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## **Inter-institutional Framework towards Improvising SDGs in Somaliland: The Transformative Paradigm**

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## **Abstract**

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The United Nations (UN) Rio+20 summit obligated nations to develop set of universal development goals as indicated in the UN sustainable development goals (SDGs). These goals were designated to enhance and further improve strategies cope with failures of the expired millennium development goals (MDGs) (United Nations, 2013). Researchers and other official reports at present indicate that SDGs are the extension or the continuation of the expired MDGs. The MDGs were mostly relief projects toward improving human life through aid based approach. The MDGs projects did not thus so far remarkably improve the target sectors but alleviated hunger and reduced extreme poverty in some countries while in countries like Somaliland, hunger, and poverty are on the increase. This doesn't mean that MDGs were totally failed projects, but to indicate that the set targets were not improved as supposed to be due to lack of context-based national strategic framework. Additional monitoring and evaluation of MDGs were haphazard since there had not been specific indicators adapted to report the progress. The SDGs signed up by the Somaliland government this year (2017) would inherit challenges hindered MDGs to produce the anticipated outcomes if they are not strategically avoided. Socioeconomic development and national sustainability are often posed as being in conflict because of tradeoffs between the growing demands of least developed counties like Somaliland as well as lower standards of living and poor capacity of the national institutions. This review paper suggests a need to adopt an indigenous integrated framework, which ensures that synergy is exploited and collaborative strategies are put in place towards achieving SDG targets. This paper proposes a comprehensive framework and key recommendations focusing on filling the gaps left in the MDGs and accelerate in achieving the new goals and targets of SDGs.

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**Keywords:** traditional political groups, new political groups, elections, change

# **Marco Interinstitucional hacia la Mejora del SDGs en Somaliland: El Paradigma Transformador**

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## **Resumen**

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La cumbre Rio+20 de las Naciones Unidas (NU) obligó a las naciones a desarrollar un conjunto de objetivos universales de desarrollo como los indicados en los objetivos para un desarrollo sostenible (ODS) de las NU. Estos objetivos fueron designados para mejorar y profundizar en la mejora de las estrategias para afrontar los fracasos de los objetivos de desarrollo del milenio (ODM) ya expirados (United Nations, 2013). La investigación y otros informes oficiales actuales indica que los ODS son la extensión o continuación de los expirados ODM. Los ODM eran proyectos de ayuda orientados a la mejora de la vida de las personas a través de proyectos basados en ayudas. Los proyectos de ODM no mejoraron remarcablemente los sectores objetivo pero aligeraron el hambre y redujeron la pobreza extrema en algunos países mientras que en países como Somaliland, el hambre y la pobreza están aumentando. Esto no significa que los ODM supuso un fracaso de todos sus proyectos, sino que indica que el conjunto de objetivos no mejoraron como se esperaba debido a la falta de un marco de estrategias nacionales basadas en el contexto. La evaluación y supervisión adicional de los ODM fue accidentada debido a que no hubieron indicadores específicos para medir el progreso. Los ODS firmados por el gobierno de Somaliland este año (2017) heredaría desafíos que impedirían que los ODM produjeran los resultados previstos si no son estratégicamente evitados. El desarrollo socioeconómico y la sostenibilidad nacional se presentan generalmente como si estuviesen en conflicto debido a intercambios entre las crecientes demandas de los países menos desarrollados como Somaliland así como por el menor nivel de vida y la pobre capacidad de las instituciones nacionales. Este artículo sugiere la necesidad de adoptar un marco indígena integrado, que asegura que se explota la sinergia y que se orientan las estrategias colaborativas a la consecución de los objetivos del ODS. Este artículo propone un marco comprehensivo y recomendaciones clave centradas en llenar los vacíos de los ODM y en acelerar la consecución de los nuevos objetivos y metas del ODS.

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**Palabras clave:** ODS, ODM, marco, resultados, supervisar, evaluar

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The purpose of this paper is to discuss the status of the expired MDGs and the future SDGs as have been reported on many international conferences. Somaliland signed up both the MDGs and the initiated SDGs, which are the continuation and extension of the preceded projects. Electronic sources and reported were exploited through a comprehensive review to understand the nature of the MDGs followed currently by the SDGs. This review paper relates to MDGs projects that have been implemented in Somaliland to respond the pressing needs ranging from social, economic development among others. Toward this end, the paper consults with official reports and unofficial documents related to MDGs and SDGs to organize the trajectory of their outcomes and the way forward ([United Nations Development Programme, 2007](#)).

