

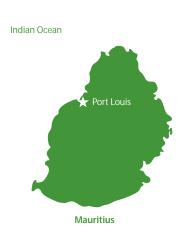
Local Ownership of the MDGs: a case study of the Republic of Mauritius

• eradicate extreme poverty and hunger • achieve universal primary education • promote gender equality and empower women reduce child mortality • improve maternal health • combat HIV/AIDS, malaria and other diseases • ensure environmental sustain • develop a global partnership for development • eradicate extreme poverty and hunger • achieve universal primary education promote gender equality and empower women • reduce child mortality • improve maternal health • combat HIV/AIDS, malaria



Part of a series to share good practices from countries successfully promoting and advancing the Millennium Development Goals (MDGs), this case is intended to help UNDP Country Offices, national governments and their partners to determine whether strategies used in the Republic of Mauritius to facilitate local ownership of the MDGs could be effective in their countries, and if so, how the Mauritius experience can be applied and adapted to their national contexts. The case focuses on how actions to build ownership increased the relevance of the MDGs in a middle-income country and made a profound impact on sub-national development policies and priorities.







Mauritius at a Glance*

Location: Western Indian Ocean

★ Capitol: Port Louis

Total Population: 1.2 million

Human Development Index Rank: 64

GDP per Capita (PPP US\$ 2002): \$10,810

Life Expectancy at Birth: 71.9 years

Low-expenditure Households: 12.1%**

Adult Literacy: 84.3%

Local Ownership of the MDGs Helps Advance Equitable and Sustainable Development

Much is made of the need for a country to "own" the MDGs in order to make meaningful progress toward them. What does this look like in practice? Ownership of the MDGs is often discussed in absolute terms, but it is equally likely to be realized in degrees. This is especially true for middle-income countries that have already achieved some of the MDGs, and for countries characterized by one or more sub-regions that do not fit the development profile of the country as a whole, as in the Republic of Mauritius. For these countries, ownership that begins with national leaders does not necessarily translate into the bottom-up commitment necessary to move the MDGs forward. Similarly, government ownership of the MDGs lacks power without popular support.

In Mauritius, the main island and the smaller island of Rodrigues are divided geographically, ethnically, politically, and socio-economically, with Rodrigues being poorer and more remote. Autonomy in 2002 and the MDGs together created opportunity and impetus for Rodrigues to re-assess its development needs. Processes facilitated by the UN Country Team have resulted in strong local ownership of the MDGs and adaptation of the MDGs to middle income country needs, and helped to:

- parlay broad national commitment to the MDGs into support for Rodrigues' first sustainable integrated development plan;
- increase awareness of the development needs of Rodrigues as a distinct region within the country;
- bolster participatory planning on Rodrigues;
- integrate Rodrigues' development needs prominently into national processes and planning, with MDG outcomes at the centre:

^{*} Source: Human Development Report 2004.

^{**} Consumption expenditure less than half the median of all private households in 1996-1997, as per *Mauritius National Millennium Development Goal Report*, October 2002).

- increase the realization of autonomy and strengthen local governance, in part by facilitating Rodrigues' articulation of its own needs, while gaining national support for these needs; and
- strengthen positive political relations between the National Government of Mauritius and the Rodrigues Regional Assembly.

The Mauritian Development Context

An archipelago more than 1,000 miles off the coast of East Africa, the tiny Indian Ocean nation of Mauritius has made a splash among African countries with its high performing economy and impressive human development indicators. The income of the average Mauritian more than tripled in the last 40 years; real GDP grew at an average of almost 6% per year. Mauritius ranks in the top half of the 42 Small Island Developing States, as measured by GDP per capita. Life expectancy exceeds 71 years of age and primary school enrolment is 100%, the dividends of the Government's sustained emphasis on social welfare, health and education. Mauritius provides free and compulsory primary education and universal health care.

