



# GLOBAL COUNCILS ON SDGS 3<sup>rd</sup> COHORT



Mid-Term Report 2025 - 2027







# Message from the President

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Since the inauguration of the Global Councils on SDGs in 2018, they have demonstrated how cooperation across borders can translate and transform ambition into action. As the third cohort (2025 – 2027) reaches its mid-term, the Councils reflect a clear intent to move from dialogue to delivery.

Convened through the SDGs in Action at the World Governments Summit and anchored within the Government Experience Exchange Office, the Councils unite ministers from 17 countries, UAE vice-chairpersons and global experts. This model enables the exchange of tested practices that advance the Sustainable Development Goals (SDGs) and the development of solutions grounded in real policy environments.

This mid-term report highlights a point of direction. It does not seek to document the full scope of Council activities but highlights selected progress and signals where focus must sharpen. The year ahead, towards the close of the third cohort, calls for meaningful alignment, strong outcomes and concentrated collaboration to ensure intent translates into measurable impact.

Globally, we are moving into the final years of the 2030 Agenda while looking ahead to the future of global development, including the XDGs 2045 initiative. In this context, the role of the Global Councils is to ensure that timely delivery informs the future.

The final phase of this cohort will define its credibility. The Councils have the experience, the access, and trust to do more than convene. The remainder of this cohort is where impact must be demonstrated and where delivery must align with real policy demands.

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## Her Excellency Ohood bint Khalfan Al Roumi

Minister of State for Government Development and the Future  
Vice-Chair of the World Governments Summit Organization  
President of the Global Councils on SDGs



# Message from the Vice President

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The Global Councils on SDGs are a practical platform for governments to work through shared challenges and advance progress where it matters most.

At this stage of the third cohort, attention is on how national SDG priorities are communicated and understood. Country experiences are being articulated with clarity and context, allowing them to inform others facing similar realities and to contribute meaningfully to the broader global development agenda.

Exchange remains central to the Councils' work. Governments are sharing practices that have already been tested, including what works and what does not. These exchanges support capacity building in a coordinated manner that helps adaptation in respective national contexts whilst strengthening the relevance of the work underway.

Development follows from exchange to enabling progress on the 2030 Agenda and continues informing thinking of future global development, including the XDGs 2045 initiative. The focus remains on maintaining momentum, sharpening application, and ensuring that the work of the Councils continues to add value to the global goals as this term moves forward.

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## **His Excellency Abdulla Nasser Lootah**

Deputy Minister of Cabinet Affairs for Knowledge Exchange and Competitiveness

Chairman of the UAE National Committee on SDGs

Vice-President of the Global Councils on SDGs



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## Executive summary

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The Global Councils on SDGs, established in 2018, exists to convert government experience into transferrable cases for global development. As implementation pressure increased and the 2030 timeline narrowed, the Councils deliberately evolved from agenda-setting to applied exchange grounded in real policy and delivery contexts. This report demonstrates that the structured knowledge exchange is generating tangible outcomes that advance SDG implementation while positioning the Councils as a credible reference point for post-2030 global development.

The third cohort marks formalized knowledge exchange as a core operating mechanism. With clear objectives around communication, exchange and development, the Councils are firmly embedded within the Government Experience Exchange Programme and supported by the Secretariat of the UAE National Committee on SDGs. This shift moved the Councils beyond discussion toward structured cooperation pathways, policy-relevant insights, and transferable practices in national implementation experiences.

At mid-term, progress is evident through the structured exchange of countries and organizational experiences across multiple SDGs. Documented cases, ranging from Zimbabwe's Village Business Units linking food security and climate resilience, to Brunei's digital health screening model reaching three times more participants, to Malta's renewable energy transition reaching 17.2 percent, demonstrate how applied exchange translates into scalable solutions. This has strengthened peer learning between governments and informed how existing practices are interpreted, adapted and applied across different national contexts. The exchange has supported ongoing SDG implementation while enabling forward-looking reflection through the XDGs 2045 initiative. The SDG Leadership Programme reinforced this approach with measured improvements in participants' ability to translate shared experiences and SDG commitments into operational decision-making.

This report captures those outcomes and establishes a clear direction forward. As a mid-term extract, it reflects selected progress and work in progress shared by Council members, rather than the full outcomes of the third cohort. It documents how structured exchange, applied learning, and leadership engagement can strengthen SDG implementation and inspire what can follow beyond 2030. The contributions submitted by the Councils have informed the synthesis presented in this report. The period to 2027 will consolidate these results into validated outputs, positioning the third cohort as a global reference point for how international cooperation can move from ambition to application.



# Highlights and Trajectory of the Global Councils on SDGs

Since the establishment of the Global Councils on SDGs at the World Governments Summit in 2018, the Councils have evolved in response to both global context and practical experience. Each of the three cohorts reflects a deliberate shift in emphasis by moving from mobilizing action, to integrating complexity, to structuring exchange for application.

## First cohort (2018 – 2020): Mobilizing Action

The first cohort was designed to build momentum around the implementation of the 2030 Agenda for Sustainable Development. Established as an initiative of the UAE government, the Councils convened senior leaders and experts across all 17 SDGs to surface implementation challenges, share emerging practices and catalyze partnerships.

The inaugural cohort focused on mobilization and agenda-setting. The Councils did not intend to function as delivery mechanisms or to produce uniform outputs. Their value lay in organizing, visibility, and highlighting urgency during the early years of the Decade of Action.

## Second cohort (2021 – 2023): Integrating Interconnected Goals

The second cohort built on the first cohort foundation while introducing a more structured approach to complexity. The nexus model became central to the second cohort encouraging Councils to address interlinked SDGs through integrated projects and policy inputs.

Continuity in leadership supported institutional memory, while the shift to impact-driven projects and white papers reflected growing maturity. This cohort expanded the Councils' analytical depth, recognizing that progress required coordinated approaches across the 5 P's of the SDGs, namely People, Planet, Prosperity, Peace and Partnerships.

## Third cohort (2025 – 2027): Structuring Exchange for Application

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\*See appendix for the list of Chairpersons since the inauguration of the Global Councils on SDGs.

# The Third Cohort of the Global Councils on SDGs: Mandate, Objectives, and Operating model

The third cohort of the Global Councils on SDGs is structured around a more defined scope and tighter operating logic than previous cohorts. The emphasis is on coherence across Councils and consistency in how work is taken forward.

## Mandate

The mandate of the third cohort is to serve as a structured mechanism for translating experience into reference points that can support government action. Council work is expected to move beyond discussion and result in clearly communicated insights, approaches or partnership pathways that can be taken forward by governments or institutions.

## Objectives

Objectives of the third cohort are focused and aligned across Councils.

1. Communication is about advocacy with substance. The Councils are expected to elevate country-specific SDG priorities and position them within the wider global development agenda, ensuring that national perspectives inform international dialogue.
2. Exchange is the core mechanism. The Councils foster cross-border knowledge exchange that builds capacity through practice. This exchange is designed to strengthen learning between governments, support adaptation and deepen understanding of what enables progress in different national contexts.
3. Development follows this process. By advancing the 2030 Agenda through applied learning, the Councils also contribute to shaping thinking on what comes next. This includes informing the post-2030 global development framework with the XDGs 2045 serving as a forward-looking reference point complimenting the SDGs.

## Operating model

The operating model of the third cohort reflects these objectives. Council work is structured, selective and purpose-driven. Leadership is shared between international chairs and UAE vice-chairs. Outputs are prioritized based on relevance and potential influence decision-making, partnership formation or policy direction. This model is designed to keep the Councils focused on what matters most as the term progresses with clarity on priorities, meaningful exchanges and contribution to development outcomes that extend beyond dialogue.

## What does this means in practice

In this cohort, the work of the Global Councils is expected to support informed decision-making and practical cooperation among governments. Country experiences are presented with sufficient clarity and context to allow Council members to identify shared priorities, points of alignment and opportunities for collaboration.

Exchange within the Councils focuses on lessons drawn from implementation, including the conditions that enabled progress and the constraints that shaped outcomes. This allows peers to assess relevance, feasibility and potential adaptation within their own national settings. Council discussion and outputs are intended to inform next steps. This may include (but not limited to) guiding policy consideration, supporting the formation of partnerships, strengthening institutional capacity, or clarifying where further work is required to accelerate the implementation of the global goals.

Through this process, learning contributes to both the ongoing SDG actions and the wider thinking on the future of global development, ensuring continuity between current priorities and what follows beyond 2030.



**APPLIED EXCHANGE IN PRACTICE:**

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# Council Progress and Shared Best Practices

# Council Achievements

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## GENDER EQUALITY

Achieve gender equality and empower all women and girls

# She Powers Africa

A practical model linking digital skills, mentorship and market access to advance women’s economic participation.



