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The purpose of this companion guidance note is to complement the 2017 UNDAF Guidance with more detailed advice and recommendations on each step of the process of developing a Common Country Assessment (CCA). It also provides an annotated list of recommended data sources, tools and methodologies along the various steps of the process.

The CCA is a key part of United Nations Development Assistance Framework (UNDAF) preparation, occurring at the very first stages of the process. As such, it closely ties into the development of the UN Vision 2030, the theory of change, and monitoring and evaluation frameworks; draws from the programming principles; and incorporates aspects of capacity development, funding to financing as well as communications and advocacy. Separate guidance notes have been prepared for each of these topics, complementing the guidance on the CCA.

The CCA provides an opportunity for UN agencies to come together with key national and international stakeholders to discuss national development challenges and common approaches in the beginning of the UNDAF cycle. It thus holds the potential for ensuring that support provided by UN agencies as a whole in a country is coherent and complementary, drawing from each agency’s expertise, resources and mandate.
As stated in the 2017 UNDAF Guidance, “The CCA is a required and essential element of every UNDAF process. It is the UN system’s independent and mandate-based articulation of the country context, opportunities and challenges, encompassing sustainable development, human rights, gender equality, peace and security, and humanitarian perspectives.”

The CCA should serve as a basis for the prioritization exercise, the definition of outcomes, the preparation of the UN Vision 2030 and subsequent development of the overall UNDAF theory of change. It should be based on a critical review of the concept of leaving no one behind and reaching the furthest behind first, with a focus on defining the needs of the most vulnerable and at-risk people.

The CCA and UN Vision 2030 are the primary building blocks for the theory of change. They are mutually reinforcing and developed alongside each other.

The CCA’s assessment and analysis, based on a variety of data sources and applying a causal analysis, inform the trend analysis of the UN Vision 2030, while the longer term horizon of the UN Vision 2030 guides the orientation of the CCA. The analyses of the CCA and the UN Vision 2030 seek to identify immediate, underlying and structural development challenges at the national level.

The analytical frame of the CCA is directly linked to key elements of the programming principles in the UNDAF Guidance. The CCA delivers thematic analyses based on the principles of leaving no one behind; human rights, gender equality and women’s empowerment; sustainability and resilience; and accountability.

The CCA informs the design of UN policies and programmes at the country level based on the review of context-specific data that correspond to the 17 Sustainable Development Goals (SDGs) and 169 targets of the 2030 Agenda. The integrated and indivisible nature of the SDGs will require United Nations Country Teams (UNCTs) to adopt a “thinking as one” approach to analysis that builds on a “whole of system” engagement for planning and implementation.

The CCA should assist in identifying links among goals and targets in order to effectively determine mutually reinforcing priorities and catalytic opportunities for implementation of the new agenda as a whole. It should seek to move beyond the aggregation of sectoral analysis to develop a comprehensive and common understanding of the interdependence of the SDGs across the peace, humanitarian and development nexus.

Through the pooling of data and blending of technical resources in the CCA process, UNCTs should seek to develop an integrated strategic analysis that identifies a clear set of unifying and collective outcomes with the potential to advance national development across the widest possible range of the SDGs.
3. MOVING FROM THEORY TO PRACTICE

3.1 DEFINING THE NATIONAL CONTEXT

This subsection provides an overview of the process involved in defining the national context. As such, it looks into the cross-cutting themes guiding the analysis, and offers detailed support in incorporating data and the evidence base, a risk profile, national policy and institutional frameworks, gender, the financial landscape and modalities for localization.

While the 2030 Agenda is universal in nature, each country faces a unique set of challenges in terms of the actions and investments required for achieving the SDGs. The CCA seeks to translate the SDG framework into an analysis of the national context through a consideration of civil, cultural, socioeconomic, environmental and political concerns. The national context can be defined by different cross-cutting themes (Table 1).

