<ul style="list-style-type: none"> <li>Works on framing Rules of Business, allotment of residential accommodation, employee associations registration, revisions of Service Rules, declaration of holidays and redressal of grievances from the Federal Government.</li> <li>Promotes rights and interests of service members.</li> </ul>	5,16
Sericulture Department	<ul style="list-style-type: none"> <li>Provide a source of livelihood generation, especially for the poor/small landholders and women.</li> <li>Increase output and productivity through use of technology and scientific practices.</li> </ul>	1, 2, 5
Small Industries Corporation	<ul style="list-style-type: none"> <li>Conduct training programs to generate skilled manpower in cottage industries and handicrafts.</li> <li>Provide credit assistance and marketing assistance to small enterprises and craft development centres.</li> <li>Procure and distribute raw materials, tools and machinery for training and production.</li> </ul>	9
Social Welfare Department	<ul style="list-style-type: none"> <li>Provide welfare facilities, living opportunities and skills to vulnerable groups.</li> <li>Provide shelters for women, establish and operate Special Education Centres and ensure child protection.</li> <li>Register and coordinate NGOs in AJ&amp;K and prepare database of vulnerable populations.</li> </ul>	1, 4, 5, 16
Sports, Youth & Culture Department	<ul style="list-style-type: none"> <li>Promote cultural activities, youth promotional programs/ activities and develop sports facilities.</li> <li>Set-up training centres for coaches, players, officials and allied staff, and provide sport facilities at education institutions.</li> </ul>	4, 11
State Disaster Management Authority (SDMA)	<ul style="list-style-type: none"> <li>Monitor and enforce disaster risk reduction (DRR) measures and integrate monitoring standards.</li> <li>Prepare strategies, streamline institutions, pool resources and build capacity.</li> <li>Establish rapid response schemes to reduce exposure and advocate integration of DRR in development policies.</li> </ul>	1, 11, 13

Institution	Functions	SDG
Technical Education & Vocational Training Authority (TEVTA)	<ul style="list-style-type: none"> <li>Establish and operate technical training institutes in AJ&amp;K, including provisions of machinery and equipment.</li> <li>Establish database for skilled workers.</li> <li>Provide demand driven training, introduce soft skills and testing board for examination.</li> </ul>	4, 8
Transport Authority	<ul style="list-style-type: none"> <li>Strengthen the transport system in AJ&amp;K and computerise all associated transport records.</li> </ul>	3, 9, 11
Tourism & Archaeology Department	<ul style="list-style-type: none"> <li>Supervise quality of service, create job opportunities and regulate job creation in tourism.</li> <li>Develop integrated plans with line departments for value chain, handicraft, artisan skill and transport service promotion and to impart relevant trainings.</li> </ul>	8, 11, 12
Wildlife & Fisheries Department	<ul style="list-style-type: none"> <li>Protect and conserve biodiversity.</li> <li>Provide licenses for hunting and fishing.</li> <li>Maintain/monitor designated conservation areas.</li> <li>Support implementation of international commitments.</li> </ul>	14, 15
Women Development Department	<ul style="list-style-type: none"> <li>Establish Women Development Centres to enhance capacity of women for economic uplift.</li> <li>Implement international conventions ensuring participation of women in all spheres of life.</li> </ul>	4, 5
Zakat & Ushr Department	<ul style="list-style-type: none"> <li>Collection and utilisation of finances to assist the needy, handicapped, students and patients.</li> <li>Conduct audits to ensure proper utilisation.</li> </ul>	1