**Hon. Savannah Maziya**

Minister of Information, Communications and Technology, Kingdom of Eswatini

**Chairperson**

**H.E. Hanan Ahli**

Managing Director of Federal Competitiveness and Statistics Centre

**Vice Chairperson**

Since the launch of its third cohort, the Global Council on SDG 5 has advanced a practical and scalable model for women’s digital empowerment—integrating skills development, mentorship, leadership pathways, and access to markets. Known as She Powers Africa, this model was piloted through Eswatini–UAE cooperation, supporting young women aged 18 to 35 to strengthen their digital, financial, and entrepreneurial capabilities.

Under this initiative, over 1,000 young people have been reached, 300 girls mentored in STEM, 108 participants trained in space science, and more than 6,000 emaSwati—many women—equipped with digital and AI skills. Women’s participation and leadership have also been expanded in cybersecurity, peace and security, and regional leadership networks, positioning them not only as beneficiaries, but as leaders in emerging sectors.

These interventions demonstrate how targeted capacity building, anchored in strong partnerships, can deliver tangible and transferable outcomes. Looking ahead, the focus is on scaling innovation hubs, advancing frontier skills, strengthening women’s leadership pipelines, and investing in digital infrastructure—accelerating progress toward SDG 5 and a more equitable, peaceful, and prosperous future for Eswatini, the region, and the world.



## DECENT WORK AND ECONOMIC GROWTH

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

# Industrial Policy Exchange

A practical pathway linking productivity, industrial capability and sustainable economic transformation through applied knowledge exchange.



**H.E. Pierre Laporte**  
Minister for Finance, Economic Planning,  
Trade and Investment, Seychelles

**Chairperson**



**H.E. Omar Al Suwaidi**  
Director, The Executive Office,  
ADNOC

**Vice Chairperson**

Since the launch of the third cohort, the Global Council on SDG 8 has facilitated targeted knowledge exchange focused on industrial diversification, productivity enhancement, and sustainable economic transformation. Through structured engagement between the United Arab Emirates and Seychelles, the Council provided a platform for dialogue that enabled the sharing of policy experience and practical tools to support inclusive and resilient economic growth.

The exchange supported the alignment of Seychelles' Industrial Policy (2023–2028) with international best practices, with particular emphasis on export diversification, quality job creation, green and circular industry development, and the integration of sustainability and climate resilience into industrial planning. These discussions enabled the contextualization of national priorities within global development frameworks while maintaining a clear focus on implementable policy instruments that strengthen productivity and institutional capacity.

A key outcome of the SDG 8 workstream was the identification of the Industrial Technology Transformation Index (ITTI) as a practical mechanism to support productivity growth and industrial upgrading. Developed by the UAE Ministry of Industry and Advanced Technology, ITTI is a data-driven framework that assesses manufacturers across dimensions including technology adoption, operational efficiency, environmental performance, and Industry 4.0 readiness. Council discussions explored how the ITTI methodology and its associated certification and capacity-building components could be adapted to the Seychellois context, highlighting the role of standardized assessment frameworks in supporting evidence-based policymaking, targeted incentives, and sustainable economic growth.



## INDUSTRY, INNOVATION and INFRASTRUCTURE

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

# Innovation Ecosystem Exchange

A practical pathway connecting startups, talent and policy experience across borders.



**H.E. Sherzod Shermatov**  
Minister of Digital Technologies  
Republic of Uzbekistan

**Chairperson**



**Ahmad Ali Alwan**  
Chief Executive Officer  
Hub71

**Vice Chairperson**

Since the launch of the third cohort, the Global Council on SDG 9 has advanced a practical cooperation pathway between Uzbekistan and the UAE focused on innovation ecosystem development, startup growth, and talent mobility. Anchored in sustained engagement between IT Park Uzbekistan and Hub71 in the UAE, the Council's work moved beyond dialogue to enable early-stage collaboration between two national innovation platforms.

Following initial exchanges at the World Governments Summit in 2025, the Council facilitated continued interaction through bilateral meetings, ecosystem-level discussions and targeted engagement with startups and technology firms. These exchanges enabled both sides to identify shared priorities in startup scaling and innovation governance while exploring mechanisms for talent and ecosystem connectivity.

This work demonstrates how structured knowledge exchange between innovation ecosystems can support SDG 9 by strengthening institutional linkages, enabling startup mobility and technology-driven growth. The cooperation underway provides a reference point for other countries seeking to connect innovation systems through applied exchange rather than standalone initiatives.



# Country Specific Best Practices

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## ZERO HUNGER

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

# The Republic of Zimbabwe

**An integrated rural enterprise model linking food production, water security, nutrition and climate resilience at community level.**

Grated rural development model through the establishment of Village Business Units (VBUs) to address persistent challenges in food security, water access, nutrition, livelihoods and climate resilience in rural communities.

VBUs operate as community-based, value-chain enterprises that combine agricultural production, water and sanitation infrastructure and income-generating activities within a single local system. Each unit integrates solar-powered water supply, irrigated horticulture, aquaculture, poultry, livestock support, sanitation facilities and community governance mechanisms. The model is designed to serve clusters of households and places strong emphasis on the participation of women, who constitute a significant share of rural population.

At the time of writing (January 2026), over 1,500 VBUs have been established or are under implementation, contributing to improved dietary diversity, reduced malnutrition indicators, increased household incomes from horticulture and fish production, and improved access to clean water and sanitation. The use of solar technologies and efficient water systems strengthened resilience to climate variability, while community-led management supported sustainability and local ownership.

This experience demonstrates how an integrated, low-cost rural enterprise model can advance SDG 2 by addressing food systems and interconnect water security, livelihoods and climate resilience simultaneously. The VBU approach offers a practical reference for countries seeking scalable solutions for rural and climate-stressed environments.





## GOOD HEALTH and WELL-BEING

Ensure healthy lives and promote well-being for all at all ages.

# Brunei Darussalam

## A digitally enabled cervical cancer screening model that increases participation through HPV self-sampling.

Brunei Darussalam has strengthened cervical cancer prevention through the introduction of Human Papillomavirus (HPV) testing as primary screening method, combined with digital engagement and self-sampling to improve access, participation and early detection.

Cervical cancer remains among the leading cancers affecting women in Brunei. In response, the country transitioned from Pap smear-based screening to HPV testing in August 2024, supported by updated national clinical guidelines introduced in January 2025. This shift reflects a move toward higher-performance screening aligned with international evidence.

Since the introduction of HPV testing, screening participation has increased by almost threefold. Approximately 80 percent of HPV tests are now conducted through self-sampling, reducing barriers related to access, privacy and cultural sensitivities. The programme is supported by BruHealth, Brunei's national digital health platform, which enables automated invitations, appointment reminders, recall notifications and secure access to test results.

This approach demonstrates how combining HPV self-sampling with digital health tools and nurse-led service delivery can expand screening coverage without overburdening health systems. Brunei's experience provides a practical reference for other small or culturally conservative countries seeking to strengthen preventive care through digital empowerment while maintaining patient dignity and trust.





## QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

# Montenegro

## A system-wide education reform framework aligning quality, equity, governance and digital transformation.

Montenegro has advanced a comprehensive education reform framework through adoption of the Education Reform Strategy 2025-2030, providing a coherent national approach to improving quality, equity and resilience across the education system.

The reform establishes a child-centered model that prioritizes well-being, inclusion and the development of competencies required for active participation in society. It aligns curriculum reform, teacher development, governance improvement and infrastructure modernization within a single strategic framework, enabling consistent implementation across all levels of education.

Early implementation has focused on strengthening access to early childhood education, introducing a more flexible and competency-based curricula, professionalizing teaching and school leadership, and improving evidence-based decision-making. Digitalization has been embedded as a system enabler, supporting personalized learning, student progress monitoring and modern teaching methods, while investments in infrastructure have improved learning environments and energy efficiency across schools.

This integrated approach demonstrates how system-level reform can advance SDG 4 by addressing quality, equity, governance, and digital readiness simultaneously. Montenegro's experience provides a practical reference for countries seeking to modernize education systems through a unified policy framework rather than isolated interventions.





## CLEAN WATER and SANITATION

Ensure availability and sustainable management of water and sanitation for all.

# Kyrgyz Republic

## A national approach to expanding safe water supply and sanitation through integrated infrastructure and institutional strengthening.

The Kyrgyz Republic has advanced a comprehensive national approach to improving access to safe drinking water and sanitation, addressing long-standing disparities between urban and rural areas and strengthening the sustainability of water services.

The approach combines the expansion and rehabilitation of water supply systems with targeted sanitation investments for social institutions and residential areas. It integrates modern water treatment and disinfection technologies, metering systems to support efficient use, and strengthened laboratories and monitoring capacity to safeguard public health. Institutional development of municipal water enterprises forms a central component, ensuring that infrastructure improvements are matched by operational capacity.