The rest of the paper is divided into six sections. The first section discusses the nature of MDGs and SDGs trajectory. The first section reviews quick background information about the initiation and the implementation of both MDGs and SDGs as two complementary projects toward addressing priority needs of the global context. The second section notes how the MDGs differ from the SDGs in terms of goals set and implementation strategies. The third section argues the challenges and setbacks hindered MDGs to deliver the expected outcomes and suggest potential improvements on the SDGs approach to government institutions. As such, much consideration will be given to establishing comprehensive and collaborative framework as a guide for future development goals. The third section also briefly outlines the substantial contributions of MDGs to the prescribed targets based on Somaliland national development goals (SNDGs). The fourth section suggests the effective approach of implementing SDGs and proposes an inter-institutional framework to be adopted to foster both national and global sustainability. The fifth section reviews key arguments and suggestions in monitoring the progress and evaluating the milestones including the expected outcomes as well as adopting appropriate reporting system. The final section presents sound conclusions about SDGs endeavors and the way forward followed by relevant key recommendations.

## Background

In September 2000, at UN Millennium Goals Summit, world leaders agreed on eight measurable Millennium Development Goals (MDGs) to be achieved by 2015, which outlines broad commitments to human rights, good governance and democracy followed rudimentary social development initiatives. The MDGs consisted of three categories at grass root levels include; social, environmental and economic improvements. The eight target goals of MDGs are cross-cutting issues aimed at deploying relief projects to alleviate poverty, improve health care provisions, increase access to education, and enhance basic infrastructures like roads and water facilities. Nonetheless, it is undeniable and noteworthy the difference that MDGs created across all Somaliland regions even though there were remarkable variations within Somaliland context in terms of institutional capacities, peace and security issues, which affected on the progress and the performance of the interventions (Sachs, 2012).

By 2006, it was also clear that progress towards meeting these goals was slow and uneven, with Asia seeing the greatest reduction in poverty but chronic hunger still widespread in sub-Saharan Africa and particularly in Somaliland (Pingali et al., 2006). There were significant increases in universal primary education, particularly in a few Asian countries like India. Conversely, the context in the poorest regions of Africa, particularly in Sub-Saharan including Somaliland; there had been slight improvements rather than developments in the stated goals. Health care provisions are very poor, incidents of HIV/AIDS, tuberculosis, malaria were still on the increase. Additionally, the environmental degradation particularly the rate of deforestation had increased since there are no alternative energies in a place.

Most importantly, both the MDGs and SDGs have common targets to achieve such as; social, economic and environmental issues. Nevertheless, the SDGs implementations seek to integrate a more comprehensive platform than that of MDGs. Most importantly, the targets within the set 17 goals use the notion of sustainability to intertwine comprehensive programs that extend well beyond the social issues (United Nations, 2014). The 169 proposed targets generally comprise three main issues; social, economic and

environmental. These three general or main goals need self-resilient strategy that helps the 17 proposed SDGs are achieved (Griggs et al., 2014).

The 2012 Rio+20 conferences prompted an intergovernmental process to identify a set of universal, integrated and transformational SDGs. Consultations over the SDGs are programmed to convey an actionable post-2015 development agenda by the end of 2015. So as to reach dates set for SDGs, it is very crucial to glance back the best practices in the MDGs. While SDGs are the extension of the MDGs upon which the scope has been furthered so as to meet the common universal priorities across the globe (Sachs, 2012). The targets of the MDGs and their means of implementation were kind of haphazardly governed in the least developed countries like Somaliland and that did not substantially make a sustainable progress in the targeted sectors. This does not mean the MDGs interventions were not fruitful but did not deliver the expected outcomes. These drawbacks could have been attributed to the actionable means of implementation, which lacked national framework based on the country's short-term and long-term goals (Caritas Internationalis, 2016).

As MDGs targets were acknowledged and extensively supported by the international development agencies for achieving these goals. Nonetheless, it has been recognized that a hastily-designed governance goal would compromise accomplishing the targets set for the MDGs within the designated period. Despite the fact that this might have had a modest impact on comparatively uncontroversial and straightforward MDGs. On the other hand, good governance and related functional structures together with appropriate actionable means of execution would possibly have a more pronounced effect on the successful implementation of SDGs. Furthermore, SDGs are both multiple and interdisciplinary approaches and adopting integrated and transformational strategies might enable to achieve the goals set (Olsen et al., 2014).

