HIV RESPONSE SUSTAINABILITY ROADMAP

USER GUIDE FOR COMPLETING THE HIV RESPONSE SUSTAINABILITY ASSESSMENT

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Introduction

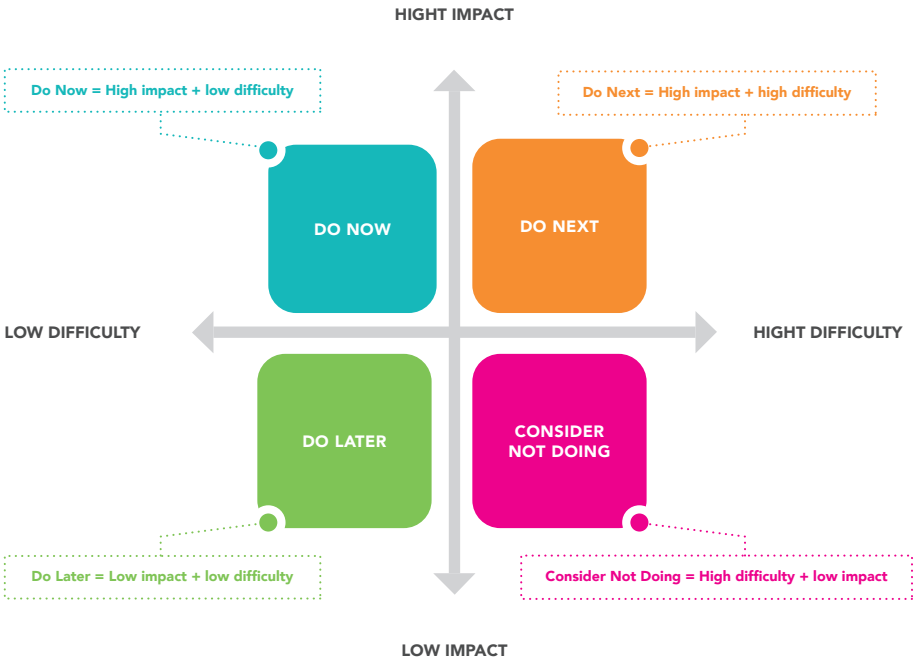
The Sustainability Assessment tool

This document is a user guide to support the completion of the Sustainability Assessment, which informs the country-led Sustainability Roadmaps. Overall guidance for this phase of the Sustainability Roadmap process (Phase 2) is contained in the Sustainability Roadmap Companion Guide Part A, particularly the chapter titled "Phase 2: The HIV Response Sustainability Assessment".

The high-level purpose of this exercise is to conduct a broad scoping of the status of the country's HIV response, to provide a basis for systematically identifying sustainability priorities, and set high-level outcomes.

The Sustainability Assessment seeks to strike a balance in the use of qualitative and quantitative data. The purpose is to generate an analysis that will inform country consultations and reviews, as part of developing the Sustainability Roadmap Part A. The Sustainability Assessment is conducted across five domains, which are further divided into 21 sub-domains (Figure 1). Each sub-domain contains multiple programme elements (Table 1).

Figure 1. **The five domains of the sustainability framework**



Completing the Sustainability Assessment

In a nutshell, the Sustainability Assessment consists of three inter-related steps:

Step 1: Complete the Sustainability Assessment (to assess the current status of the country's HIV response across five domains and begin to assess the sustainability of the various programme elements of the response).

Step 2: Stakeholder consultations and review to validate assessment findings.

Step 3: Consider barriers, risks and opportunities; develop high-level outcomes and set out pathways for change to achieve them; and sequence identified sustainability priorities.

These steps are inter-related but need to be completed separately.
The assessment tool in MS Excel spreadsheet contains the materials for each step. The guidance provided in this document covers all three steps.

- **Duration:** Step 1 can be completed in one day. Steps 2 and 3 can be completed in a couple of days in the context of inclusive sustainability consultations and dialogue, for example.

- **How** will it be implemented?
  - **Step 1:** Done by a small group (a sustainability working group), with the option to select and invite stakeholders, based on their expertise.
  - **Step 2:** Results of the assessment should be presented to and validated through multistakeholder participatory processes and consultations where the assessment findings will be presented, discussed and reviewed.

- **Depth:** Broad (expansive) but not deep.
  - Light-touch, but rigorous and evidence-based.
  - "Take the pulse" (rather than detailed and in-depth).

The output from Phase 2 of the Sustainability Roadmap process (the Sustainability Assessment) will be a completed assessment tool (in MS Excel) and an accompanying narrative report and analysis of the findings (as a Word document) in which the country will:

- compile the outputs from **Step 1**, across the five domains and 21 programme elements;
- outline how the stakeholder consultations in **Step 2** were used to review and validate the assessment findings; and
- compile the outputs from **Step 3**, including summarizing the analysis of barriers, risks and opportunities; high-level outcomes and possible pathways for change; and the sequencing of identified sustainability priorities.

The Microsoft Excel-based tool provide an easy way for countries to undertake the assessment. Below, in a nutshell, guidance for using it is offered.