To date, improved water supply systems have been established in hundreds of rural communities, serving more than 1.8 million people, with additional settlements currently under implementation. New and rehabilitated wastewater treatment facilities have reduced untreated discharge, including in environmentally sensitive areas such as the Issyk-Kul basin, while improved sanitation facilities in schools, kindergartens, and healthcare institutions have strengthened health and hygiene standards.

This experience demonstrates how a coordinated national model—linking infrastructure investment, technology adoption, and institutional capacity—can advance SDG 6 at scale. The Kyrgyz Republic’s approach provides a practical reference for countries seeking to expand water and sanitation access while protecting ecosystems and building resilient service delivery systems.





## AFFORDABLE AND CLEAN ENERGY

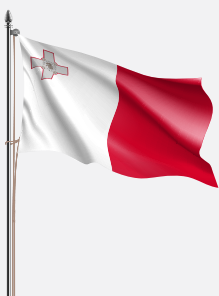
Ensure access to affordable, reliable, sustainable and modern energy for all.

# Republic of Malta

**An integrated national energy transition combining renewables, grid resilience, and interconnection.**

Malta is advancing progress on SDG 7 through an integrated national energy transition that combines renewable energy deployment, grid resilience, energy storage, and cross-border interconnection to strengthen energy security while accelerating the shift toward clean energy. Despite its geographic constraints as a small island state, Malta has significantly increased its renewable energy share, reaching 17.2 percent in 2024, one of the most notable year-on-year increases among European Union member states and nearly triple its share in 2014. This progress has been underpinned by targeted policy measures, infrastructure investment, and system wide planning that position clean energy as a foundation for long-term resilience and economic stability.

A central element of this transition is Malta's National Policy for the Deployment of Offshore Renewable Energy, adopted in October 2024, which establishes a strategic, technology neutral framework for offshore energy development within Malta's exclusive economic zone. The policy enables the development of large-scale renewable projects, including Malta's first floating offshore wind farm, expected to deliver between 280 and 320 megawatts of installed capacity and generate approximately 0.8 terawatt hours of electricity annually. These efforts are complemented by investments in grid infrastructure, including the Second Malta-Italy Electricity Interconnector and utility-scale battery energy storage systems, which enhance grid flexibility, support the integration of renewable energy, and reduce reliance on fossil fuels. Together, these measures contribute to a more resilient, reliable, and sustainable energy system capable of meeting future demand and climate challenges.





## REDUCED INEQUALITIES

Reduce inequality within and among countries.

# Kingdom of Bahrain

## How Bahrain's Digital Financial Ecosystem is Setting New Global Standards for Labor Wage Security

Addressing SDG 10 on Reduced Inequalities requires approaches that respond to social, economic, and access-related dimensions of inequality. The Kingdom of Bahrain has advanced an inclusive labor market as a core pillar of its national strategy, supported by long-standing efforts to promote worker protection, transparency, and financial inclusion. Bahrain's continued Tier 1 ranking in the U.S. Department of State's Trafficking in Persons (TIP) Report reflects sustained institutional commitment in this area.

Building on its established financial services sector and digital innovation capacity, Bahrain prioritized the protection of workers' wages through the use of fintech-enabled solutions. In May 2021, the Labour Market Regulatory Authority (LMRA) launched the Wage Protection System (WPS) to ensure that wages are paid in full and on time, while formally documenting the contractual relationship between employers and employees. The system was rolled out in phases according to workforce size to support smooth national implementation.

Central to the WPS is digital integration between commercial banks and the Central Bank of Bahrain, enabling real-time monitoring of salary transfers and automated verification against registered labor contracts. Partnerships with digital banks, telecom providers, and fintech platforms introduced digital wallets and low-cost payment services, improving access to financial services for expatriate workers. Subsequent enhancements included a 2024 mandate requiring immediate issuance of a registered IBAN or verified digital wallet for incoming migrant workers, followed by the launch of Enhanced WPS (WPS 2.0) in October 2025. By late 2025, more than 70,800 establishments had joined the system, achieving a wage compliance rate of 99.4 percent. Bahrain's experience provides a practical reference for digitally integrated labor governance models that strengthen wage security and reduce structural inequalities.





## SUSTAINABLE CITIES and COMMUNITIES

Make cities and human settlements inclusive, safe, resilient and sustainable.

# Republic of Colombia

**A digitally enabled local governance model strengthening connectivity, service access, and community participation in a heritage city.**

Colombia has advanced a place-based digital transformation model through the Smart City initiative implemented in the municipality of Santa Cruz de Mompox, strengthening connectivity, local governance, and access to public services while preserving the character of a historic urban environment.

The initiative focused on expanding digital connectivity and integrating data-driven tools to support informed decision-making at municipal level. Through the deployment of local connectivity infrastructure, digital platforms, and monitoring capabilities, the municipality improved access to digital services for residents and enabled stronger coordination across public safety, environmental management, and service delivery functions.

In parallel, targeted capacity-building efforts increased technological appropriation within the community, particularly among young people and local actors. This supported greater civic participation, improved digital skills, and enhanced the ability of local businesses, especially in the tourism sector, to engage with wider markets and digital platforms.

This experience demonstrates how tailored digital transformation at municipal level can advance SDG 11 by strengthening urban resilience, improving access to services, and enabling inclusive participation without imposing one-size-fits-all smart city models. The Mompox approach provides a practical reference for other small and heritage cities seeking to integrate digital tools into sustainable urban development.





## RESPONSIBLE CONSUMPTION and PRODUCTION

Ensure sustainable consumption and production patterns

# Federal Democratic Republic of Ethiopia

**A national policy framework integrating food systems transformation, circular economy, and green industrialization.**

Ethiopia has advanced a coherent national framework for responsible consumption and production by embedding SDG 12 across its core development strategies, linking food systems transformation, circular economy principles, and green industrialization within a unified policy direction.

Sustainable production has been prioritized through the Ethiopian Food Systems Transformation agenda, which aligns agricultural productivity, nutrition, and resource efficiency within national economic planning. This has been complemented by the development of a National Circular Economy Roadmap, targeting priority sectors such as construction, manufacturing, agriculture, and waste management, and reinforcing resource efficiency across value chains.

Implementation to date (January 2026) has focused on translating policy into practice through waste-to-energy infrastructure, recycling and industrial symbiosis, and green industrial clusters. Initiatives such as municipal waste conversion, recycling of plastics and electronic waste, and the use of agricultural by-products for energy generation have reduced landfill dependence and improved resource productivity. Environmentally responsible industrial parks further demonstrate how sustainable production standards can be applied at scale.

This integrated approach illustrates how SDG 12 can be advanced through alignment of national policy frameworks rather than isolated interventions. Ethiopia's experience provides a practical reference for countries seeking to embed responsible consumption and production across food systems, industry, and environmental governance as part of long-term economic resilience.





## CLIMATE ACTION

Take urgent action to combat climate change and its impacts.

# Republic of Maldives

## A nationally coordinated, impact-based multi-hazard early warning system reaching all islands.

Maldives has strengthened national climate resilience through the establishment of an impact-based, people-centered Multi-Hazard Early Warning System (MHEWS) under the Toward Risk-Aware and Climate-Resilient Communities (TRACT) initiative.

As one of the world's lowest-lying countries, the Maldives faces escalating climate risks from storm surges, coastal flooding, extreme rainfall, heatwaves, and sea-level rise. With over 75% of land located less than one meter above mean sea level, the country required a shift from hazard detection alone to systems that translate climate information into timely, actionable guidance for communities.

TRACT addresses this challenge by operationalizing an end-to-end early warning system aligned with the national EW4ALL Implementation Roadmap. The approach integrates risk knowledge, forecasting, communication, and preparedness into a single national framework that connects scientific institutions, local authorities, and island communities.

Implementation has focused on strengthening disaster-risk knowledge through multi-hazard risk assessments and climate projections; modernizing detection and forecasting through upgraded meteorological and hydrological networks and impact-based forecasts; improving dissemination through multi-channel warning systems reaching remote atolls; and reinforcing preparedness through drills, anticipatory action protocols, and inclusive response planning.

Together, these measures have improved the Maldives' capacity to anticipate climate-related hazards, coordinate institutional responses, and ensure communities receive warnings they can understand and act upon. Climate and hazard information is increasingly embedded in national planning, coastal protection strategies, and public investment decisions, supporting alignment with SDG 13 and the Sendai Framework for Disaster Risk Reduction.

The Maldives' experience demonstrates how small island states can operationalize people-centered early warning systems at national scale, offering a transferable model for climate-vulnerable countries seeking to move from reactive response to anticipatory climate risk management.





## PEACE, JUSTICE AND STRONG INSTITUTIONS

Reduce inequality within and among countries.

# Rwanda

## Advancing Peace, Justice, and Strong Institutions through Nationally Led Governance Models

Rwanda has advanced a distinctive national approach to peacebuilding, justice reform, and institution-building, aligning closely with the objectives of SDG 16. Emerging from the 1994 Genocide against the Tutsi, the country has pursued deliberate strategies focused on stability, accountability, and citizen-centered governance, positioning institutional trust and social cohesion as foundations for long-term development.