## Annex E | Analytical Table for AJ&K Policies, Strategies and Plans<sup>13</sup>

Policy/Strategy/Plan	SDG Link <sup>14</sup>	Three Dimensions <sup>15</sup>	Vertical Linkages <sup>16</sup>	Horizontal Linkages <sup>17</sup>	SDG Issues <sup>18</sup>	SDG Ambition <sup>19</sup>	SDG Scope <sup>20</sup>
Agriculture Policy AJ&K, 2019 (draft)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
AJ&K Climate Change Policy, 2017	Yes	Yes	Yes	Yes	Yes	Yes	Yes
AJ&K Health Policy, 1996	No	Yes	Yes	Yes	Yes	No	No
AJ&K Tourism Policy, 2019	No	Yes	Yes	Yes	Yes	Yes	Yes
AJ&K Child Protection Policy, 2010	No	No	Yes	Yes	Yes	Yes	Yes
Social Protection Policy for AJ&K, 2020	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Intersectoral Nutrition Strategy AJ&K, 2016-2020	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Livestock Policy AJ&K, 2016 (draft)	No	Yes	No	No	Yes	Yes	Yes
Policy Framework for Empowerment of Women, 2012	No	No	Yes	Yes	Yes	Yes	Yes
AJ&K CRVS System, 2019	Yes	No	Yes	No	Yes	Yes	Yes
State Disaster Risk Management Plan, 2017	No	Yes	Yes	Yes	Yes	Yes	Yes
Rethinking the Industrial Policy of AJ&K, 2019	Yes	Yes	Yes	Yes	Yes	Yes	Yes
AJ&K Education Policy Framework, 2020	Yes	No	Yes	No	Yes	Yes	No
AJ&K Monsoon Contingency Plan, 2018	No	Yes	Yes	Yes	Yes	Yes	No
AJ&K Labour Policy, 2016	Yes	Yes	Yes	Yes	Yes	Yes	Yes

13. Each policy is analysed using specific criteria listed under the column headings. This tabular analysis is designed across two components – ‘Yes/No’ and ‘Colour Scheme’. The ‘Yes/No’ component indicates if a factor has been addressed in the policy or not, whereas the colour scheme indicates the degree to which the policy conforms to expectations under a specific criterion. A green colour indicates complete alignment, yellow indicates partial alignment and red indicates no alignment.

14. This measures if the SDGs have been mentioned explicitly in the policy document.

15. This highlights if the three dimensions of sustainable development – society, environment and economy – were mentioned in the documents.

16. This explores linkages between policies and other hierarchical documents including laws, sectoral strategies, national documents such as Vision 2025, international commitments and declarations etc. and excludes the SDGs, which have been listed as a separate criterion.

17. This analyses the how well the policies speak to each other, or to the role other departments can play in improving sustainable development outcomes related to any sector.

18. This measures if SDG targets/indicators have been discussed in the document.

19. This analyses if the SDG ambition is matched in the document analyzed, for example, reducing maternal mortality, food insecurity etc.

20. This explores if the document scope matches SDG coverage such as vulnerable groups, women, youth, infants etc.



## Annex G | Readiness Assessment for SDGs

Sr#	QUESTIONS
<b>Institutionalisation of Political Commitment</b>	
1	Do you have a functional State Development Plan?
2	Is the State Development Plan aligned with the Samoa Pathway for SIDS?
3	Is your State Development Plan aligned with the 2030 Agenda and its SDGs?
4	Are you aware of whether your government has established priorities linked to the state development plans?
5	<p>Is there a central government unit/ ministry/inter-ministerial committee in charge of promoting coherent and integrated implementation of the SDGs and/or the Samoa Pathway? Kindly share information on where the office/ mechanisms/ authority is located within central government structure.</p> <p>Is the mandate to establish office/ mechanisms/ authority provided by the</p> <ul style="list-style-type: none"> <li>• Parliament/ law</li> <li>• President or PM decree</li> <li>• Ministerial by law?</li> <li>• Other</li> </ul>
6	<p>Is there a political statement endorsed at the highest-level spelling out the government’s commitment to the integrated and coherent implementation of the SDGs? Has it been endorsed for the whole of government? Has it been endorsed for specific sectoral/ cross-cutting policies? Has it been published?</p> <ul style="list-style-type: none"> <li>• Through national law</li> <li>• Official policy/ national development policy</li> <li>• Regulation</li> <li>• Vision</li> <li>• Action plan</li> <li>• Other</li> </ul>
6	<p>Is this commitment effectively communicated across all levels of government? If no, to what levels has it been limited? Through which channels has this commitment been communicated?</p>
7	<p>Has your government identified priority areas for policy coherence? Has your government identified benchmarks for achievement of the priorities? Are there indicators or critical success factors in place to assess progress in institutional coherence?</p>
8	Is there a strategy and an operational plan/action plan to support the implementation of the state development plan?
9	Have timelines been set for the achievement of policy coherence objectives in the national development plan?
10	Has a dedicated budget been allocated to the coherent and integrated implementation of priorities of the state sustainable development plan or the 2030 Agenda?