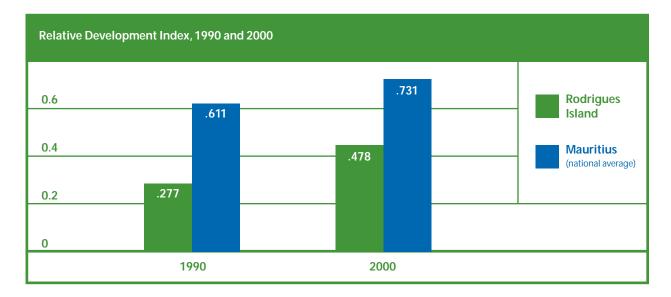
This impressive development, however, has introduced new concerns. The successful transition from a low wage labour-intensive economy to a high-tech capital-intensive one has contributed to an increase in income inequality and the growth of pockets of poverty. There is greater need for certain social services, including wider access to secondary and technical education with curricula geared toward the current economy. As a small island state, Mauritius remains environmentally vulnerable. Additionally, economic growth in Mauritius has slowed in recent years. The Government is concerned with maintaining growth and positive social trajectories.

Rodrigues Island embodies many of these concerns. Rodrigues lies 500 kilometres east of the main island, Mauritius, far from the national growth centres. The second most populated island in the country, Rodrigues lags behind the national average on virtually every economic and human development indicator. Mauritius as a country (including Rodrigues) achieved a relative development index¹ value of .731 in 2000 and a human development index of .775. It ranked 67th in the world on human development in 2000, and rose to 64th in 2004, well in the upper reaches of medium human development. In contrast, Rodrigues' relative development index value for 2000 was only .478, which is equivalent to a very low human development ranking. (See Chart 1.)

Rodrigues did develop in the 1990s along with the rest of the country. While Mauritius' relative development index increased by about 20% between 1990 and 2000, Rodrigues' index leapt forward by nearly 73%. The gap, however, remained significant. Moreover, development planning on Rodrigues had been slow, and the island's economy continued to rely on fishing and agriculture. Concern grew that Rodrigues was being left behind.

¹ Source: The Economist Intelligence Unit Limited, 2004.

Chart 1: Relative Development Index, Rodrigues Island and the Republic of Mauritius Source: Mauritius Central Statistical Office. 2002.



The socio-economic profile of Rodrigues also sets it apart. Nearly half of Mauritius' 1.2 million population lives in urban areas. Rodrigues has 36,500 inhabitants, all of them essentially rural. Moreover, the incidence of poverty is well above the national average. This difference is primarily attributed to Rodrigues' flagging economy, which is dependent on subsistence agriculture, livestock, and lagoon fishing, and the relatively low educational attainment of the population. While all but a few children on Rodrigues enrol in primary school, nearly two out of five children drop out before completing grade six. Rodriguans are primarily Creole and Roman Catholic whereas the nation as a whole is more heterogeneous. Such ethnic and religious differences are not invested with much significance since the country regards itself as a melting pot with shared culture and values. Rodrigues' isolation from Mauritius and its distinct development needs did, however, catalyze a bid for independence in the 1990s, which was ultimately unsuccessful.

The dynamics began to shift when a new national government came to power in 2000. The Administration was interested in doing something for the beleaguered island, and began by inviting the donor community, including the UN Country Team, to tour Rodrigues. The status quo changed fully when Rodrigues gained political autonomy in 2002. The National Assembly devolved the power to initiate legislation on a wide range of internal affairs, while keeping national security, health, and education in the national portfolio. Island residents voted the Rodrigues Regional Assembly into office in September 2002, and elected two representatives to the 70-member Mauritian National Assembly. The national Public Service Commission appointed the Island Chief Executive, who is responsible for day-to-day governing of Rodrigues. This new political power provided the island with greater latitude to chart its own development course.

Concurrently, the MDGs were already a UN priority in Mauritius. They rose fairly quickly and easily on the UN Country Team's agenda following the signing of the Millennium Declaration. Each agency saw the importance and relevance of the MDGs to Mauritius and to their own organizational mandates. At the time, the UN Country Team consisted of only four agencies: UNDP, WHO, UNICEF, and UNFPA. The latter two closed their Mauritius offices in December 2003, given Mauritius' improving development status.