Post-conflict peacebuilding has been supported through community-based mechanisms, including Umuganda (community service) and national unity programmes, which have strengthened collective responsibility and social cohesion. Rwanda has also implemented innovative justice and reconciliation processes. The Gacaca courts enabled the resolution of a large volume of genocide-related cases through community-based adjudication, while ongoing reforms have modernized the justice sector through digital court systems, expanded legal aid, and community mediation mechanisms (Abunzi), improving access and efficiency.

Governance in Rwanda is characterized by performance-based accountability. Through Imihigo (performance contracts), public officials are assessed against measurable targets, reinforcing transparency and results-oriented service delivery. The Rwanda Governance Board supports this framework by monitoring institutional performance, coordinating citizen feedback mechanisms, and advancing decentralization through tools such as the Rwanda Governance Scorecard.

Citizen participation is embedded across governance processes through local councils and community assemblies. Internationally, Rwanda contributes actively to regional and global peacekeeping missions, including through bilateral engagements in Mozambique and the Central African Republic. Together, these approaches provide a practical reference for countries seeking to strengthen inclusive, accountable, and resilient institutions in line with SDG 16.





# Organization Specific Best Practices

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## NO POVERTY

End poverty in all its forms everywhere.



مبادرات محمد بن راشد آل مكتوم العالمية  
Mohammed Bin Rashid  
Al Maktoum Global Initiatives

### **A dual-track food security model combining large-scale humanitarian delivery with pathways to self-reliance.**

MBRGI has advanced a large-scale food security model that addresses immediate hunger while supporting longer-term resilience in vulnerable communities.

The approach combines direct food assistance with targeted livelihood interventions. Emergency support provides meals, food parcels, and smart-voucher assistance to populations affected by conflict, displacement, and economic instability across multiple regions. In parallel, sustainable projects support food production, income generation, and local employment, enabling communities to reduce dependency on aid over time.

At the time of writing (January 2026), more than one billion meals have been delivered across dozens of countries, while complementary livelihood initiatives have supported over one million beneficiaries through agriculture, training, and job creation. The establishment of a dedicated endowment has strengthened the long-term sustainability of this model, ensuring continuity of food assistance alongside investment in self-reliance.

This experience demonstrates how humanitarian response and development objectives can be integrated within a single operating model. By linking immediate food relief with locally grounded livelihood solutions, the initiative provides a practical reference for organizations seeking to address food insecurity at scale while supporting durable outcomes.



## GOOD HEALTH and WELL-BEING

Ensure healthy lives and promote well-being for all at all ages.



دبي الصحة  
DUBAI HEALTH

### A unified electronic health record ecosystem improving care quality, safety, and efficiency at scale

Dubai Health has established a unified electronic health record ecosystem that enables seamless information sharing across public healthcare providers, strengthening care coordination, patient safety, and system efficiency.

The transformation began with the implementation of a single electronic medical record platform, Salama, across Dubai Health's public healthcare facilities, thereby integrating patient records into a single system. This has enabled clinicians to access comprehensive patient histories at the point of care, reducing test duplication, improving clinical decision-making, and supporting more coordinated treatment pathways.

This model was extended at the emirate level through the Dubai Health Authority's Health Information Exchange platform, called Nabidh, which connects public and private providers and enables the secure exchange of health information across the healthcare sector. To date, the platform has consolidated nearly 11 million patient records, creating an interoperable environment that supports continuity of care for Dubai's population. Operational experience indicates improved visibility into patient histories and reduced unnecessary repetition of laboratory tests and diagnostic imaging, resulting in more efficient use of resources.

Beyond individual care, unified records have strengthened public health surveillance and system resilience, enabling real-time monitoring during health emergencies and supporting data-informed oversight. This experience demonstrates that, when implemented at scale, interoperability can advance SDG 3 by improving quality, safety, and efficiency and providing a foundation for stronger population health management.



## QUALITY EDUCATION

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.



### **A system-wide accountability model linking international assessments, quality assurance, and stakeholder alignment to sustain learning improvement.**

KHDA has established a system-wide model that uses international assessments, external benchmarking, quality assurance, and stakeholder alignment to drive continuous improvement in learning outcomes across Dubai's private school sector.

At the core of this approach is the integration of internationally recognized assessments into regulatory oversight. All private schools participate in approved international assessments, creating a common reference point for performance expectations across diverse curricula. These results are embedded within school inspections, where they are assessed alongside classroom practice, quality of curriculum implementation, and student wellbeing, ensuring that international standards are interpreted in context and used to support improvement.

This alignment has created a consistent feedback loop linking policy, school leadership, teaching practice, and parental transparency. Schools, in partnership with KHDA, set measurable targets aligned with international assessments, inspectors evaluate the conditions required to achieve them, and progress is communicated openly to the community. The strong correlation between inspection outcomes and international assessment performance demonstrates the effectiveness of this integrated model in driving system-level gains.

Dubai's sustained improvement in international assessments reflects how regulatory coherence, evidence-based evaluation, and shared accountability can advance SDG 4 at scale. The KHDA model provides a practical reference for nations seeking to improve education quality through alignment rather than fragmentation.



## GENDER EQUALITY

Achieve gender equality and empower all women and girls.



المركز الاتحادي  
للتنافسية والإحصاء  
FEDERAL COMPETITIVENESS  
AND STATISTICS CENTRE

### Strengthening Gender Data for SDG 5 Monitoring

The Federal Competitiveness and Statistics Centre (FCSC) has played a central role in strengthening the institutional and data foundations for advancing SDG 5, leveraging the UAE's leadership in data governance, competitiveness, and digital transformation. Through the development of gender-responsive statistical systems and policy-relevant indicators, FCSC has enhanced the availability, quality, and comparability of gender-disaggregated data, strengthening the measurement of women's participation in the digital economy, entrepreneurship, leadership, and labor markets. The Centre has also supported the integration of gender indicators into national data platforms and government performance dashboards, enabling evidence-based policymaking, impact assessment, and strategic planning.

In parallel, flagship initiatives such as She Powers Africa have translated data-driven insights into practical empowerment models by combining digital skills development, mentorship, market access, and leadership pathways. These initiatives have expanded opportunities for women entrepreneurs, fostered cross-regional learning, and supported inclusive digital ecosystems, particularly in underserved communities. By addressing gender data gaps, strengthening statistical methodologies, and promoting cross-sector collaboration, FCSC has contributed to more resilient and scalable empowerment frameworks that enable countries to design targeted interventions, monitor progress effectively, and align national policies with global SDG 5 commitments. This integrated approach demonstrates how robust data systems, institutional capacity, and strategic partnerships can drive sustainable and measurable progress in women's economic and social participation.



## CLEAN WATER AND SANITATION

Ensure availability and sustainable management of water and sanitation for all.

هيئة كهرباء ومياه دبي  
Dubai Electricity & Water Authority



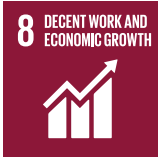
### A digitally managed water system that minimizes losses and improves efficiency across the full water cycle.

DEWA have established an integrated, digitally managed approach to water production, transmission, and distribution that has significantly reduced water losses while improving system reliability and efficiency.

Central to this approach is the use of advanced monitoring, automation, and analytics across the water network. Through real-time control systems, smart distribution management, pressure regulation, and leak-detection technologies, DEWA has achieved one of the lowest water network loss rates globally. In 2024, losses were reduced to 4.5 percent, reflecting sustained gains in operational efficiency and resource stewardship.

This system-level capability is reinforced by customer-facing digital services that support early detection of abnormal consumption and internal leaks. Automated alerts and data-driven insights enable timely corrective action, reducing wasted water and the energy required for desalination and pumping. Complementary behavioral and analytics-based programmes have further supported efficiency gains among residential customers.

DEWA's experience demonstrates how end-to-end digital management of the water cycle can advance SDG 6 by reducing losses, improving efficiency, and strengthening water security in water-scarce urban environments. The model provides a practical reference for utilities seeking to combine infrastructure performance, digital innovation, and responsible consumption within a single operating framework.



## DECENT WORK AND ECONOMIC GROWTH

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.



### **An industrial capability and productivity framework combining enterprise diagnostics, skills development and policy insight to support sustainable economic growth.**

Advancing SDG 8 requires practical mechanisms that enable governments and industries to translate industrial policy objectives into measurable productivity gains, workforce readiness, and sustainable economic outcomes. The Industrial Technology Transformation Index (ITTI) is a structured industrial capability framework designed to assess, benchmark, and strengthen manufacturing performance through integrated diagnostics and capacity building.