The SDGs can be broadly divided into three categories: First, an extension of MDGs, which focuses the rudimentary human needs at grass root levels aimed at improving social well being. The second category pays particular attention to development in terms of availing the basic infrastructures including road building, job creation, and other extension projects. And the third category is focused on sustainability in general and

urbanization which cover the last seven goals. The last seven goals discuss sustainable cities, life below water consumption and production; climate action; resources and environment; peace and justice; and the means of implementation and global partnership for it". The adoption of SDGs now marks the transition, also institutionally, to a more eco-centric view. While MDGs had only one goal directly related to the environment, the current SDGs have 7 comprehensive goals that directly address environmental issues and human rights for healthy living conditions. These 7 goals are both holistic and more inclusive (Shariq et al., 2015).

The idea of the SDGs has quickly gained ground because of the growing urgency of sustainable development for the entire world. According to scholarly reports and publication, SDGs basic concepts start with the so-called triple helix bottom line approach to human wellbeing. Almost all global community of nations acknowledged and embraced all initiatives toward inclusive development for all. As such, the main goals are generally designated to improve social, economic and environmental issues to achieve a holistic sustainability. Apart from the general concept, specific objectives within the universal goals for sustainability are different from one context to another due to the fact that their national priorities might also be at variance. Undoubtedly, still, no harmony pertaining the trade-offs and synergies across the economic, social and environmental objectives agreed. Still, a shared focus on economic, environmental, and social goals is a hallmark of sustainable development and represents a broad consensus on which the world can build (Sachs, 2012).

Nevertheless, achieving the targets of the MDGs were critical for Somaliland to effectively progress towards SD. Discovering new and innovative ways as SDGs strategy for least developing or undeveloped countries, in this case, Somaliland is thus both vital and pressing main concern. Though the SDGs frameworks, values, and underlying principles are generic and applicable to all countries regardless their economic, social and environmental contexts nonetheless there are still divergence (Adams, 2017). As result of this, universal goals are not easily be translated and applied to all nations due to dissimilar initiation position, capacities, priorities and the like. Consequently, for SDGs be practical for all countries and create inclusivity, global goals should be adapted in ways that match

with targets and measurements that reflect national context for each and every country. The challenge will be to ensure coherence between broad global goals and widely differing national contexts (Urama et al., 2014). However, most of the developing nations, as well as the least developed nations like Somaliland, still lacked basic sanitation systems, and although development assistance from the more affluent nations had increased, it was still below the targets set a few years earlier. Eleven years earlier, the Human Development Report for 2004 had also noted uneven progress, starting soberly that; at the present tempo Somaliland regions will not meet up the goals set for educational for all until 2129 or the goal for decreasing child mortality by two-thirds until 2106-100 years away, rather than the 11 called for by the goals. In three of the goals-hunger, income poverty and access to sanitation-no date can be set because the situation in the region is worsening and not improving (Fukuda-Parr, 2008).

The MDGs were largely determined by OECD countries and international donor agencies. The SDGs have been set up and negotiated by both middle and low-income countries through a balanced approach so as to endure that no nation is left behind. The SDGs are globally inclusive and are applicable to all countries if only they follow certain priorities of the hosting country. The SDGs are holistic –they cover poverty alleviation and disparity, sustainability and economic growth with job creation. Somaliland signed up the SDGs in January this year. Somaliland is not part of the developed world and neither in the developing world due to its persisting extremely poor socio-economic status, which put the country the fourth least developed countries in the world. Therefore, the prerequisite for implementing SDGs in Somaliland needs fully functional institutions, which institutionalize the 17 goals across all economic sectors and move the country from undeveloped to a developing nation and beyond (United Nations, 2014).

### **MDGs Status in Somaliland**

Depending on the level of socio-economic status together with the capacities of the national institutions of any MDGs recipient country reflected the achievements of the set targets. Middle-income developing and least



developed countries showed discrepancies in the post-implementation indicators. For instance, Asia countries, like India, the targets set have been significantly improved, in the case of hunger, has been eradicated but still, there is extreme poverty (UNDP, 2007). Similarly, other targets including; education, health, women empowerment have gradually improved as we cannot claim holistic improvements at all levels in all sectors. Conversely, in African Sub-Saharan countries, particularly in Somaliland context, the targets set for MDGs did go well, though, substantial differences were made in some areas (United Nations, 2008).