Preparing a Baseline: the National MDG Report

In late 2001, Mauritius was a member of the UN Security Council and thus working on the MDGs at the international level. Yet, the Ministry of Foreign Affairs' actions at the UN in New York had not translated into an awareness of the MDGs among other ministries, nor to action at the national level.

UNDP and the UN Country Team played an instrumental role in introducing and advocating for the MDGs in Mauritius after receiving the global UN MDG guidelines in late 2001. The UN Country Team agreed that an initial report would be a good way to raise awareness, and the Resident Coordinator approached the Government of Mauritius. The Government was willing to pursue an MDG report, but expressed concern that it would not reflect social achievements or actions taken since the Government had come to power. The UN Country Team met this political imperative by suggesting a sub-section for each goal that would review relevant policies instituted since 2000. This assurance, along with the Government's inclination toward investing in human development, enabled the Government to move forward with a national MDG report.

The Government assembled an Inter-Ministerial MDG Committee in 2002 to guide preparation of the report—one result of the UN Country Team's initial advocacy efforts and strategic advice. It named the Ministry of Foreign Affairs as Chair of the Committee in order to increase consistency, since this Ministry would present an MDG progress report to the UN General Assembly in 2005. Representatives from each Government Ministry, the Trust Fund for the Social Integration of Vulnerable Groups (an official national entity), the Presidential Task Force on Poverty, and the UN joined as Committee members.

The UN Country Team advised the Government and Committee on interpretations of the MDG guidelines and provided financial support. It also provided an external consultant to draft the report under the Committee's guidance in order to expedite the process and to bolster the report's quality and impartiality. The report evolved through a series of meetings that triangulated the input of the Committee, the UN Country Team, and the consultant. The UN Country Team also advocated for a consultative process to review the findings of the completed report and to devise a system for tracking progress toward meeting the MDGs.

The report preparation process made clear that the country had already met some of the MDGs, including hunger, education, maternal health and child mortality, as shown in Table 1. The Inter-Ministerial MDG Committee decided to focus on increasing completion of secondary education because the country had already achieved universal primary education. In this manner it began to tailor the MDGs to Mauritius' needs, simultaneously

increasing the relevance of the MDGs to its middle-income economy context and building national ownership. Table 2 shows how the MDGs were adapted first for the country as a whole and, subsequently, as discussed below, for Rodrigues Island.

Table 1: The Republic of Mauritius' MDG Status at a Glance (including Rodrigues Island)

Source: Mauritius National Millennium Development Goal Report, October 2002.

	Will Development Goal Be Reached?				Strength of Institutional and Civic Environment			
Millennium Development Goal/Target	Probably	Possibly	Unlikely	Lack of data	Strong	Fair	Weak but improving	Weak
Eradicate extreme poverty and hunger		*					*	
Achieve universal primary education	*				*			
Promote gender equality and empower women*				*			*	
Reduce child mortality	*				*			
Improve maternal health	*					*		
Combat HIV/AIDS, malaria, and other diseases		*				*		
Environment and sustainable development		*			*			
Basic amenities(drinking water)	*				*			
Non-communicable diseases			*			*		
Availability of new technologies		*						*
Strategies for decent and productive work for Youth		*				*		
Develop a global partnership for development	*				*			

Note: 'Probably' indicates that a goal is likely to be achieved. 'Possibly' indicates that actions have been taken, but there are a number of other actions that must still be taken for the goal to be achieved fully by the targeted time.

^{*}While equal access for boys and girls to primary and secondary schooling will probably be met, it is unlikely that gender equality with respect to all indicators will be achieved.

Table 2. Adaptation of MDGs in Mauritius and Rodrigues
Sources: Mauritius National Millennium Development Goal Report, October 2002, and Rodrigues Sub-National Millennium Development Goal Report, November 2003.