ITTI evaluates enterprises across key dimensions including technology adoption, Industry 4.0 readiness, operational efficiency, environmental performance, and workforce capability. By combining enterprise-level assessment with aggregated policy insight, the framework supports both firm-level transformation and evidence-based industrial decision-making aligned with national economic priorities.

A core component of ITTI is its emphasis on skills development and institutional capacity building. This includes assessor training and certification, workshops for manufacturers on digital transformation and sustainability practices, and structured methodologies for data collection and analysis. These elements enable local institutions and enterprises to apply the framework independently, strengthen ownership of industrial transformation processes, and ensure consistency in assessment and interpretation.

Designed as a modular and adaptable tool, ITTI can be tailored to different national contexts, industrial structures, and development priorities. Its focus on building local assessment capability and linking productivity improvements to skills development and sustainability outcomes makes it particularly relevant for emerging economies seeking to enhance competitiveness, quality employment, and long-term economic resilience.

This practice demonstrates how structured industrial diagnostics, when paired with workforce development and institutional strengthening, can support SDG 8 by aligning productivity, decent work, and sustainable economic growth. The framework provides a practical reference point for countries seeking to operationalize inclusive and future-ready industrial transformation.



## REDUCED INEQUALITIES

Reduce inequality within and among countries.

هيئة تنمية المجتمع  
Community Development Authority



### **A protection-centered crisis management framework that embeds safeguards for vulnerable groups as a core response function.**

Dubai Community Authority has advanced a protection-centered framework that positions safeguarding vulnerable groups as a core pillar of crisis management, alongside food, shelter, and medical response.

The framework responds to evidence showing that crises disproportionately expose children, people of determination, seniors, women at risk, and unaccompanied minors to harm, exploitation, and neglect when protection mechanisms are treated as secondary considerations. Drawing on international data and crisis experience, the approach reframes protection as a life-preserving function rather than a supplementary service.

At the center of the model is the integration of protection protocols into crisis preparedness and response systems. These include systematic identification of vulnerable individuals, clear referral pathways, accessible services, and coordination between emergency responders and social-sector institutions. The framework is supported by structured pillars addressing data use, governance, accessibility, cultural sensitivity, workforce readiness, and psychosocial support.

This experience demonstrates how embedding protection within crisis operations can advance SDG 10 by reducing inequality of outcomes during emergencies. By institutionalizing inclusion and safeguarding within response systems, the model provides a practical reference for organizations seeking to strengthen equity, dignity, and resilience in crisis management contexts.



## SUSTAINABLE CITIES AND COMMUNITIES

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



### A Future-Ready Urban Model for Sustainable Cities and Communities

Dubai envisions becoming a global benchmark for sustainability and the world's best city for living.

In pursuit of this ambition, Dubai Municipality has made significant and measurable progress in advancing the Sustainable Development Goals (SDGs) particularly SDG 11: Sustainable Cities and Communities—through an integrated approach that combines strategic planning, regulatory reform, sustainable practices, and targeted investment. These efforts are fully aligned with the New Urban Agenda (NUA) and reflect Dubai's commitment to shaping inclusive, resilient, and future-ready cities. Faced with complex urban challenges, including rapid population growth, housing affordability, land scarcity, climate change impacts, and cultural diversity, Dubai Municipality has successfully translated global commitments into actionable local solutions. Its achievements extend from shaping high-level strategies and policy frameworks to delivering pilot projects and citywide initiatives that generate tangible results.

Guided by the Dubai 2040 Structure Plan, the Municipality promotes compact urban growth, inclusive housing, and sustainable mobility. The Plan advances Transit-Oriented Development, mandates affordable housing in proximity to metro stations, incentivizes developers through flexible regulatory mechanisms, and supports housing supply through optimized land use. These measures have contributed to measurable outcomes, including increased green space per capita, expanded public and soft mobility coverage, and enhanced protection of natural areas.

Complementing this strategic framework, initiatives such as Dubai's 20-Minute City policy, the Al Sa'fat green building and community rating system, the Greener Dubai strategy, and the Agile City framework enhance equitable access to services while reducing environmental impacts, addressing climate risks, and lowering living costs.

Through strong international collaboration, including partnerships with UN-Habitat and the hosting of global platforms such as COP28 and the World Government Summit, Dubai reinforces SDG 17 on Partnerships, positioning itself as a global leader in the implementation of the SDGs and the New Urban Agenda.



## CLIMATE ACTION

Take urgent action to combat climate change and its impacts.



صندوق محمد بن زايد  
للمحافظة على  
الكائنات الحية

**The Mohamed bin Zayed**  
SPECIES CONSERVATION FUND

## Climate-Resilient Biodiversity Conservation and Innovation

The Mohamed bin Zayed Species Conservation Fund sets the standard for best practices in conservation through its commitment to innovative and sustainable strategies that align with Sustainable Development Goal 13: Climate Action.

The Fund's holistic approach integrates climate resilience into species conservation efforts, recognizing the direct connection between biodiversity and climate change. For instance, research shows that healthy ecosystems can mitigate climate impacts, with forests alone absorbing nearly 2.6 billion metric tons of carbon dioxide annually. By actively involving local communities in conservation projects, the Fund also promotes sustainable practices that empower individuals and strengthen environmental stewardship.

The Fund supports projects that utilize cutting-edge technology and research techniques to monitor species and habitats, ensuring effective implementation and adaptability to changing climate conditions. A notable example includes collaborations using drone technology to track endangered species. Good examples include the rediscovery of *Hibiscadelphus woodii* in Hawaii and the use of AI to distinguish wild camels (*Camelus ferus*) from domestic Bactrian camels through drone imagery in Mongolia. These initiatives illustrate how the Fund enhances its ability to respond to environmental threats through technological innovation.

By partnering with international organizations and conservation allies, the Fund shares knowledge and resources, amplifying its impact on global biodiversity and climate initiatives.

These practices not only preserve endangered species but also contribute to a more sustainable future for the planet, demonstrating that conservation and climate action go hand in hand.



## LIFE BELOW WATER

Conserve and sustainably use the oceans, seas and marine resources for sustainable development.



هيئة البيئة - أبوظبي  
Environment Agency - ABU DHABI

### **An ecosystem-based marine management model restoring fish stocks and coastal ecosystems through science-led governance.**

Environment Agency – Abu Dhabi has implemented an ecosystem-based marine management model that has restored fisheries sustainability while strengthening coastal ecosystem health and cultural stewardship.

The approach combines long-term scientific monitoring, targeted regulatory reform, and stakeholder co-management to reverse decades of fisheries decline in one of the world's most environmentally stressed marine environments. Measures include fishing-effort reduction, seasonal closures, gear restrictions, spatial protections through marine protected areas, and the integration of traditional artisanal practices within formal governance frameworks.

Evidence from continuous fisheries-dependent and independent monitoring shows substantial recovery across key commercial species. The majority of fish landings now originate from sustainably exploited stocks, with sustainability indicators outperforming regional and global benchmarks under SDG indicator 14.4.1. Independent surveys have also recorded increased biomass and the reappearance of rare species, indicating broader ecosystem recovery.

This fisheries reform is reinforced by large-scale restoration of blue carbon ecosystems, particularly mangroves, using science-based site selection, community participation, and nature-based solutions. Restoration efforts have strengthened biodiversity, supported fish nursery habitats, and enhanced coastal resilience, while embedding long-term stewardship within local communities.

Together, these efforts demonstrate how integrated marine governance, linking science, policy, culture, and ecosystem restoration, can advance SDG 14 by restoring ocean health while supporting food security, livelihoods, and climate resilience. The Abu Dhabi model provides a practical reference for coastal nations seeking sustainable pathways for fisheries and marine ecosystems under challenging environmental conditions.



## LIFE ON LAND

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



## UNITED ARAB EMIRATES MINISTRY OF CLIMATE CHANGE & ENVIRONMENT

### **A nationally aligned biodiversity framework translating global targets into measurable, cross-sector action.**

Ministry of Climate Change and Environment has established a nationally aligned biodiversity framework through the UAE National Biodiversity Strategy 2031, translating global biodiversity commitments into a coherent, measurable policy approach.

The strategy aligns national priorities directly with the Kunming–Montreal Global Biodiversity Framework, mapping all global targets to time-bound national actions. This has strengthened policy coherence across biodiversity conservation, land management, climate action, water security, and food systems, addressing long-standing fragmentation in environmental planning.

Implementation to date has focused on integrating ecosystem restoration, species conservation, protected area management, and nature-based solutions within national development planning. Robust indicators, monitoring systems, and data platforms support consistent tracking of biodiversity outcomes and strengthen reporting under SDG 15 and international biodiversity frameworks.

This experience demonstrates how early alignment with global biodiversity frameworks can accelerate progress on SDG 15 by embedding nature into national decision-making rather than treating conservation as a standalone sector. The UAE's approach provides a practical reference for countries seeking to modernize biodiversity strategies while balancing environmental protection with development pressures.