In the case of Somaliland, there are sectors that have been improved significantly include; education, health, infrastructure and business sectors. But while these improvements have not come from the inputs of MDGs but there are well-established institutions of higher learning as well as governments ministries who collaboratively managed to meet some of the targets (Ministry of National Planning & Development Somaliland, 2014). While some developing countries have made significant progress towards accomplishing the MDGs, though the progress reported is vastly variable across goals, countries, and regions (Sachs, 2012). As MDGs' indicators are not homogenous, they compromised to project health-related MDGs, which in most cases the estimate of progress made extremely unreliable and inconsistent. Even the MDGs' major goal of extreme poverty reduction, economic improvements, an increase of education enrollment have been severely criticized on methodological grounds (United Nations, 2014).

The momentum created by MDGs in Somaliland was not sustained with focus on completing the unfinished task of MDGs. Somaliland-specific goals, targets, and indicators along with the roadmap to achieve these were not drawn up by the concerned ministry and states and union territories. One major challenge was fund these goals are that there was no a unified strategy adopted to achieve the targets of the MDGs. while development partners are increasingly committed to state building, their approaches do not sufficiently reflect the need to support government institutions fostering state-society relations. They have not moved beyond "relief interventions" rather than institution building and capacity development to support broader national economic development and history in the making. State building efforts tend to focus on the executive at a central level, with less support for the

legislature, judiciary, and decentralized administrations. In the case of Somaliland, support is often concentrated on formal institutions and "traditional" areas of intervention such as election support, public-sector management, and service delivery, while support to civil society organizations, in order to foster good governance, social capital, domestic revenue mobilization or job creation, lags behind. In particular, many reports on MDGs highlighted that engaging with non-state actors and legitimate local organizations to strengthen state-society relations remains a challenge for development partners (OECD, 2011). The absence of these stakeholders in the participation of MDGs consequence the sluggish progress and limited capacities of national institutions address the set targets (Caritas Internationalis, 2016).

Despite this impressive achievement at the global level, 1.2 billion people are still living in extreme poverty. In sub-Saharan Africa, almost half the populations live on below the poverty line and Somaliland is one of the four poorest countries on earth. Sub-Saharan Africa is the only region with a number of people living in extreme poverty rise increasingly overwhelming, as such, from 290 million in 1990 to 414 million in 2010, accounting for more than a third of people worldwide who are destitute. The World Bank projects that, by 2015, about 970 million people will still be living on less than \$1.25 a day in countries classified as low- or middle-income in 1990. Sub-Saharan Africa and Southern Asia will each be home to about 40 percent of the developing world population living in extreme poverty. Around the world, particularly in the Somaliland context, abject poverty is found in areas where poor health and lack of education deprive people of productive employment; environmental resources have been depleted or spoiled; and corruption, conflict and bad governance that waste public resources and this discourages private investment.

The international community now needs to take the next steps to pursue to tackle down poverty at all these various levels (United Nations, 2013). Based on literature or reports on MDGs in Somaliland indicate that almost all MDGs targets were not met accordingly and as planned. MDGs progress reports all indicate that all of the 8 MDGs targets not achieved as sourced from UNDP Somaliland report. The latest updates in figures reported by the

World Bank on MDGs database-ranked Somaliland at the very bottom 51 out of 52 in Africa (Shariq et al., 2015).

Development partner implementation of whole-of-government approaches appears to be most effective when it is explicitly aligned to national frameworks that link political, security and development objectives, for example, the Agenda for Change in Sierra Leone, the Poverty Reduction Strategies in the DRC and Liberia, and the Comprehensive Peace Agreement in South Sudan. In other words, where national governments are able to articulate what they consider key connections and objectives in these areas, development partners are in turn able to optimize their whole-of-government approaches. In contrast, limited capacity within government (as is the case in Somaliland) can be a constraint to effective and integrated implementation but should nevertheless not be seen as an insurmountable obstacle. A whole-of-government approach hence also requires a comprehensive effort to strengthen the capacity of relevant national institutions (OECD, 2011).

In Somaliland, for instance, the neutrality of humanitarian aid is felt to be compromised by political objectives (anti-terrorism and anti-piracy laws have prevented humanitarian aid from being delivered to certain areas due to security reasons. In the context of Somaliland, weak institutions encourage corruptions and lack of incompetency across all government institutions were key factors that put MDGs to achieve less of the planned.