Sr#	QUESTIONS
11	Have roles and responsibilities in relation to policy coherence/ integrated policy planning been defined among the stakeholders at State level?
12	Does a regular reporting mechanism exist to inform and provide updates on the integrated implementation of the SDGs/ policy coherence?
13	Are you aware that the domestic policies take international commitments into consideration? If yes, please give an example.
14	Have advocacy, awareness raising and/or communication campaigns been organized on the Agenda 2030 and/or the Samoa Pathway?
<b>Long-Term Considerations in Decision-Making, Policy Development &amp; Planning</b>	
15	Do you have a State-level long-term vision (for 10 years or more)?
16	Is there a strategic framework for sustainable development (national strategy, action plan, guidelines) based on a long- term vision that defines long term challenges, contains objectives/goals, benchmarks and indicators related to social, economic and environmental inter-generational issues?
17	<p>Does your government make use of tools such as strategic foresight, scenario development and system thinking approaches in the formulation and implementation of policies? Please indicate which tools your government uses:</p> <ul style="list-style-type: none"> <li>• Strategic planning and foresight: COMBOS, Wayfinder, others (please specify):</li> <li>• Impact analysis</li> <li>• System thinking approaches and modelling across all SDGs: International Future Studies, iSDG, others (please specify):</li> <li>• Modelling approaches looking at a combination of specific sectors (e.g., CLEWS, others, please specify)</li> </ul>
18	Are there provisions or mechanisms in place to ensure that there is sustained commitment to the integrated and coherent implementation of the SDGs/ Samoa Pathway beyond electoral cycles?
19	<p>Does there exist a mechanism of scrutiny, clear guidance, provisions or oversight for policy makers to identify, prevent or mitigate the possible adverse effects of policies or legislation on the wellbeing of future generations?</p> <ul style="list-style-type: none"> <li>• Supreme Audit Institution/ Independent Audit Institute</li> <li>• Parliament</li> <li>• External Audit mechanism</li> </ul>
20	Does your government have mechanisms in place for regular appraisal of policies to ensure unanticipated effects (synergies, trade-offs, conflicts) are integrated over time?
21	Has your government put in place impact assessment mechanisms that consider intergenerational effects of major infrastructural developments?
<b>Inter-ministerial Coordination/Integration</b>	
22	Does your government have a centralised institutional mechanism in place for regular coordination at the national level that brings together governmental entities and other stakeholders (civil society, academia, private sector representatives) to facilitate information sharing and consultation among different ministries/ sectors?
23	Does that mechanism have the mandate to make decisions and arbitrate to resolve trade-offs between policies, or reconcile sectoral policies that are competing or conflicting?