<table>
<thead>
<tr>
<th>THEME</th>
<th>ELEMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Socio-economic situation</td>
<td>• Economic situation and poverty and other sustainable development challenges</td>
</tr>
<tr>
<td></td>
<td>• Health, education and decent work</td>
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<td>• Population demographics</td>
</tr>
<tr>
<td></td>
<td>• Infrastructure and urbanization</td>
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<tr>
<td></td>
<td>• Sustainable livelihoods, including consumption and production</td>
</tr>
<tr>
<td></td>
<td>• Circumstances of inequality, discrimination and vulnerability, particularly for women and girls, minorities, indigenous people, persons with disabilities, people living with HIV/AIDS, migrants and displaced persons, etc.</td>
</tr>
<tr>
<td>State institutions and political situation</td>
<td>• Government structure, executive, legislative, judiciary</td>
</tr>
<tr>
<td></td>
<td>• Public participation in national governance and development processes</td>
</tr>
<tr>
<td></td>
<td>• National, legal and policy frameworks</td>
</tr>
<tr>
<td></td>
<td>• Financial structures</td>
</tr>
<tr>
<td></td>
<td>• Influence of the country on subregional, regional and global development agendas, and capacity for South-South and triangular cooperation</td>
</tr>
<tr>
<td>Human rights, inequality and discrimination</td>
<td>• Compliance with international norms and standards, and adherence to national commitments emerging from intergovernmental mechanisms and processes.</td>
</tr>
<tr>
<td></td>
<td>• Engagement with human rights mechanisms, including ratification and reporting status</td>
</tr>
<tr>
<td></td>
<td>• Gender equality</td>
</tr>
</tbody>
</table>
Beyond this, the context analysis should, whenever possible, rely on a solid data and evidence base, include a risk profile for the country, and provide an analysis of the national policy and institutional frameworks as well as gender equality and the financing landscape. It also includes the modalities for localization of the SDGs, with a view to harnessing national ownership of the process. Further guidance on how to capture each of these elements is given below.

### 3.1.1. DATA AND EVIDENCE BASE

The initial point of departure for conducting the CCA consists of gathering available data to establish the evidence base for determining the status of progress against the SDGs, including quantitative and qualitative baselines, normative commitments and long-term trends. Linked with this, there will also be a process of identifying gaps, including with regard to the disaggregation of data and assessment of the data collection system. These gaps will subsequently be addressed programmatically, and with national partners, through the UNDAF.

The CCA should seek to establish an overview of key trends based on available data of relevance to the SDGs. These trends should be both historical and forward-looking in order to ensure that UNCT priorities are determined by a clear understanding of the “big picture” dynamics that will have an influence on the sustainable development trajectory of the country. These elements could contribute to the development of the theory of change and the UN Vision 2030.

To accurately report on progress against goals and targets, as well as to capture the UNCT’s contributions, the first priority of the CCA should be to establish baselines across the SDG framework, to the extent possible. The UNDAF Results Groups use these baselines to track progress against clearly defined outcome level indicators over the three-to-five year duration of the UNDAF. Where gaps in the indicator framework exist at the national level, the UNCT should seek to identify proxy indicators and/or conduct a qualitative analysis and begin developing longer term plans with national partners for filling data gaps and sustainably financing the collection of necessary data.

To the extent possible, the CCA should serve to outline areas where investments will be required either by the UN system, the government or other actors to address gaps in the near term.

Surveys can be considered at the commencement of the CCA to ensure direct participation by a wide range of stakeholders involved in the development process. Such surveys should be as inclusive as possible, incorporating gender concerns, minorities and vulnerable groups.

### 3.1.2. RISK PROFILE

The CCA should seek to identify the key risks that could impact the development trajectory of the country. These include climate change and disaster risk, disease outbreaks, rapid urbanization, conflict and displacement, and financial and economic shocks.