Relying only on MDGs allotted funds could not bring a sustainable progress, therefore, it would have been also important to estimate the budget required and to identify where funds are from and their allocations. The initial projections from global meetings propose mobilizing needed resources are major challenges and remained to be current limitations. The need to establish a scheme of gathering appropriate information to scrutinize the improvement was critical to realize these goals, targets, and indicators that were much larger in numbers compared to MDGs. The reliance on data from surveys shows that MDGs did meet the desired goals. For instance, at the present, there are extreme poverty and hunger across all Somaliland regions. Majority of the population do not access to safe drinking water, health care provisions and education. Some MDGs cannot even be measured—either because no indicators or targets were set, or because no data is available for certain indicators to need to be contextualized and minimized.

The health goal will need a major effort in addressing no contagious diseases and accidents and injuries while sustaining efforts to address maternal and child health and nutrition.

### **Challenges of SDGs**

The SDGs are a step forward. But if development is to be inclusive and just, and leave no one behind, it must be rooted strongly in grass root levels based on the pressing needs of the national priorities. The preceded challenges slowed down the MDGs holistically address the expected targets are still in a place and would hinder the SDGs achieve the set targets. The seventeen goals of SDGs are more inclusive and designed to address global challenges in terms of socio-development issues tailed with universal agenda on SD. Many of the targets within the MDGs were addressed in isolation of one another (maternal health, hunger, gender equality). The SDGs should seek to open communication and efforts between the 17 goals in order to present a united and integrated agenda (Sachs, 2012).

As currently envisaged, the SDGs are much more ambitious than the MDGs. For example, where the MDGs intended to halve severe poverty and reduce under-five mortality by two thirds in 25 years, the SDGs are expected to aim for complete poverty eradication and to abolish preventable child deaths in just 15 years. Such ambitious targets are welcome and long overdue, but they are also extraordinarily challenging (United Nations, 2014). The SDGs, however, should speak to institution building and collaborations in all nations (developed and developing). If the exterminating poverty is truly at the heart of the goals, then there must be a worldwide and all-inclusive drive to find an agenda that speaks to all countries and all levels of economic development, to ensure that no one is left. SDGs should benefit from the valuable lessons learned from MDGs. These also carry forward the unfinished agenda of MDGs for continuity and sustain the momentum generated while addressing the additional challenges of inclusiveness, equity, and urbanization and further strengthening global partnership by including public and private sectors (Olsen et al., 2014).

A key problem in fragile states like Somaliland context is the lack of a strong common vision, shared by society and government, of the role of the

state and the priorities for state building. External support to provide adequate space for discourse amongst key stakeholders remains limited. Similarly, the government and the international community often lack a shared vision of the overarching state-building priorities (OECD, 2011). They reflect continuity and consolidation of MDGs while making these more sustainable by intensifying environmental goals. There are main challenges that required to be addressed so as to achieve SDGs as explained below:

Some of the SDGs that have been budgeted showed that the cost of the SDGs is huge. The allocation of this budget to fulfill these goals need to be reflected the current pressing needs and prepare the Somaliland nation for the trajectory of development.

1. **Maintaining peace is essential for development:** A threat to international peace and stability by non-state actors is emerging as a major factor for both developed and developing countries. The recent political crisis in Some Somaliland regions has forced a huge population to leave their homes and made them refugees.
2. **Measuring the progress:** A quit number of SDGs' targets are not quantified due to lack of harmonization within. First, indicators for measuring progress have not yet been identified inclusively. Yet if two indicators are designated to each and every target there are over 338 indicators required to measure, monitor and evaluate the outcome. "Having 169 targets is like having no targets at all". Measurability will depend on the availability of data and capacity to measure them.
3. **Accountability:** There has been lack of accountability for inputs into MDGs across all sectors and levels. Good governance and collaborative efforts for accountability must be addressed in SDGs to ensure that the targets are implemented within an agreed framework. At the international level, most of the developed countries have not met the target of allocating 0.7% of GNI to international aid in the last 40 years. The lack of priority in funds allocation within country budget has also been a problem during MDGs. Similar lack of accountability exists at a ministry, state, and local administration level. If we take SDGs seriously the accountability needs to be strengthened at all levels.

### **Adapting SDGs in Somaliland**

The idea of the SDGs has quickly gained ground because of the growing urgency of SD for the entire world. Although specific definitions vary, SD embraces the so-called triple bottom line approach to human wellbeing. Almost all the world's societies acknowledge that they aim for a combination of economic development, environmental sustainability, and social inclusion, but the specific objectives differ globally, between and within societies and are determined by national priority needs of the country (Sachs, 2012).