Global Millennium Development Goal	National Development Goal	Rodrigues Development Goal			
Goal 1 . Eradicate extreme poverty and hunger	Poverty measured by proportion below national poverty line (half median consumption expenditure of all private households in Mauritius) rather than \$1 a day	Poverty measured by proportion below island poverty line (half median consumption expenditure of all private households in Rodrigues) rather than \$1 a day			
Goal 2. Achieve universal primary education	Achieve universal completion of full course of primary school	Same			
Goal 3. Promote gender equality and empower women	Ensure that in all sectors women earn equal pay as their male colleagues	Same			
Goal 4. Reduce child mortality	Same	Same			
Goal 5. Improve maternal health	Same	Same			
Goal 6. Combat HIV/AIDS, malaria, and other diseases	Have halted by 2015, and begun to reverse the incidence of non-communicable diseases	Decrease incidence of hypertension and diabetes			
Goal 7. Ensure environmental sustainability	Same	Same			
Goal 8. Develop a global partnership for development	Same	Same			



Outreach for National Action on the MDGs

Few leaders and citizens in Mauritius knew about the MDGs in 2002. As in other middle-income countries, once they did learn about them, not all perceived the MDGs as terribly relevant to a country as prosperous and supportive of social welfare policies as Mauritius. Yet, the Government was aware of the impact that pockets of poverty and inequality can have on the country's social cohesion.

The Inter-Ministerial MDG Committee and the UN Country Team devised a four-phased strategy to make stake-holders more aware of the relevance of the MDGs, to disseminate and to explain the MDG report, and to enlist the population to act in support of the MDGs. The targeted audiences were distinct: stakeholders in Government, civil society organizations and the broader public. The first phase was the official launch of the report, the second participatory forums with civil society and youth; the third a public outreach campaign through visual and mass media; and the fourth outreach in Rodrigues Island.

The Government and the UN launched the *Mauritius MDG Report* on UN Day, October 24, 2002, in the presence of high-ranking government officials, members of the national parliament, donors, students, civil society leaders, businessmen, the UN Country Team and the media. The report was well-received by attendees and generated positive media coverage. It set the stage for a country-wide sensitization on the MDGs.

In the following weeks, two forums with youth and civil society, respectively, began the real work of public outreach and securing popular commitment to the MDGs. Both workshops solicited ideas on how to mobilize support for the MDGs, and ways to monitor progress. Both focused on participant-generated recommendations and next steps, which contributed to greater follow-on action by attendees. At the request of the UN Country Team, the Mauritius Council of Social Services, an umbrella organisation for 100 non-governmental organizations, led the process of engaging civil society, which had not been involved in the preparation of the report. At the forum, civil society representatives reviewed the feasibility of achieving each goal, whether any individual targets merited adjustment to Mauritian conditions, and where statistics could be improved. They also suggested ways that civil society could contribute to programmes and activities in support of the MDGs, particularly regarding identified gaps in action and on monitoring of progress.

The third phase of the strategy sought to bring MDG-consciousness into Mauritian homes and leadership circles through multi-media campaigns targeted to specific audiences. For example, the Inter-Ministerial MDG Committee, with the support of the UN Country Team and a local consultant, produced an interactive animated video that succinctly presented the salient points of the national MDG report. While targeted to youth, the directness and visuals of the animation proved equally effective with adults and even Government leaders. This animated video complemented more traditional media outreach, including posters, banners, and brochures. The media regularly reported on events related to the MDGs, but, as an institution, did not actively challenge the Government on its commitment to the MDGs and national progress.

Toward Local Ownership of the MDGs: the Rodrigues MDG Report

The fourth and final phase of the MDG campaign targeted Rodrigues Island. It sought to generate the same kind of grassroots commitment to action anticipated from the outreach in Mauritius, but to involve all stakeholders earlier in the process. The UN Country Team envisioned two workshops, one for policymakers and another for civil society. The Rodrigues Regional Assembly, however, wanted to hear what civil society had to say and suggested that the two workshops be combined. Thus a single "Parliamentarian and Civil Society Forum on the MDGs" took place on Rodrigues in June 2003. Almost 100 individuals from local government, trade unions, students, civil society, the private sector, and the media, as well as UN representatives, energetically discussed the MDGs. All, including the members of the Rodrigues Regional Assembly, stayed for the whole event.