Risk can be understood as the probability of negative consequences resulting from the interaction of hazards, vulnerability and capacity. The Sendai Framework for Disaster Risk Reduction 2015-2030 draws attention to risk of small-scale and large-scale, frequent and infrequent, sudden and slow-onset disasters, caused by natural or man-made hazards as well as related environmental, technological and biological hazards and risks. Vulnerability relates to the characteristics of a community, system or institution that make it susceptible to the damaging effect of a hazard, and can be described as being a function of exposure and coping and adaptive capacity.
The CCA should highlight the ways in which a thorough analysis of risks and their underlying drivers affect the overall developmental landscape in the country and provide linkages to disaster risk reduction and climate change adaptation as well as humanitarian response, peacebuilding and the Human Rights Up Front agenda. The CCA should indicate the need for both mitigation and contingency measures related to the most fundamental and significant risks.

Conflict is one of the greatest threats to development. Depending on context, a dedicated conflict analysis may be required as a core element of the CCA.

3.1.3. NATIONAL POLICY AND INSTITUTIONAL FRAMEWORKS

The CCA should provide a strategic overview of the most critical government policies as well as the most significant gaps in the policy architecture. It should also reference the need to review capacity assessments of key government agencies that can serve to inform the identification of priorities for institutional strengthening. This information is essential for identifying opportunities for multistakeholder collaboration and defining the comparative advantage of the UN system.

The CCA should analyse and provide an overview of compliance with global norms and standards, their integration into national policy/legal frameworks and institutional arrangements, and adherence to any corresponding national commitments emerging from intergovernmental mechanisms and processes.

The CCA should address the extent to which social and environmental safeguards (policies, laws and regulations) and grievance mechanisms are in place. Robust social and environmental standards (e.g., safeguards) and related accountability mechanisms (e.g., grievance mechanisms) aim to ensure that development interventions do not result in inadvertent harm to people or the environment. They support a rights-based approach that is transparent, inclusive and participatory.

The CCA should document national participation in subregional, regional and global mechanisms, including trade agreements, that can eventually forge the subregional, regional and global development agenda, and promote South-South or triangular cooperation.

3.1.4. GENDER ASSESSMENT

Gender assessment requires thoroughly examining gender equality problems across different sectors and themes, linking these to specific normative standards, and identifying patterns of discrimination and inequality. It includes assessments of policies and programmes to identify areas where national policies require alignment with UNDAF and gender principles.

Gender assessment provides information that recognizes that gender, and its relationship with race, ethnicity, culture, class, age, sexuality, disability and/or other status, is important for understanding the different dynamics of power relationships between men and women, their access to and control over resources, and their patterns of involvement, behaviour and activities in economic, social, political and legal structures. Gender assessment also highlights the main constraints women and men face relative to each other, and involves examining the potential impact of certain development interventions on existing gender roles and strategic gender interests.

3.1.5. FINANCING LANDSCAPE

A key objective of the new generation of UNDAFs is to support the alignment of finance with implementation of the SDGs (see also funding to financing companion guidance). Financial analysis should be undertaken at the CCA stage of the UNDAF, and include a review of financing flows in a country, sectoral flows in chosen outcomes, and the sources and levels of resources that the UN can access.

3.2 STEP-BY-STEP GUIDE FOR CCA PREPARATION

This section provides a step-by-step guide for the CCA process consisting of three main parts: a data review, assessment and analysis, and comparative advantage analysis. A checklist for CCA preparation is provided in the Annex.

An SDG-sensitive CCA process needs to cater to the localization of the SDGs, a cross-cutting component.

3.2.1. DATA REVIEW

CCAs include a review of existing assessments, evaluations and analyses by the government, the UN system and other stakeholders, such as international human rights mechanisms. Existing flagship publications, specific assessments and analytical tools, in particular those contributing to the global monitoring of progress on the SDGs, may be useful sources of information.

Types and sources of data

Data for an SDG-sensitive CCA need to support two purposes. They will inform the preparation of the UNDAF, which usually has a three-to-five year
timeframe, and at the same time support the trends analysis for the UN Vision 2030. To the extent possible, the CCA refers to, rather than duplicates, data and information contained in other reliable national data information systems. It also includes a review of data (and analyses) contained in documents of the United Nations, the World Bank and other partners. This includes assessments and analyses from international human rights mechanisms and supervisory processes governed by UN conventions, international human rights instruments and other relevant references (see the programming principles companion guidance).