Mainstreaming SDGs into national planning and implementation at both national and sub-national levels requires innovative governance arrangements and practices that integrate vertical and horizontal collaborations. Strong horizontal collaboration between the national body and the diverse segments of the economy including finance, environment, and social departments among others is critical in new Somaliland country. At the same time, vertical relationships exist between the national body and other sub-national bodies including the states, provinces, districts, cities, and communities (Urama, 2014).

The current SDGs framework has a number of conceptual and implementation challenges that still necessitate enhancing further the collaborative efforts amongst the government institutions, HEIs, and other stakeholders. Global research initiatives such as Future Earth aim to mobilize researcher/professionals to collaborate tackle these issues in partnership with policy-makers and stakeholders, and more broadly to provide the knowledge needed to support transformations towards SD. The trajectory of the following proposed framework is four folds including:

- The proposed SDGs offer major improvements on the MDGs. The SDGs framework addresses key systemic barriers to SD such as disparity, unsustainable utilization patterns, weak institutional capacity, and environmental degradation that MDGs neglected.
- The SDG framework would benefit from an overall narrative articulating how the goals will lead to broader outcomes for people

and the planet. An overarching goal could be formulated. For instance, in the political declaration framing the post-2015 development agenda, binding together the 17 goals, thus providing a clearer mean-to-end continuum.

- The present SDGs frameworks do not address the wide variety of social groups that will need to be mobilized to deliver on the goals as agents of change along with government institution.
- Key trade-offs and complementary among goals and targets should be specified in a follow-up document.

The following inter-institutional framework presents the importance of institution building and collaboration among different stakeholders towards achieving SDGs. HEIs are placed where human resources are produced and they are also the centers for knowledge creation and transfer, as such, these institutions are of importance to catalyze the process of achieving SDGs. Developing sectors of the economy needs human capital with the desired knowledge and institutions with sufficient technical capacity. Any interventions without these two prerequisites would not be successful (ICSU & ISSE, 2015). The following diagram shows a sample of cooperative efforts different stakeholders involved in the process.

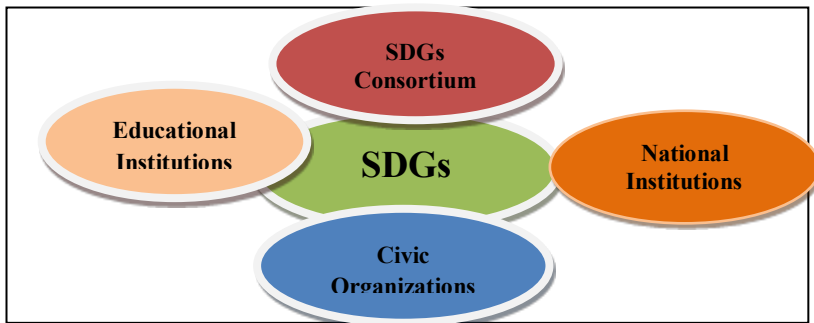


Figure 1. A Collaborative Framework for SDGs

Governments at all levels should cooperate to promote SD worldwide through delegating some responsibilities to other social structures let it be

community groups, local NGOs, and other active bodies. These targets include a commitment to the rule of law, human rights, transparency, participation, inclusion, and sound economic institutions that support the private, public, and civil-society sectors in a productive and balanced manner. Sustainability requires the leadership and responsibility of the private sector alongside the public sector and civil society. The business private institutions are the main productive sector of the world economy and the holder of much of the advanced technologies and management systems that will be crucial to the success of the SDGs. Private-sector companies should support the SDGs in practical and measurable ways, in their policies, production processes, and engagement with stakeholders. They should refrain from lobbying and political activities that might endanger the SDGs (PwC, 2016).

The paper then contends that more attention is needed to how national institutions within including HEIs handle three core functions: 1) steering and employing realistic strategies which synergize; 2) the allocation and distribution of resources to comply with achieving with the set goals; and 3) the monitoring, evaluation, and learning to improve the performance.

Certain factors are found to be responsible in Somaliland for effective collaboration to occur at the vertical level. These include coordinated approaches in planning and implementation; access to information; space for participation of all actors; empowerment of communities to implement priority actions; application of subsidiary principle; capacity building at community levels; and raising of awareness at all levels. Similarly, integrated development planning with respect to horizontal collaboration is realized in the Somaliland context when: issues identified at lower levels (sub-national) are fed upwards to national levels; guidelines for planning and mainstreaming SD are provided; provisions are made for gender mainstreaming and consideration for vulnerable groups; experiences are shared among communities; provisions for legal framework and adherence to the rule of law; and when the "silo" thinking mentality is removed (Caritas Internationalis, 2016).