The Rodrigues Forum initiated substantial movement toward local ownership of the MDGs. Participants decided within the space of that one day that the island needed its own MDG report. They highlighted the lack of sufficient data on Rodrigues in the national report, and the importance of collecting accurate and thorough monitoring information specific to Rodrigues, especially given the island's new autonomy. A consensus emerged that an MDG report could serve as a reference point for development policy planning and as a baseline for the measurement of future progress.

Pre-existing conditions enabled the forum to move beyond discussion to action so quickly. Rodrigues Island has a very high level of social cohesion that stems in part from its cultural homogeneity. The community is small in number and tightly knit, which facilitated the ease with which various stakeholders came together. Autonomy was still relatively new, and created both political opening and powerful motivation. Finally, the citizens of Rodrigues shared a concern for the slow pace of human development on their island. None of these enabling conditions is attributable to any UN action, but the UN Country Team together with the Government played an important role in convening the forum and, by introducing the MDGs, providing a common, widely agreed upon platform for action.

The UN Country Team had not anticipated production of a sub-national MDG report, but pledged immediately to support one for Rodrigues given the enthusiasm among stakeholders and the potential for such a report to stimulate further action against poverty. The parties discussed next steps, and agreed on modalities of how to proceed. The Chief Commissioner of the Rodrigues Regional Assembly coordinated the report process. This close involvement of parliamentarians was unusual compared to other report processes globally and promised to facilitate transformation of findings in to action. This also created another link between the local legislative body and the national executive, which oversaw MDGs nationwide.

The UN Country Team thereafter focused on sustaining the buy-in of Rodriguan stakeholders. As with the national MDG report, it facilitated the production of the sub-national MDG report with advice and financial support. UNDP also invited the Chief Commissioner to the Southern Africa MDG conference with the primary

goal of increasing his exposure to and participation in international debates on the MDGs. By his own account, this regional conference with participants from 14 countries deepened the Commissioner's understanding of the goals and global commitment to the MDGs, even though the Rodrigues forum had disposed him positively. The Commissioner became one of the most vocal advocates for linking local development processes to the MDGs, and frequently incorporated the MDGs into his public remarks.

The five-month preparation process was the single greatest factor in building local ownership of the MDGs on Rodrigues. Participation was key. The Rodrigues Regional Assembly initiated a series of consultations to share report drafts with the island's population and civil society organizations, and to solicit reaction. Their input was highly valued and resulted in genuine interaction, which further strengthened the alliance to reach the MDGs.

One outcome of consultations was the adaptation of the MDGs to Rodrigues, namely the measurement of poverty in Goal 1, a focus on completion of primary education for Goal 2, and the shift of Goal 6 to include non-communicable diseases, a serious issue that authorities needed to tackle. (See Table 2.) As at the national level and in other countries, this process of adapting the MDGs greatly contributed to building ownership in Rodrigues.

The Rodrigues Sub-National Report on the MDGs, issued in November 2003, reviews four topics for each MDG:

- Rodrigues' status and trends related to the goal's achievement (see Table 1);
- adequacy of existing MDG indicators;
- policies and strategies that could potentially support the goal; and
- plans for the future and challenges.

The report gives depth and dimension to the common understanding of development challenges in Rodrigues. The report details where Rodrigues lags, for example, that 17% of households fell beneath half of median household consumption expenditure, and that 37.6% of Rodrigues households are poor², compared to the 9.7% national average. The report also shows where Rodrigues excelled, for example in its eradication of malaria and control of HIV/AIDS. The preparers collected data from national sources, primarily the Central Statistical Office and also from Ministries, a process facilitated by the national Government support for the initiative. While disaggregated data for Rodrigues were incomplete, the report adapted the data available, helped to develop a stronger statistical baseline and increased awareness of the need for improved, disaggregated data.