A mapping of available data and studies can be undertaken through a CCA preparatory workshop, which can also be used in a second stage to assess broad thematic areas that would lend themselves to structuring the analytical part of the CCA. Alternatively, existing UNDAF results groups, national cluster working committees or similar structures can be used to structure and implement the data review process.

It is important to account for the integrated nature of the SDGs and ensure that data are not segmented and sectoral. While this will be less pertinent at the data review stage, UNCTs can consider establishing processes such as specific workshops or other means providing the space for a discussion of the cross-linkages of data, datasets and indicators. These workshops can bring together the leads of the respective data collection clusters to discuss underlying positive and negative SDG interactions and multidimensional risks, followed by an analysis phase providing an opportunity for the horizontal SDG integration of the analysis. For an example of interactions, see here and here.

In addition, data collection should include an outreach element, such as broad consultations with various stakeholders, to ensure a diversity of data beyond national statistics can be garnered. Guidance, resources and examples of outreach approaches are contained in the Mainstreaming, Acceleration and Policy Support) Resource Compilation.

The CCA is supported by more detailed data collection and analysis than may be available. It will also use data and analysis from UN supervisory bodies and processes, such as the Universal Periodic Review, with regard to the rights aspects of the CCA in an SDG context, and the UN Commission on the Status of Women, with regard to gender equality and women’s empowerment.

Related national SDG processes

As part of their commitments under the 2030 Agenda and supported by the MAPS process and others, countries are integrating the SDGs into national development plans and preparing national SDG action plans with related monitoring and implementation mechanisms and processes.

Furthermore, countries are reporting to the annual High-level Political Forum on SDG implementation through voluntary national reviews. These often also prompt countries to develop national SDG indicator frameworks on the basis of the globally agreed SDG indicators framework (URL, when adopted).

The CCA should build on and use these processes, thus increasing country ownership and potential for alignment, and reducing reporting transaction costs. Data and definitions used for the CCA should be compatible with the national SDG indicator framework to the extent possible. More detailed guidance on this aspect and examples can be found in the MAPS.

The CCA will also use data and analysis made available by UN supervisory bodies and processes, such as the UPR, for the rights aspects of the CCA in an SDG context.

Disaggregation is key to ensuring that implementation meets the political vision and commitment of the SDGs—to leave no one behind. As stressed by the report of the Secretary-General's Independent Expert Advisory Group on the Data Revolution, A World That Counts, "no one should be invisible." Proper disaggregation of the SDG indicators firmly anchors the 2030 Agenda in a rights-based approach by addressing factors of inequality, discrimination and exclusion.

Disaggregation will also help reach the last mile by assisting in bringing the benefits of sustainable development to the poorest, and most marginalized and disenfranchised people. Leaving no one behind should focus on countering discrimination, exclusion and inequalities, using disaggregated data to assess who is left behind, and adopting new monitoring tools for equity/equality analysis, measurement and monitoring that capture progress in closing the gaps and reducing inequalities.

SDG follow-up and review processes at all levels should be rigorous and based on evidence, informed by country-led evaluations and data that are high in quality, accessible, timely, reliable, and disaggregated by income, sex, age, race, ethnicity, migration status, disability, geographic location and other characteristics relevant in national contexts.

A CCA aligned with this approach will ensure that throughout the UNDAF cycle, UN system support to a country meets the expectations, vision and principles of the 2030 Agenda. Where available—and warranted by the country situation—the CCA will include and build on post-conflict needs assessments or similar documents.
3.2.2. ASSESSMENT AND ANALYSIS

This section describes the main elements of CCA assessment and analytical processes on the basis of available data. The assessment aims to provide an impartial and evidence-based description of the country situation and an assessment of risks. The analysis aims to identify and understand the underlying causes of critical development challenges and risks.