Sr#	QUESTIONS
24	Does the mechanism that exist and represent sectoral ministries convene at political/strategic level to ensure political commitment and implementation?
25	Is there a body that represents and convenes sectoral ministries at technical level to ensure action and alignment with the political level?
<b>Policy Linkages</b>	
26	Is there a mechanism that brings together relevant sectoral representatives, for example through a cross-sectoral task force to regularly review the potential or actual effects of given policies and plans and advise corrective action?
27	Is there a requirement in place in your government that every new policy includes an ex-ante assessment of its contribution to all 3 dimensions of sustainable development, its impact on other policies and/or on cross-sectoral impacts?
28	Are there planning templates/ checklists in place requiring an ex-ante assessment of how the 3 dimensions are considered and of cross-sectoral impacts?
29	Are there indicators related to the implementation of policies that track progress towards all 3 dimensions of sustainable development and the implementation of mitigation measures?
30	Is there a system for ex-post assessment of the contribution of policies or plans to all three dimensions of sustainable development and cross-sectoral impacts to inform future policy making?
31	Have indicators been established related to the implementation of policies or plans that track progress towards all three dimensions of sustainable development? Have mitigation measures been implemented as a follow up?
32	Is there a mechanism to identify measures that mitigate potentially negative effects of different policies and to optimize synergies as part of policy planning?
33	Does your government have a mechanism in place that has the mandate to promote alignment of internal/ domestic and external/ foreign/ development policies, including through the involvement of the Ministry of Foreign Affairs?
34	Is there a full cost benefit analysis of policy impacts across all sectors included as part of the ex- ante assessments related to new policies or plans?
<b>Coherence with Local Level</b>	
35	Do you have any legislation in place that regulates the communication amongst the institutions at central level with the local level?
36	Have the SDG-aligned state development plans been aligned across local government levels? If yes, at what level(s)? <ul style="list-style-type: none"> <li>• regional level</li> <li>• cities level</li> <li>• municipalities level</li> <li>• Other:</li> </ul>
37	Are there endorsed coordination and consultation mechanisms so that the priorities of local entities are systematically collected and integrated into state policy and strategy formulation and planning processes, or the other way around (State priorities integrated into sub-national level policies, plans and programs)?

Sr#	QUESTIONS
38	Are there mechanisms in place that ensure that substantive coherence through policy, planning and budgeting templates demonstrates alignment between national and sub-national level policies before validation of a) the policies and b) the allocation of budget?
39	Are there joint planning cycle timelines that facilitate the alignment of national and sub-national plans, policies, regulations and/or programs?
40	Are there mechanisms in place to ensure coherent and coordinated action of agencies from different government levels involved in international initiatives and/or development cooperation?
41	Besides formal mechanisms to align policies between national and sub-national levels, are there more informal incentives that foster policy alignment, complementarities and cooperation between central and local government levels?
42	Have regional institutions played a role in identifying domestic policies that might have trade-offs, synergies or impacts on regional/ priorities and aligning the SDGs to your national priorities?
<b>Stakeholder Engagement for Policy Coherence</b>	
43	<p>Is there a mandatory/legal consultation processes at various stages of development (policy design, implementation, evaluation, evaluation/ revision) of legislation, policies, plans, programs?</p> <p>If yes, are these stakeholders:</p> <ul style="list-style-type: none"> <li>a) Informed</li> <li>b) Consulted</li> <li>c) Involved as partners</li> <li>d) Receive delegate authority</li> <li>e) Given full control</li> </ul>
44	Does the consultation or engagement process with stakeholders involve a reasonable timeframe for its stated objective?
45	Is the involvement of stakeholders effective? If not, why not and what should change?
46	Does your government have mechanisms in place that disclose the rationale for taking or not taking into account the inputs from stakeholders?
47	Is there an accountability mechanism that allows public intervention such as petitioning and subsequent review of policies?
48	<p>Are there mechanisms to engage the private sector in the policy process?</p> <p>Are there mechanisms to engage older people, youth, vulnerable, excluded people in the policy process?</p>
49	Are there mechanisms to engage the academics/scientists in the policy process?
50	<p>Are stakeholders' engagement initiatives for enhancing policy coherence encouraged, rewarded and/or disseminated?</p> <p>If yes, please give an example:</p>