The report also considers the expected impact of national plans as well as recent budget allocations by the Rodrigues Regional Assembly. In this way, it recognizes the relevance of national policies while clearly reflecting the island's new autonomy.

² As per World Bank estimate.

Support for the MDGs on Rodrigues grew throughout the report preparation process and was more intense than on Mauritius. The early consultation with stakeholders made the report process in many ways more successful than the national process, which first consulted civil society after the report was launched. The resulting widespread public support for the MDGs enabled Rodriguan authorities to undertake a highly participatory development planning process.

From Ownership to Action on the MDGs: Rodrigues Development Planning

At the same time that the Government, civil society, and the UN system were collaborating on the report, authorities in Rodrigues began planning for a more integrated development strategy for the island. Though inadvertent, the fact that the *Rodrigues MDG Report* preceded the formulation of the development plan allowed the two to be linked. Stakeholders in Rodrigues had come to believe in the relevance of the MDGs for the island, and wanted to use the report findings to prepare a plan centred on achieving the MDGs. They also wanted this plan to sustain the momentum behind the campaign for the MDGs. Thus, the *Rodrigues MDG Report* became a strategic planning tool for initial articulation of development plans.

Transforming the findings of the *Rodrigues MDG Report* into actionable items has required several steps. To begin, Rodriguan authorities, with support from UNDP, initiated a project in late 2003 to prepare (in a participatory manner) a detailed Sustainable Integrated Development Plan by July 2005.

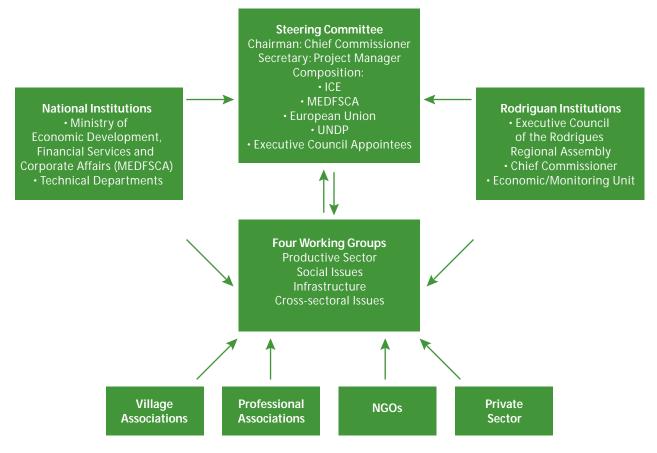
Key aspects of the planning approach and early priorities bode well for the likely affect on poverty reduction that the plan will have once finalized and implemented. First, Rodrigues authorities formed a Steering Committee and four Working Groups to lead the preparation, as suggested during the consultations on the MDG report. The highly representative composition of the Committee and the Working Groups encourages broad contribution and input. Members range from grassroots community members to village council leaders to technical specialists. In addition, the structure of the Steering Committee facilitates cross-sectoral and inter-governmental cooperation, including between regional and national Government. Chart 3 shows these linkages.

Second, the adapted MDGs form the backbone of the nascent plan. The plan concentrates on four areas: productive sectors, social issues, education and training, and infrastructure. The proposed section on productive sectors corresponds to efforts to eradicate poverty and hunger, as measured by indicators for MDG 1. One Working Group focused on each area.

Third, the approach is to include clear links with national plans, namely the Mauritian National Strategy for Sustainable Development, which emphasizes capacity development, sustainable management of environmental resources and other MDG-related outcomes. The links should, in principle, strengthen national endorsement of the plan, help to sustain the momentum generated during the Rodrigues MDG forum, and provide a logical framework for development activities. The plan's link to international frameworks through the MDGs may, in the future, help to raise additional funds needed for implementation.

Chart 3: Contributors to the Sustainable Integrated Development Plan for Rodrigues

Source: UNDP Project Document 'Support to the formulation of a Sustainable Integrated Development Plan for Rodrigues (SIDPR)' December 2003.