A main aim of this process is to identify areas for policy coherence and respective measures needed in line with the integrated nature of the 2030 Agenda and the SDGs. Two perspectives for integrated thinking encompass vertical and horizontal.

The vertical dimension addresses the requirement that a CCA and UNDAF are, to the extent possible, aligned to and consistent with national priorities and sustainable development plans and strategies, and in particular, with national SDG action plans. National priorities should not be simply equated with government priorities. A sound process of planning and priority setting will have included all stakeholders as defined in the UNDAF Guidance. Where gaps exist in this regard, additional data and analysis should be produced by the UNCT.

Examples for useful tools and approaches in this context are:

- Matrix and spreadsheet approaches to compare national plans with the SDGs. The United Nations Institute for Training and Research (UNITAR) tabular tool is available in the Reference Guide to UN Country Teams for Mainstreaming the 2030 Agenda for Sustainable Development, page 36; further tools are listed on page 44ff. The United Nations Development Programme (UNDP) created a Rapid Integrated Assessment tool that provides guidance on conducting a gap analysis, including the identification of SDGs not addressed in national plans.

- Economic situation and poverty and other sustainable development challenges
- An SDG target network analysis or matrix analysis to identify links and synergies among targets in line with the integrated nature of the 2030 Agenda;
- A multidimensional poverty analysis with a focus on the most vulnerable and those at risk of being left behind;
- A causal, role – pattern and capacity gap analysis framed by the human rights-based approach and informing the theory of change;
- A stakeholder analysis;
- A gender analysis highlighting impacts on women, men, boys and girls as well as looking at all relevant sex-disaggregated data, and assessing the underlying and root causes of gender inequality across all SDGs, and the key societal, cultural, economic and political barriers to gender equality in the country;
- An analysis of cross-cutting issues and potential transformative drivers of change that can be linked to the UNDAF theory of change;
- An analysis of capacity and capacity development requirements;
- An analysis of the implementation environment in terms of political economy;
- An assessment of risk in all its dimensions (e.g., disaster, conflict, climate, institutional, financial, political, security, etc.) and the underlying drivers; and

- An analysis of regional and global issues affecting the country, including climate change.

It will hence normally result in:

- Strategic conclusions covering all areas of the 2030 Agenda that are based on root causes of poverty and other sustainable development challenges, and their effects on the population, particularly on those left behind or at risk of being left behind;
- The identification and mapping of capacity gaps among rights-holders to make claims and duty-bearers to meet their obligations;
- An overview of opportunities for (and obstacles to) free, active and meaningful participation in national economic, governance, and development processes and outcomes;
- A substantive contribution to the preparation of the national development framework, working to ensure that national priorities reflect the SDG Action Plans, or similar documents, and treaty obligations;
- A detailed analysis of gender inequality in the country, drawing on new and pre-existing data, and based also on an assessment of national adherence and compliance with internationally agreed norms, standards and commitments on gender equality and women’s empowerment;
- A contribution to developing capacity for crisis prevention and sustaining peace and—where applicable—to mitigation plans, post-conflict recovery and rehabilitation, and plans for the transition from relief to sustainable development;
- A substantive contribution to national and local disaster risk reduction strategies;
- An identification of critical risks that affect sustainable development in the country; and
- An identification and mapping of needs for strengthened national capacities for data analysis and utilization for priority-setting, including risk and vulnerability assessments, with geographic and beneficiary targeting based on disaggregated and accurate data with respect to indigenous peoples, ethnic groups and other minorities.

### 3.2.3. COMPARATIVE ADVANTAGE ANALYSIS

This section describes the process for the UNCT to identify its comparative advantage in supporting the country. The comparative advantage is an important element to determine UNDAF priorities, as it is in these areas that support will be most efficient and effective.