## PEACE, JUSTICE AND STRONG INSTITUTIONS

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.



### UNITED ARAB EMIRATES MINISTRY OF INTERIOR

## Global Security Cooperation as a Catalyst for Peace, Justice, and Strong Institutions

The Ministry of Interior has developed a comprehensive global security and institutional-strengthening framework that positions law enforcement as a fundamental pillar of the sustainable development agenda. This model addresses the reality that modern, transnational threats—from environmental exploitation to online child harm—cannot be solved by traditional policing alone; they require a unified, proactive approach. By integrating digital governance, specialized capacity building, and deep-rooted international partnerships, the Ministry has reframed law enforcement’s role from a reactive security force into a proactive partner in global law enforcement.

At the heart of this model is the fusion of innovation and multilateral cooperation through flagship initiatives like the International Initiative of Law Enforcement for Climate (I2LEC) and AI for Safer Children (AI4SC). These programs move beyond borders, offering digital training and investigative tools to officers worldwide to protect ecosystems and the most vulnerable members of society. This collaborative spirit is further embodied by the International Security Alliance (ISA) and the Ministry’s strategic cooperation with countries like Rwanda through the Global Council for SDGs, where shared expertise and modern technology are used to scale national capabilities and ensure long-term institutional resilience.

The impact of this approach is felt globally, as joint operations and knowledge-sharing initiatives dismantle criminal networks and secure illicit assets. By leading hundreds of activities annually and maintaining robust partnerships with entities like UNODC, UNPOL, and INTERPOL, the UAE has successfully fostered a culture of international cooperation. These efforts have not only resulted in apprehension of those responsible for cross-border crimes but have also directly resulted in the rescue and protection of thousands of victims worldwide, seizure of billions of dollars of illicit goods and criminal proceeds.

Together, these initiatives demonstrate how a future-focused security model—one that links technology with human-centric policy—can advance SDG 16 and SDG 17. This model prepares the global community for a future where safety is defined by collaborative governance and a collective commitment to the rule of law.



## PARTNERSHIPS FOR THE GOALS

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.



### **An integrated partnership and financing model that mobilizes finance, technology, and institutional collaboration to support sustainable development outcomes across sectors and regions.**

In practice, ADFD's model operates through structured, multi-stakeholder partnerships that combine concessional financing with co-financing, capacity building, and technology transfer. By working alongside governments, international financial institutions, multilateral organizations, and the private sector, ADFD supports development interventions that are aligned with national priorities while leveraging global expertise and resources.

This approach is reflected across a range of initiatives. In the energy sector, ADFD has supported large-scale renewable projects through partnerships that mobilize capital and technical capacity, including utility-scale solar projects that contribute to energy diversification and emissions reduction. Through dedicated financing platforms developed in collaboration with international partners, ADFD has also supported renewable energy deployment in developing countries, mobilizing significant investment and expanding access to sustainable energy solutions. In parallel, targeted initiatives have supported small island developing states and water-related infrastructure, combining financing with technical assistance to address context-specific development challenges.

Collectively, these examples demonstrate how inclusive partnerships can reduce fragmentation, align incentives among stakeholders, and accelerate implementation by linking financing with institutional and technical support. By embedding partnership structures into project design and delivery, this model strengthens the effectiveness and sustainability of development interventions in line with SDG 17.

ADFD's partnership-based cooperation model provides a practical reference point for development actors seeking to operationalize SDG 17 through integrated, results-oriented collaboration that can be adapted across sectors and regions.



# XDGs 2045: Leadership perspectives from Chairs and Vice-Chairs



By 2045, the global agenda must prioritize sustainable, long-term humanitarian models that move beyond temporary relief toward lasting impact. We must transform our thinking from short-term aid to endowment-based systems—like the 1 Billion Meals Endowment, the Father’s and Mother’s Endowments, and the MBR Endowment District—that invest today to generate continuous support for tomorrow’s generations. The world we aim to build is one where humanitarian work is financially resilient, scalable, and capable of sustaining communities with dignity for decades to come.<sup>1</sup>



## Dr. Fuzan Alkhalidi

Director of Programs and Initiatives Department  
Mohammed Bin Rashid Al Maktoum  
Global Initiatives



VBUs illustrates the future of resilient rural communities based on climate-smart, digitally monitored, and powered by clean energy. They strengthen local governance, diversify incomes, and build strong rural economies. Looking toward 2045, global development must focus on robust food systems, universal water security, and climate-adaptive technologies supported by anticipatory, data-driven governance. Zimbabwe’s experience shows that climate-proofed agriculture, solar-powered WASH systems, and community enterprises can transform rural areas into hubs of economic growth, with increased environmental stewardship, and inclusive development.



## H.E. Dr. Anxious Masuka

Minister of Lands, Agriculture, Fisheries,  
Water and Rural Development  
Republic of Zimbabwe



By 2045, the global agenda must prioritize health resilience, climate action, and inclusive digital transformation that uplifts communities. Brunei’s experience – from AI-powered diabetic retinopathy screening and BruHealth integration to climate-aligned policies – underscores the importance of access to early screening, digital health tools and timely treatment reflecting that good health, stable food systems, and environmental stewardship are the foundation of national security and prosperity. The future we envision by 2045 is one where health, environment, and technology are shared responsibilities whereby appropriate investment is made in education, data governance and human capital development to ensure equity, sustainability, and that human wellbeing is at the center of all decisions.



**Hon. Dato Seri Setia Dr. Haji Mohammad Isham bin Haji Jaafar**  
Minister of Health  
Brunei



Advancing SDG 3 requires foresight driven leadership and collective action, not isolated innovation. Through sustained knowledge exchange, digital health transformation, and cross border collaboration, the Council has demonstrated how integrated, future ready health systems can strengthen equity, resilience, and long term impact. As we look toward XDGs 2045, our responsibility is to move decisively from reactive governance to proactive, data led, and ethically grounded approaches—placing people, trust, and sustainability at the center of global health transformation.



**H.E. Dr. Amer Sharif**  
Chief Executive Officer of Dubai Health and President of Mohammed Bin Rashid University for Medicine and Health Sciences  
Dubai Health



By 2045, we envision a world that is inclusive, resilient, and sustainable, where education serves as a cornerstone for cultivating responsible and visionary citizens who are empowered to contribute meaningfully to their communities and to the planet. The global agenda must place continuous investment in education, innovation, and lifelong learning at its forefront, while advancing sustainable development, social equity, and decisive climate action. Achieving this requires a fundamental shift in the way we think, lead, and collaborate – embracing participatory, evidence-based, and interdisciplinary approaches that actively involve communities and foster shared responsibility. Our ultimate goal should be to build societies that are cohesive, environmentally conscious, and capable of addressing global challenges collectively, ensuring long-term prosperity, opportunity, and well-being for present and future generations.



**H.E. Prof. Dr Anđela Jakšić-Stojanović**  
Minister of Education, Science and Innovation  
Montenegro



Future-ready learning systems are essential to an inclusive, innovative, and globally competitive 2045. The XDGs 2045 vision calls on education leaders to reimagine learning systems that strengthen human capital, enable innovation, and sustain economic growth, responding to rapid technological change, demographic shifts, environmental pressures, and evolving labour-market needs. Driven by E33, our education system is positioned as a core driver of productivity, opportunity, and global competitiveness



**H.E. Aisha Miran**

Director General

**Knowledge and Human Development Authority**



Human-centered digital transformation, equitable access to frontier technologies (AI, space, quantum, biotechnology), and climate-resilient livelihoods — with deliberate focus on ensuring women and youth of the Global South co-create and govern these transitions.



**Hon. Savannah Maziya**

Minister of Information,  
Communications and Technology  
**Kingdom of Eswatini**



Advancing gender equality will depend on our ability to translate commitment into measurable outcomes through strong data systems, institutional capacity, and inclusive partnerships. At FCSC, we have seen how gender-responsive statistics, integrated data platforms, and evidence-based policymaking can transform women's participation in the digital economy, entrepreneurship, and leadership. Through initiatives such as She Powers Africa, we are linking data with action—ensuring that skills development, market access, and mentorship are guided by insight and accountability. The future of global development must be grounded in reliable data, coordinated governance, and shared responsibility, enabling every woman and girl to participate fully in shaping resilient and sustainable societies.



**H.E. Hanan Mansour Ahli**

Managing Director

**Federal Competitiveness and Statistics Centre**



By 2045, global priorities should focus on sustainable infrastructure, universal access to clean water, and resilient ecosystems. We must shift our mindset toward long-term resource management, foster collaborative leadership, and strengthen international partnerships. The future we aim to build is inclusive, safe, and resilient, ensuring that all communities have access to clean water and sanitation, thereby improving quality of life and environmental sustainability.