Fourth, the Rodrigues authorities have already agreed that the plan will feature in the Rodrigues Regional Assembly's budget proposal. This will then be included in the national budget, which is voted on by the National Assembly. This pledge of local budget allocation demonstrates local commitment to the actions and increases the likelihood that the plan will alleviate poverty. The pledge may also help to attract donor support by demonstrating the will and capacity to prioritise use of the island's own funds on human development.

Fifth and finally, the Steering Committee has recognized that the plan must prioritize building the capacity of Rodriguan Government and civil society organizations as an essential step toward effective implementation of other parts of this and subsequent development programmes. Rodriguan authorities have already begun to strengthen the Rodrigues Economic Planning and Monitoring Unit, which will also facilitate improved tracking of progress toward the MDGs. Because preparations for the plan were well-timed with the UN project cycle, UNDP has been able to provide substantial support for these ongoing activities.

Lessons Learned

- The MDGs can provide a lens through which middle-income countries can re-examine their human development successes, assess new concerns and identify areas for targeted development. Preparation of a national MDG report helped Mauritius to understand better some adverse affects of its positive economic transformation and growth, including increased income inequality and pockets of poverty. It also called attention to the fact that Rodrigues Island lagged far behind the national averages, despite growth and development progress in Rodrigues.
- Adaptation of the MDGs to national and local contexts is an essential step to making the MDGs relevant to middle as well as low income countries and to building local ownership. At the national level, Mauritius adjusted upward Goals 1, 2, 3 and 6 as it had already met the global definitions. At the sub-national level, Rodrigues Island further adapted the goals to local priorities, which strengthened buy in and commitment to MDG-centred policy planning.
- Social cohesion can facilitate ownership of and action toward the MDGs. Where social cohesion is weaker, the MDGs can provide a platform on which to initiate discussion and build cohesion. Almost everyone agrees about feeding the hungry, for example. The tightly knit community in Rodrigues quickly rallied around the ideals and outcomes of the MDGs. Even there, the MDGs served as a powerful catalyst to focus the community on action.
- Linking local initiatives—and leaders—to international action on the MDGs can be a powerful lever to create commitment and action. The Chief Commissioner of the Rodrigues Regional Assembly credits his participation in a 14-country Southern African MDG forum with fully convincing him to prioritize action on the MDGs. Those discussions convinced him that the world was taking the MDGs seriously, and that Rodrigues could be linked directly to a regional and global movement.
- Early engagement of civil society in MDG processes can increase the ultimate acceptance of report findings and effectiveness of development plans. The *Rodrigues MDG Report* preparation process was in many ways more successful than the national process because non-governmental stakeholders were consulted from the beginning, not just when the report was released. The resulting widespread public support for the MDGs enabled Rodriguan authorities to undertake a highly participatory development planning process. Although implementation of the island's development plan has not yet begun, local ownership for the plan runs deep and is likely to improve its eventual impact.
- MDG reports and local development plans can enable local and national authorities to develop a common agenda, and strengthen bonds between the centre and the periphery. The process of preparing a sub-national MDG report and development plan helped Rodrigues Island to articulate its own needs and policy priorities while linking up with national and international frameworks.

- When MDG reports are prepared prior to development plans, they can become important inputs to planning processes. Rodrigues' first development plan will be aligned with locally-adapted MDGs as a direct result of the prior completion of the sub-national *Rodrigues MDG Report*.
- UNDP Country Offices and UN Country Teams can leverage their relationships with the Government to introduce the MDGs in support of national processes. The strong UN Country Team relationship with the Government of Mauritius coupled with the Government's overall enthusiasm for social investments enabled early Government support for the MDGs. These dynamics not withstanding, the UN Country Team's suggestion of how an MDG report could build political capital without sacrificing the integrity of the report enabled the initiation of MDG action at the national and, subsequently, sub-national level.

This case is one in a series of good practices prepared by the Bureau for Resources and Strategic Partnerships/MDGs Unit in conjunction with the Regional Bureaux and Country Offices. For information see the website below, or send an email to mdgsfeedback@undp.org.

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