**FIGURE 1. STRATEGIC PRIORITY SETTING FOR UN COUNTRY TEAMS**

The timing and methodology of the comparative advantage analysis are flexible. Undertaking a SWOT (strengths, weaknesses, opportunities, threats) analysis may be useful. A SWOT analysis should at the minimum include the individuals leading the UNCT. It is advisable, however, to also include senior programme and coordination staff. Moreover, SWOT exercises including external stakeholders have in general yielded more valuable SWOT results.

Guidance on how to undertake a SWOT analysis can be found in the 2010 UNDAF Guidance, Part II, page 15ff. SWOT analyses can also be undertaken for each of the thematic areas of a country analysis, thus providing a more differentiated picture. This approach was applied in the CCA for Kazakhstan (URL). Other methodologies to establish the comparative advantage are included in Section 5 of this guidance piece.

### 3.2.4. MODALITIES FOR LOCALIZATION

This subsection describes how the mandatory CCA addresses the requirement for national ownership of the 2030 Agenda and the SDGs in an UNDAF context, and how it can interlink with the localization of the SDGs in the respective target indicator frameworks. The latter aspect has been set out in subsection 3.2.2. above. In addition, however, the structure and scope of the CCA will need to be responsive to local circumstances, risks and capacities.
In order to enhance the potential impact and uptake of the CCA at the national level, it should be developed in collaboration with government and other stakeholders to encourage buy in and the strengthening of national institutions.

It should, however, also address concerns related to conducting the CCA in complex contexts where government participation is either problematic or detrimental to the quality and impartiality of the analysis. In such circumstances, some partners may disagree about the quality of some aspects of country analysis, or about the measures needed to fill gaps. In all situations, the UN has the option to conduct a separate CCA. Depending on the context, it might not always be effective to insist on this, however. As much as possible the UN should be working to strengthen national capacities for analysis and priority setting. Unless they contravene UN principles and strategies, every effort should be made to work with the measures proposed by governments. UNCT reservations can be noted, and the team should monitor and evaluate the effectiveness of analytical contributions closely to inform discussion on policy and programmatic work for the next cycle.

Options for dissemination with a view to sustaining ownership and engagement are described in UNDG Joint UN Advocacy for the 2030 Agenda: Strategic Guidance for UNCTs, Zero Draft, December 2016. (hyper-link final version)
Preparation and implementation of the new generation of UNDAFs and CCAs is at an early stage. At this point, only a few experiences and lessons learned are available. In the preparation of earlier generation UNDAFs, country teams stressed the need for the overall UNDAF process—including the CCA—to be inclusive, light, adaptable and flexible, resulting in a strategic but high-quality UNDAF.

First insights into SDG-era UNDAFs can be gleaned from the 2016 UNDAF desk review undertaken by UNDOCO (URL here when available from DOCO). The review noted that CCAs that are not methodologically robust, in particular with regard to the human rights-based approach and root cause analysis, limit the opportunities for the UN to have a shared understanding of the situation in a given country.

Case studies on how to integrate the UN normative and operational framework can be found here. They underline the need to build an evidence base for development frameworks based on the application of normative principles. In Albania for example, following a decade of UNCT support to the country in bringing its legislation in line with international human rights standards, a Gender Brief provides evidence-based support for priority interventions that can advance gender equality and women’s rights.

Turkmenistan provides a good example of a CCA that built on observations and recommendations from UN human rights mechanisms and national human rights plans (URL from DOCO).

The CCA of Kazakhstan (URL from DOCO) is based on a desk review of over 100 studies, triangulated with input collected via an online survey and discussions with more than 120 internal and external stakeholders (rights-holders and duty-bearers). The report employs the five pillars defined in post-2015 consultations to provide a structure for the overview of development challenges.

Following a brief update on progress under the 2010-2015 UNDAF and a summary of lessons learned, the report concludes with recommendations on priority development challenges.

This section will be updated as more experience in preparing and implementing new UNDAFs accumulates.
This section provides key tools that may be useful in the CCA process; this is not an exhaustive list and will continue to be updated over time. Additional tools used in CCAs should be shared with United Nation Development Operations Coordination Office (DOCO).