**H.E. Almaz Jeenaliev**

Deputy Minister of Water Resources, Agriculture and Processing Industry  
 Director of Water Resources Service  
**Kyrgyz Republic**



The Sustainable Development Goals for 2045 should prioritize ending poverty, ensuring universal access to clean water, advancing global peace, and accelerating action to mitigate climate change, foundations without which sustainable development cannot be achieved.

Meeting these ambitions will require a profound shift in how we think, lead, and collaborate, moving toward long-term, inclusive, and globally coordinated solutions that transcend political and geographical boundaries. Ultimately, we must aim to build a just, peaceful, and climate-resilient world where every person can live with dignity and opportunity, because this is essential for shared prosperity and lasting global stability



**Mr. Mohammed Abdulkareem Alshamsi**

Chief Officer Climate change & Sustainability  
**Dubai Electricity & Water Authority (DEWA)**  
 Acting Executive Director  
**UAE Water Aid Foundation (Suqia) UAE**



As Chair of SDG 7 within the Global Councils initiative, we are committed to advancing affordable, reliable, and clean energy at all levels. Despite the constraints faced by small island states, Malta brings a solutions-oriented mindset through a comprehensive, interconnected approach to accelerate its transition to a low-carbon energy system. Our strategy focuses on increasing renewable energy generation with offshore renewable projects in the pipeline, enhancing interconnectivity, and upgrading electricity infrastructure. I am confident that fora such as Abu Dhabi Sustainability Week will serve as catalysts for fostering partnerships and generating innovative ideas that make a tangible difference in improving the lives of the most vulnerable populations.



**Hon. Miriam Dalli MP**

Minister for the Environment, Energy, and Public Cleanliness



The international community must shift from short-term, crisis-driven responses to long-term, anticipatory leadership grounded in inclusivity, science, and respect for the experiences of SIDS. True multilateralism must embrace co-creation, where small island nations are treated as equal partners, and where global cooperation is measured not by commitments made, but by the support delivered.



**H.E. Pierre Laporte**

Minister for Finance, Economic Planning, Trade and Investment  
Seychelles



By 2045, the world will be defined less by the volume of economic growth and focused more on the quality of growth, i.e. whether the growth has created productive, dignified work, resilient economies, and shared prosperity. The next global agenda must therefore prioritize productivity with purpose, skills and technology access, economic resilience, and the integration of sustainability into the core of value creation, not as an external constraint.



**H.E. Omar Al Suwaidi**

Director, The Executive Office  
ADNOC



Building digital infrastructure and human capital at scale requires deeper collaboration, stronger cross-border knowledge exchange, and governance frameworks that enable responsible, agile innovation. Together, these efforts expand opportunity and help build more sustainable, resilient, and prosperous societies.



**Ahmad Ali Alwan**

Chief Executive Officer  
Hub71



By 2045, the global agenda must prioritize equity, protection, and human flourishing, ensuring that every person—including vulnerable groups—is safeguarded with the same urgency as food, shelter, and medicine in every crisis. To achieve this, we must shift from siloed action to collective intelligence, shared responsibility, and anticipatory leadership, where governments, communities, and global councils co-create solutions rather than react to problems. Ultimately, we should aim to build a world where inclusion, resilience, and dignity are universal standards, enabling societies to thrive even amid uncertainty and ensuring that no one is left behind in humanity’s next chapter.



**H.E. Hessa Bint Essa Buhumaid**

Director General

Community Development Authority, Dubai



XDG 2045 is not a fixed destination — it is a long-term commitment to how we govern, design, and grow our cities. It reflects a belief that the success of a city is measured not only by its scale or speed, but by its ability to remain human, resilient, and inclusive over time. This vision challenges us to think beyond projects and timelines, and instead focus on systems — how people move, how communities connect, how nature is integrated, and how decisions made today shape generations to come. It asks us to plan with responsibility, to innovate with purpose, and to lead with foresight.



**H.E. Eng. Marwan bin Ghalita**

Director General of Dubai Municipality



We should aim to build a future that is safe, equitable, and climate-resilient, where technology and governance enable people everywhere to adapt, thrive, and protect their environment. Such a future is essential not only for survival but for enabling societies to flourish despite the accelerating challenges of the climate era.



**H.E. Thoriq Ibrahim**

Minister of Tourism and Environment

Maldives



There is no one-size-fits-all path to the SDGs. Solutions must be locally led, grounded in science, and designed to work for people and nature.



**H.E. Razan Khalifa Al Mubarak**  
President  
**International Union for Conservation  
of Nature (IUCN)**



Our world demands a bold international agenda that harmonizes climate resilience with ocean health, ensuring safety and opportunity for all. By harnessing natural systems toward net zero emissions, we can forge positive development that eradicates poverty and inequality. True progress requires equity at its core, empowering small island nations, coastal communities, and developing regions to lead our shared blue-green transition. This is not just our responsibility—it is our defining legacy.



**H.E. Dr. Shaikha Salem Al Dhaheri**  
Secretary General  
**Environment Agency Abu Dhabi**



The next global agenda must prioritize restoring and regenerating nature, achieving climate stability, and safeguarding planetary boundaries, all while ensuring equitable access to food, water, energy, and technology. It should accelerate nature-positive development, circular economies, and resilience to climate and biodiversity crises. These priorities must also reduce inequalities, strengthen peace and security, and be fundamentally underpinned by youth empowerment, digital innovation, and inclusive governance.



**H.E. Mohammed Saeed Sultan Al Nuaimi**  
Undersecretary  
**Ministry of Climate Change and Environment**



The next global agenda for SDG 16 should prioritize strengthening transparent, accountable, and digitally resilient institutions that can prevent conflict, protect rights, and deliver justice for all. It must also focus on expanding civic space, safeguarding human rights, and ensuring inclusive participation—especially for youth and marginalized groups—while addressing new global risks such as cybercrime, misinformation, and climate-related insecurity.



**H.E. Dr. Vincent Biruta**  
Minister of Interior  
Rwanda



By 2045, the world must prioritize strong, transparent, tech-enabled institutions that prevent harm before it occurs. The next global agenda should focus on digital safety, child protection, cross-border justice cooperation, and modern governance tools that strengthen public trust.



**H.E. Lt. Col. Dana Humaid Almarzooqi**  
Director-General, International Affairs Bureau, Ministry of Interior  
UAE



The next global development agenda should be anchored in a zero-carbon vision that drives innovation and equitable growth across all economies. It must align investment finance with real development needs, prioritize nutrition and healthy lifestyles, and move beyond fragmented targets toward system-level transformation. Countries should lead inclusive partnerships at the project level, while the UN and multilateral development banks focus on global priorities and strengthening financial systems — with equitable growth at the core.



**Ali Humaid Alderei**  
Lead of Partnerships, and International Cooperation  
Abu Dhabi Fund for Development

# SDG Leadership Programme

## Turbocharging Multilateralism for a Sustainable Future



The inaugural SDG Leadership Programme was a targeted intervention to strengthen how SDG priorities are applied within government decision-making. It convened 27 senior executives from the 13 Global Council on SDGs members and partner countries of GEEP, UAE Vice-Chair entities, UAE National Committee on SDGs members and strategic partners in a focused, delivery-orientated setting. The SDG Leadership Programme was designed to move beyond alignment and test how SDG considerations are embedded within policy formulation, planning cycles and implementation decisions across government systems.

The SDG Leadership Programme reflected a shared priority across governments moving from SDG alignment at the strategic level to consistent application within policy, planning and delivery decisions. Over five days, participants worked directly with real policy challenges, national priorities, and interconnected SDG actions, testing how SDG considerations are integrated into planning cycles, institutional mandates and implementation pathways.

Measured outcomes from the pre and post-programme evaluations confirm a clear shift. Participants demonstrated stronger confidence in translating SDG commitments into operational decisions, improved understanding of cross-sector interdependencies, and greater clarity on how national priorities can inform and shape global development discussions. The SDG Leadership Programme strengthened peer exchanges across countries, reinforcing bilateral cooperation and multilateral learning aligned with the GEEP.

The SDG Leadership Programme also served as a practical bridge between the 2030 Agenda and future global development agenda. Participants engaged through a future-backward exercise to identify priority shifts required beyond 2030 and in line with the XDGs 2045 initiative. The exercise strengthened the current SDGs commitments and the future of global development, translating long-horizon signals to near-term implications for policy design, institutional capacity and delivery systems. This created a shared reference point among participants on how SDG implementation today, can continue to inform future development priorities through applied government experience exchange.

As a mid-term milestone of the third cohort, the SDG Leadership Programme demonstrates clear return on investment. It strengthened leadership capability to translate SDG commitments into operational decisions, reinforced the Councils' operating model, and directly supported the mandate of communication, exchange and development. The SDG Leadership Programme confirms the value of structured, applied learning as an enabler of SDG delivery, grounded in real policy environments and sustained through continued knowledge exchange and partnership.