Sr#	QUESTIONS
<b>M&amp;E for Policy Coherence</b>	
51	<p>Are there evaluation and reporting mechanisms to support implementation of sustainable development within the public sector?</p> <p>If yes, are those:</p> <p><input type="radio"/> based on indicators of progress</p> <p><input type="radio"/> based on a cost/benefit analysis</p> <p><input type="radio"/> based on impact assessments.</p> <p><input type="radio"/> Other:</p>
52	<p>Is there an Evaluation Policy or Capacities that can provide a basis for the evaluation of public policies and programs using systemic impacts or contribution to policy coherence as a key criterion?</p>
53	<p>Does the government make use of these evaluations and reporting mechanisms to promote policy coherence and adaptive action?</p>
54	<p>Are there legal requirements that policy effects on sustainable development dimensions are monitored and evaluated on a regular basis using specific indicators?</p>
55	<p>Is it required that aspects of policy coherence are integrated into reporting of government entities to the Parliament and the public?</p>
56	<p>Are there tools and/or information management systems that facilitate availability, accessibility and comparability of centralized and harmonized data on sustainable development?</p>
<b>Financing for Policy Coherence</b>	
57	<p>Is there an effective dialogue between data producers and data users that can elucidate data needs and interlinkages of SDG statistics to allow for integrated analysis in the monitoring?</p>
58	<p>Is there a long-term or medium-term budget formulation?</p> <p><input type="radio"/> Medium- Term Expenditure Framework</p> <p><input type="radio"/> Medium- Term Revenue Framework</p>
59	<p>If yes, does the preparation of long term and medium- term budget formulation ensure policy coherence (i.e., integration of three pillars of development, economic, social and environment?)</p>
60	<p>Does budget preparation ensure policy coherence?</p> <p>How?</p> <p><input type="radio"/> Interagency collaboration</p> <p><input type="radio"/> open consultation on the draft document within the government (e.g., between budget office and respective Ministry)</p> <p><input type="radio"/> open consultation on the draft document with stakeholders (e.g., with legislature, ...)</p> <p><input type="radio"/> other: .....</p> <p>Please specify how this has been incentivized?</p>
61	<p>Is the long term and medium-term budget prepared based on projected domestic resource mobilization and external finance (private, innovative, blended, ...)?</p> <p>If yes, how is such an integration ensured?</p>
62	<p>Has the country adopted a public financial management system?</p> <p>If yes, how does this system assist the preparation and implementation of the budget?</p>

Sr#	QUESTIONS
63	Do annual expenditures ensure policy coherence and a cross-sectoral approach? How, please specify: .....
64	Is there an international development cooperation strategy that ensures policy coherence?
<b>Human &amp; Technological Resources</b>	
65	Is there a mechanism in place that ensures accountability and transparency of public finance? <ul style="list-style-type: none"> <li>• internal control (executive branch)</li> <li>• audit (legislative branch)</li> </ul> Are those reports presented annually? Please specify: .... Do they assess/ track issues of policy coherence?
66	Have human resources been allocated to implement the State Development Plan?
67	Have human resources been allocated to the coordinating body for the implementation of the SDGs and Sate Development Plan?
68	Is there a system in place to facilitate staff movement across divisions/ ministries?
69	Is there increased awareness among public servants to collaborate and work a) across sectors at state level b) with local government? c) Engage stakeholders (academic, civil society, private sector, international or regional stakeholders...)
70	Have actions been taken to upgrade competencies and skills required for policy coherence? Do training programs exist to support capacity building in the field of <ul style="list-style-type: none"> <li>• institutional coordination for policy coherence</li> <li>• policy coherence</li> <li>• integrated planning?</li> </ul>
71	Have the SDGs been mainstreamed in the curricula of the schools of public administration/institutes of public management?
72	Is there a digital government strategy?
73	If yes, is it aligned or integrated into the SDGs/State Development Plan?
74	Does your country make use of ICTs to facilitate communication, collaboration and coordination among institutions?
75	Is there <ul style="list-style-type: none"> <li>• one point of access to government</li> <li>• multiple access points to government?</li> </ul>



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