Other considerations include accountability and transparency; clear responsibilities; good monitoring systems at all levels; effective communication of results to stakeholders; integrating systems thinking in the



educational curriculum; adult education; political goodwill and less corruption. Other horizontal enablers in Somaliland country include: regular communication and feedback mechanisms; integration of indigenous knowledge systems; effective monitoring, evaluation, and reporting systems; linkages with global, regional, national and local policies and plans; removal of financial barriers to integrated planning; inclusion of an environmental budget; mobilization of resources to address priority issues; continuous capacity building; planning based on cultural heritage; minimal external influence on domestic issues; design of “living plans” that are regularly reviewed; and long-term planning as an act of parliament, among others.

This inter-institutional framework depicts roles and responsibilities for each entity are expected to play in achieving national SDGs. These institutions are together responsible for implementing and enforcing any policies, rules, and regulations as well as other plans aimed at ensuring the SDGs in 2030. The preceded MDGs did not employ and adopt any strategic framework and that was the main reasons escalated the manageable challenges into setbacks and perhaps interrupted the anticipated outcomes. Therefore, developing or adopting a comprehensive and integrated framework designated to SDGs would guarantee a success in the implementation process through the balanced approach and maximizes the expected outcome (Griggs et al., 2014).

### **Monitoring and Evaluation**

As the post-2015 development agenda is being established, intensifying information dissemination and the use of better data in policymaking and monitoring are becoming increasingly recognized as fundamental means for development. The MDG monitoring experience has clearly demonstrated that effective use of data can help to galvanize development efforts, implement successful targeted interventions, track performance and improve accountability. Thus SDGs demands a data revolution to improve the availability, quality, timeliness, and disaggregation of data to support the implementation of the new development agenda at all levels (United Nations, 2015).

The need for efficient monitoring, reporting, accountability, and institutions have been identified as crucial for innovative planning and scaled-up implementation of SD practices at national and sub-national levels. Yet Somaliland did not adopt or put any mechanism in place for monitoring, reporting and accountability processes as well as institutions to have been able to achieve all of its national SDG targets by 2030 ([Ministry of National Planning & Development Somaliland, 2014](#)).

MDGs targets were universal that has been cascading to regional and national level based on priorities of respective countries. Achievements of the goals were exceptionally important but difficult to measure since there had not been any standardized indicators designated for the development viability. As result of this, there is no empirical evidence for an outcome of the series MDGs interventions let alone to isolate the contributions of the existing resources to the predetermined targets ([Olsen et al., 2014](#)).

On monitoring issues, the critical enabling factors and arrangements required to put in place include the availability of comprehensive data sets used for measuring progress in planning and implementation activities; and the setting of clear goals at the national and sub-national levels that align with global SD goals. The goals should have clear indicators that are SMART and tailed with national and sub-national levels that mirror the global indicators as well. Other monitoring issues to be addressed by Somaliland country include social, economic, and environmental governance; and participatory monitoring that takes local knowledge into consideration ([Urama et al., 2014](#)).

On reporting issues, vertical and horizontal reporting in Somaliland is important for ensuring effective planning and implementation of SD activities. Such reports are timely and based on effective monitoring and analysis of data, with adequate capacity to achieve this at the national and sub-national levels. The SDGs require that “data and information from existing reporting mechanisms should be used where possible” ([Ishigaki, 2015](#)).

The accountability issues implemented by Somaliland include: building trust among stakeholders; the need for all stakeholders to be accountable to the entire process; accountability/performance indicators agreements; monitoring and evaluation that are supported by resources; budgetary

allocation based on sectorial priorities; and targeting a manageable set of indicators (result, outcome, and output). The evaluation process has to be timely, with a feedback loop. It is participatory and needs capacity as well as effective coordination.

An effective institutional framework at the national and sub-national levels is in place in Somaliland regions to accomplish SDGs targets. These institutions regularly provide information sources that will enable monitoring and evaluation processes. Six months passed until the end of the MDGs – the framework used to measure global development progress since 2000. Government institutions, in general, have a key role in financing MDG targets and any expending should be reported in very transparent manner. Yet surprisingly, in course of MDG endeavors, almost all international community or donors are yet to conduct broad-based and all-inclusive monitoring or analysis of government spending. Therefore, as monitoring and evaluation are crucial for ongoing performance and outcomes of SDGs, relevant government institutions together with SDGs funding consortium should suggest key indicators to be followed to ensure the trajectory process and the success.