### A. OVERARCHING SDG ANALYSIS

**MAPS Toolkit**


United Nations Development Programme (UNDP): [Rapid Integrated Assessment tool](http://maps.sogainge.un.org/benchmark)  

Swedish Environmental Institute:  
- Matrix assessment and ranking tool  
- Framework for understanding SDG interactions


United Nations Department of Economic and Social Affairs (UN-DESA):  
- Social network analysis tool (MAPS, page 52); based on A. Mrvar and V. Batagelj, 2015, *Pajek*, version 3 and 4:  
  *Programs for Analysis and Visualization of Very Large Networks—Reference Manual*  
- Organisation for Economic Co-operation and Development (OECD):  
  - Multiparameter SDG target tool  
  - Framework for Policy Coherence for Sustainable Development

Millennium Institute:  

Integrated Sustainable Development Goals planning model (iSDG)

### B. DATA AND EVIDENCE BASE

**Multidimensional Poverty Index**

**Population Situation Analysis**

**Root Cause Analysis, Human Rights-Based Approach**

**Gender Analysis**

**ILO KILM (Key Indicators of the Labour Market)**

**Poverty-Environment Initiative**

**UNDG Guidance Note on Human Rights for RCs and UNCTs**, particularly the checklists on pages 15-16 on understanding/analysing the human rights situation in the country

**Universal Human Rights Index**, which includes recommendations to different countries from the human rights mechanisms—Universal Periodic Review, treaty bodies and special procedures

**The Human Rights Up Front country analysis**, particularly pages 2 and 3

### C. RISKS

**Preventionweb**: "Understanding Disaster Risk," includes links to a range of datasets, data viewers and risk models (including for hazards, exposure and vulnerability)

**INFORM**, global, open-source risk assessment for humanitarian crises and disasters; can support decisions about prevention, preparedness and response; includes country profiles

United Nations Children’s Fund (UNICEF) guidance risk analysis ([URL needed here](http://www.unicef.org/riskanalysis))

**UNICEF**: *Technical Note on Conflict Sensitivity and Peacebuilding*
World Food Programme (WFP): [Integrated Context Analysis](#)

World Bank Climate Change Knowledge Portal

Centre for Research on the Epidemiology of Disasters (CRED): International Disaster Database

CCAFS-Climate Data Portal

OECD States of Fragility

**D. INSTITUTIONAL AND POLICY FRAMEWORKS**

UNDP Institutional and Context Analysis Guidance Note

**E. THEMATIC DATA SOURCES**

**Food Security and Nutrition**

- [Vulnerability Assessment Mapping](#)
- [Integrated Phase Classification](#)
- [Food Insecurity Experience Scale](#)
- [Joint Child Malnutrition Estimates](#)

**Health**

- [The Innov8 approach for reviewing national health programmes to leave no one behind](#)
- [Tools for developing, implementing and monitoring the National Multisectoral Action Plan (MAP) for NCD Prevention and Control](#)

- World Health Statistics 2016: Monitoring health for the SDGs

- Global Health Observatory

- Trends in maternal mortality

- [2014 non-communicable diseases profiles](#)

- [HIV/AIDS statistics](#)

- [Country profile environmental burden of disease](#)

- [100 Core Health indicators—global reference list](#)

- Universal health coverage data portal

**F. COMPARATIVE ADVANTAGE ANALYSIS**

Additional tools can be found at: Chartered Institute of Management Accountants, 2007, [Strategic Analysis Tools](#), Topic Gateway Series No. 34 (London).

**Tools focused on internal analysis:**

**PEST (or STEEP) analysis**

PEST stands for political factors, economic factors, social factors and technological factors, and in the PEST analysis, the impacts of the external macro-environment in each area are assessed vis-à-vis the organization. PEST analysis can be conducted as a preceding step to SWOT analysis, as the factors coming out of the analysis can be classified as opportunities or threats in the SWOT matrix. STEEP is a similar analytical framework, including ecological factors in addition to the four elements mentioned above.