The SDG Leadership Programme was delivered in collaboration with the Government Experience Exchange Office, the Secretariat of the UAE National Committee on SDGs, the Government Accelerators and academic partner, SDG Academy. The SDG Academy supports global capacity building for sustainable development by providing learning resources aligned with the 2030 Agenda.

# From Mid-Term Review to Final Outcomes (2026–2027)

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**February 2026**

## **World Governments Summit (WGS)**

Mid-term review of the third cohort to assess delivery progress, recalibrate priorities where needed, and confirm focus through to term completion.

**July 2026**

## **UN High-Level Political Forum (HLPF)**

Presentation of a consolidated progress snapshot reflecting how Council exchanges and partnerships are contributing to SDG advancement.

**August to November 2026**

## **Final Report**

Councils receive a structured reporting template to document final outcomes and results, feeding into the consolidated report to be released at the close of the third cohort.

**November 2026**

## **Global Councils Leadership Call (Virtual)**

Final leadership consultation to validate outcomes, capture transferable insights, and close outstanding actions ahead of term conclusion.

**February 2027**

## **World Governments Summit (WGS)**

Formal close of the third term, marking achieved outcomes, recognized contributions, and the Councils' role in shaping the forward agenda.



## Appendix

### Global Councils on SDGs Chairpersons 2018 – 2020

Chairpersons' titles and designations reflect to their official positions at the commencement of the first cohort of the Global Councils on SDGs.

<b>SDG 1</b>	<b>Dr. Mahmoud Mohieldin</b>	Special Envoy on Financing 2030 Agenda for Sustainable Development
<b>SDG 3</b>	<b>Dr. Judy Kuriansky</b>	Main NGO Representative to the United Nations International Association of Applied Psychology and Professor, Columbia University Teachers College
<b>SDG 4</b>	<b>Irina Bokova</b>	Former Director General of UNESCO
<b>SDG 5</b>	<b>H.E. Mona Al Marri</b>	Vice President, UAE Gender Balance Council
<b>SDG 7</b>	<b>H.E. Dr Adnan Amin</b>	Senior Fellow, Harvard Kennedy School of Government, Director General Emeritus of IRENA
<b>SDG 8</b>	<b>Moussa Oumarou</b>	Deputy Director General at the International Labour Organization
<b>SDG 11</b>	<b>Dr. Aisha Bin Bishr</b>	Former Founding Director General of Smart Dubai
<b>SDG 13</b>	<b>H.E. Dr. Thani Bin Ahmed Al Zeyoudi</b>	Minister of Climate Change and Environment, UAE
<b>SDG 16</b>	<b>Rt Hon. Helen Clark</b>	The 37th Prime Minister of New Zealand, Former Administrator of the United Nations Development Programme
<b>SDG 17</b>	<b>Mari Kiviniemi</b>	Deputy Secretary-General, The Organisation for Economic Co-operation and Development (OECD)
<b>Finance Cluster</b>	<b>Marie-Aimee Boury</b>	Head of Impact Based Finance Societe Generale
<b>Wellbeing Cluster</b>	<b>Dr. Robert Biswas-Diener</b>	Managing Director Positive Acorn, Portland

## Global Councils on SDGs Chairpersons 2021 – 2023

Chairpersons' titles and designations reflect to their official positions at the commencement of the second cohort of the Global Councils on SDGs.

<b>SDG 1</b>	<b>Dr. Mahmoud Mohieldin</b>	Executive Director, International Monetary Fund (IMF) and Special Envoy on Financing SDGs (UN)
<b>SDG 3</b>	<b>Dr. Muhammad Ali Pate</b> <b>Co-Chair: Dr Zsuzsanna Jakab</b>	Julio Frenk Professor of the Practice of Public Health Leadership Harvard Co-Chair: Deputy Director-General, World Health Organization
<b>SDG 4</b>	<b>H.E. Dr. Tariq Al Gurg</b>	Chief Executive Officer and Vice-Chairman of Dubai Cares
<b>SDG 5</b>	<b>H.E. Mona Al Marri</b>	UAE Gender Balance Council and Director General of the Dubai Media Office
<b>SDG 7</b>	<b>H.E. Francesco La Camera</b>	Director General of International Renewable Energy Agency (IRENA)
<b>SDG 11</b>	<b>H.E. Suhail Al Mazrouei</b>	Minister of Energy and Infrastructure, United Arab Emirates
<b>SDG 13</b>	<b>Ibrahim Al Zu'bi</b>	Senior Vice President of Climate Change and Sustainability, ADNOC
<b>SDG 16</b>	<b>Rt Hon. Helen Clark</b>	The 37th Prime Minister of New Zealand, Former Administrator of the United Nations Development Programme
<b>SDG 17</b>	<b>Dr. Tatyana Teplova</b>	Head of Division, Policy Coherence for SDGs, Senior Counsellor for Gender Equality, Justice and Inclusiveness, OECD
<b>Finance Advisory Board</b>	<b>Marie-Aimee Boury</b>	Head of Impact Based Finance at Societe Generale Corporate and Investment Banking (SGCIB)
<b>Nexus SDGs 17 ,8 ,4</b>	<b>Dr. Sonia Ben Jaafar</b>	Chief Executive Officer of the Abdulla Al Ghurair Foundation for Education
<b>Nexus SDGs 17 ,10 ,4</b>	<b>Isobel Abulhoul</b>	Chief Executive Officer and Trustee of The Emirates Literature Foundation
<b>Nexus SDGs 17 ,4</b>	<b>Clint Brown</b>	Director of Product Engineering, Esri
<b>Nexus SDGs 5 ,4 ,3 ,1</b>	<b>Dr. Manal Taryam</b>	Chief Executive Officer and Board Member of Noor Dubai Foundation
<b>Nexus SDGs 13 ,9 ,7</b>	<b>Hana Al Rostamani</b>	Group Chief Executive Officer, First Abu Dhabi Bank
<b>Nexus – SDGs ,1 15 ,13 ,3 ,2</b>	<b>Dr. Elizabeth Cousens</b>	President and Chief Executive Officer of the UN Foundation
<b>Nexus – SDGs ,4 17 ,8 ,6 ,5</b>	<b>Mohammad Al Hashimy</b>	Deputy Group General Counsel and Company Secretary, DP World
<b>Nexus – SDGs ,7 13 ,12 ,11</b>	<b>Luc Remont</b>	Chairman and Chief Executive Officer, Electricite de France

## Global Councils on SDGs Chairpersons 2025 – 2027

<b>SDG 1</b>	<b>Sec. Rex Gatchalian</b>	28th Secretary of Social Welfare and Development Republic of Philippines
<b>SDG 2</b>	<b>Hon. Dr. Anxious Masuka</b>	Minister of Lands, Agriculture, Fisheries, Water and Rural Development, Republic of Zimbabwe
<b>SDG 3</b>	<b>H.E. Dato Dr. Haji Mohammad Isham bin Haji Jaafar</b>	Minister of Health, Brunei Darussalam
<b>SDG 4</b>	<b>H.E. Andjela Jaksic Stojanovic</b>	Minister of Education, Science, and Innovation, Montenegro
<b>SDG 5</b>	<b>Hon. Savannah Maziya</b>	Minister of Information, Communications and Technology, Kingdom of Eswatini
<b>SDG 6</b>	<b>H.E. Bakyt Torobaev</b>	Deputy Minister of Water Resources, Agriculture and Processing Industry, Director of Water Resources Service, Kyrgyz Republic
<b>SDG 7</b>	<b>Hon. Miriam Dalli MP</b>	Minister for the Environment, Energy and Public Cleanliness, Republic of Malta
<b>SDG 8</b>	<b>H.E. Pierre Laporte</b>	Minister for Finance, Economic Planning, Trade and Investment, The Republic of Seychelles
<b>SDG 9</b>	<b>H.E. Sherzod Shermatov</b>	Minister of Digital Technologies, Republic of Uzbekistan
<b>SDG 10</b>	<b>H.E. Noor Al Khulaif</b>	Minister of Sustainable Development, The Kingdom of Bahrain
<b>SDG 11</b>	<b>H.E Carina Murcia</b>	Minister of Information and Communication Technologies, The Republic of Colombia
<b>SDG 12</b>	<b>H.E Addisu Arega</b>	Minister of Agriculture, The Federal Democratic Republic of Ethiopia
<b>SDG 13</b>	<b>H.E. Thoriq Ibrahim</b>	Minister of Tourism and Environment, The Republic of Maldives
<b>SDG 14</b>	<b>Hon. Adrian R. Forde, M.P.</b>	Minister of Environment and National Beautification, Green and Blue Economy, Barbados
<b>SDG 16</b>	<b>H.E. Dr. Vincent Biruta</b>	Minister of Interior, The Republic of Rwanda
<b>SDG 17</b>	<b>H.E. Mukhtar Babayev</b>	Special Representative of the President of Azerbaijan for Climate Issues, The Republic of Azerbaijan



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Email subject: XDGs 2045 | Together, we can!



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