### **Conclusions**

MDGs assisted in mobilizing international community, leaders, politicians, civil society and related line ministries, and departments to focus on achieving these time-bound and quantifiable goals. These goals were not achieved all but a substantial progress had been made in saving lives and humanizing quality of lives of millions of people within the country and globally. Sub-Sahara of African including Somaliland has not made progress commensurate with its socio-economic development, institutional building, infrastructure might and needs to do more. MDGs have been simple to relate, comprehend, communicate, implement, monitor and evaluate progress. Whereas SDGs, though to some extent, are extension or continuation of MDGs, yet experience or suffer from the weakness of being too many and awkward to implement and monitor. This has probably resulted from a large consultative process where everyone wants to see their areas of interest included, which might hearten the alleged corruptions.

There is a need to improve accountability from international level to local level. The next 15 years is likely to see the unprecedented mobilization of resources and efforts to make the world a better place to live for "we the people", especially the marginalized and disadvantaged groups. Regardless of all this, the economist sees no real reasons why the MDGs cannot be realized in full, as they are eminently achievable, requiring relatively modest amounts of aid from developed countries and alterations to trading regulations (Sachs, 2012).

The number of the world extreme poor has declined to become a relatively small proportion of the global population-less than 20 percent. The current SDGs aimed at improving socio-economic conditions, develop basic infrastructures and protect the environment as well as building global collaborative efforts towards national and global economic development. A significant challenge still remains in a number of countries is the lack of a common national vision on the role and functions of the state, and the key priorities for state building (DRC, Haiti, Somaliland), while the need for greater local leadership on state building is cited in others (CAR, Chad, South Sudan, Togo). Similarly, the effectiveness of development partners' state-building efforts in some countries is limited by a lack of mutual understanding on the overarching state-building priorities and vision between the government and the international community.

The rich parts of the world are now extremely rich and the aim of increasing the overseas aid from developed countries to 0.7 percent of gross national product (GNP) is fairly small. 'The point is that the MDGs can be financed within the bounds of the official development assistance that the donor countries have already promised' (Sachs, 2012). This paper advises that the recent emphasis on means of implementation under the SDGs has the potential to improve upon experiences with the MDG's handling of governance. Finally, there are no processes in place to systematically measure and assess the progress and results of development partner interventions in support of state building (OECD, 2011).

## **Recommendations**

This paper will propose four areas in which SDGs should have to improve upon which MDGs failed to address.

First, the 15-years MDGs period had no intermediate milestones and outcomes. As a result of that, the 15-years of SDGs should include both intermediate outcomes and milestones with clear dates within the scope and the budgets allotted. 15 years are a good stretch for serious policymaking, but intermediate stages along the way would ensure closer feedback between policies and outcomes.

Second, the means of support of the MDGs and SDGs should be data that are accurate, timely, and available to managers, policymakers, and the wider public.

Thirdly, the business private sectors should be crucially engaged in the verily and first start, so they their investments are aligned with the goals set. Neither the MDGs achieved nor the SGS will be achieved without the leadership and active participation of private companies, large and small in all endeavors. Multinational companies bring unique strengths: a worldwide reach, cutting-edge technologies, and massive capacity to reach large-scale solutions, which are all essential to success. Yes, many large companies are also lobbyists for policies antagonistic to sustainable development, so engagement with business has to be done cautiously, but it should also be active, forward-looking, and intensive.

Fourth, and finally, the success of the SDGs will need societies worldwide to invest adequately in their success. Sustainable development is the only viable path for humanity, but it will not be achieved unless a small part of consumption spending is turned into investments for long-term survival.

In short, the following key recommendations would comprehensively address the betterment of SDGs and the long-term strategic impact on Somaliland.

- Orient international objectives to the overall objective of strengthening state-society relations and helping foster a common vision of the role of the state by supporting civil society and local processes or public debate.

- Adopt a broader state-building approach encompassing the legislature, judiciary, and decentralized administrations, not just the executive at a central level.
- Broaden the scope of state building support to the executive to encompass activities essential to the sustainability of the state and economic development, including job creation and domestic revenue mobilization.
- Pay greater attention to ensuring that the way aid is delivered does not undermine state-building processes.

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