**Tools focused on competitor analysis:**

**Porter’s five forces**

The competitive position analysis named Porter’s five forces was developed in 1979 by Michael Porter of the Harvard Business School. The tool assists in analysing where power is situated in different business scenarios, thus helping to understand an organization’s current competitive position as well as to reposition it for the future. The five forces include: (i) supplier power (power of suppliers to drive up prices; this can also be understood as the ability to purchase—internally or externally—inputs to its knowledge products); (ii) buyer power (power of buyers to drive prices down; this can also be understood as the ability of buyers to dictate the terms); (iii) competitive rivalry (number and capability of competitors in the market); (iv) threat of substitution (existence of close substitute products in the market); and (v) threat of new entry (how easy is it for new entrants to penetrate the market).

**The six forces model**

The model adds an additional element to the Porter’s five forces model, namely system liquidity, understood as the aggregate financial capability of all four players in the industry (firms, customers, suppliers and entrants).

**Porter’s four corners model**

The four corners model helps to analyse competitors, notably focusing on their future strategy. It considers two major issues with two subcomponents each: motivation—drivers (helps to determine whether the competitors are satisfied with their current position); motivation—management assumptions (analysing competitors’ assumptions can help to identify their blind spots); actions—strategy (determines how a competitor competes in the market); actions—capabilities (different assets that the competitors possess, such as skills, networks, patents and copyrights, etc.).
CHECKLIST FOR CCA PREPARATION

STEP I: DATA REVIEW
Guiding questions

• What data are available for the SDGs and are they disaggregated by vulnerable groups?
• Are data available for subnational and regional level analysis?
• How do datasets correspond to the global SDG target indicators and/or national SDG target indicators, including sources of data that have been established for real-time decision-making?
• Are datasets available that can support a forward-looking trends extrapolation with a 2030 horizon?
• What national obligations under international treaties and agreed international norms and standards has the country entered into?
• What data are available related to risks, including climate and disaster risks? What safeguards and related mechanisms are in place to prevent and manage risks?

STEP II: ASSESSMENT AND ANALYSIS
Guiding questions

• Who are the groups facing vulnerability, exclusion and marginalization, and what is their exact situation? Are non-nationals, such as refugees and migrants, included?
• What are the patterns of discrimination and inequalities, including horizontal inequalities between ethnic and other groups?
• What are the key contextual risks that need to be considered and managed to ensure sustainable development?
• What is the gender equality situation in the country, and what are its underlying drivers and barriers to accelerated progress? What are the structural and immediate causes of inequality?

• Are there early warning signs of potential problems?
• What are the underlying root causes of multidimensional poverty, inequalities, discrimination and conflict? What are the structural and immediate causes?
• How do various stakeholders have a voice in pursuing the objectives of the 2030 Agenda?
• Are there mechanisms to promote accountability that allow partners to know if goals have been achieved and demand action if progress is not being made?

• What is the commitment of the country towards global, regional and multilateral agreements (including trade) and bilateral arenas (particularly with neighbouring countries)?
• How is the country performing relative to national obligations under international treaties and agreed international norms and standards?

STEP III: COMPARATIVE ADVANTAGE ANALYSIS
Guiding questions depend on the tools applied for comparative advantage analysis.
The United Nations Development Group (UNDG) unites the 31 UN funds, programmes, specialized agencies, departments, and offices that play a role in development. Since 2008, the UNDG has been one of the three pillars of the UN System Chief Executives Board for Coordination, the highest-level coordination forum of the United Nations system.

At the regional level, six Regional UNDG Teams play a critical role in driving UNDG priorities by supporting UN Country Teams with strategic priority setting, analysis and advice.

At the country level, 131 UN Country Teams serving 165 countries and territories work together to increase the synergies and joint impact of the UN system.

The Development Operations Coordination Office (DOCO) is the secretariat of the UNDG, bringing together the UN development system to promote change and innovation to deliver together on sustainable development.