- Please complete the assessment in Excel, providing responses in the spaces provided.

- For Step 1, please complete all six (6) workbooks of the Sustainability Assessment:
  - Political leadership
  - Enabling laws and policies
  - Financing
  - - sub-domain macro-fiscal environment
  - Services and solutions
  - Systems

- The sustainability technical working group[1] is encouraged to complete the exercise jointly (with break-out groups per domain as deemed necessary).
  - Countries should consider whether to select and invite stakeholders to participate in completing the Sustainability Assessment exercise based on their expertise, and to complete the assessment of each domain in accordance with the expertise of the assembled groups.
  - Countries can consider distributing the assessment in advance to domain-specific working groups or to expert committees that might already exist and that could support the technical working group (or the assembled domain-specific groups of experts) to complete the assessment.

- Advanced preparatory work needs to be done.
  - A member of the technical working group should be familiar with the assessment tool (Excel spreadsheet) in order to support or facilitate the process and identify where domain-specific expertise might be useful for completing the assessment.
    - This can be done with external technical support provided by partners, as needed.
    - UNAIDS will provide training on the assessment tool and the associated steps.
  - Assessment of the programme element "The macro-fiscal environment" requires entering country data (see excel sheet "sub-domain macro-fiscal envir."). This will need to be done by Ministry of Finance official(s) (ideally already active in the sustainability technical working group).
    - The Ministry of Finance official(s) will need to be briefed to prepare this data/assessment in advance.
  - The technical working group is encouraged to consider pre-populating in advance the publicly available information for the "macro-fiscal environment" assessment.

1 See section 1.1.2 of the Companion guide:To begin implementation of the new sustainability approach, a core team should be convened, drawing on representatives from the national AIDS council or commission, other senior officials from the ministry of health, networks of people living with HIV and key populations, UNAIDS, and other development partners (such as the Global Fund and PEPFAR, where available). This team should prepare the groundwork […]
The core team's work will facilitate the assignment of responsibility to a technical working group. That group will be responsible for overseeing the development of the Sustainability Roadmap and related activities and for assembling the documentation that will serve as Parts A and B of the country's HIV Response Sustainability Roadmap.
Also see section 1.2.1 Establishing the technical working group.

Step 1
Assess the programme elements

1.1. Overview of the assessment of programme elements

- The purpose of this exercise is to assess the current status of the country's HIV response—and thereby to begin to assess its sustainability. This exercise enables the technical working group to assess the programme elements to identify and rank sustainability priorities.

- The assessment uses the framework of the five domains (Figure 1) to explore the programme elements of the country's HIV response.
  - Within the five domains there are 21 sub-domains.
  - Sub-domains are further divided into 125 programme elements.

Table 1. **The domains, sub-domains and programme elements of the Sustainability Assessment**

Domain	Sub-domains	Number of programme elements	125
Political leadership	1. Political will	8	**15**
	2. Coordination, management and stewardship	7	
Enabling laws and policies	3. Societal enablers	6	**10**
	4. Joint action across development sectors	4	
Sustainable and equitable financing	5. Domestic financing	5	**22**
	6. International financing	4	
	7. Efficiency, effectiveness and equity	7	
	8. Macro-fiscal environment	6	
Services and solutions	9. HIV prevention	8	**23**
	10. HIV treatment cascade	5	
	11. Other support services for people at risk of, affected by, and living with HIV	3	
	12. Integrated services and solutions	7	
Systems	13. Laboratory	6	**55**
	14. Procurement and supply chain	4	
	15. Health technologies	6	
	16. Strategic information	10	
	17. Human resources	10	
	18. Delivery systems	5	
	19. Financing systems	5	
	20. Integrated systems	4	
	21. Community systems	5	

1.2. Activity

- This assessment is completed by domain. The five domains can be assessed in any order.

- The technical working group (with invited stakeholders) can assess all five domains together (as one group) or it can break out into smaller groups to assess the domains separately.
  - The domains **"Political leadership"** and **"Enabling laws and policies"** are assessed in the same way and can be completed quickly. If assessed in break-out groups, it is suggested that they be assessed by the same group.
  - The domain **"Sustainable and equitable financing"** is assessed in a similar way to the domains above. However, it also includes a programme element ("Macro-fiscal environment") which is assessed on a separate sheet. If assessed in a group, this group should include a representative of the Ministry of Finance.
  - The assessment for domains **"Services and solutions"** and **"Systems"** follows a different format to the assessment of the other three domains. If the assessment is completed together (as one group) by the technical working group, it is recommended that these two domains be assessed after (or before) completing the other three domains. (i.e., these two domains should be completed contiguously).

1.3. Guidance

1.3.1 Political leadership, Enabling laws and policies, and Sustainable and equitable financing domains

- Assess programme elements to identify and rank sustainability priorities within the domains:
  - Programme elements are listed vertically—in column C—and are phrased as a question.
  - Answer the question for each programme element by selecting **Yes** / **No** / **Unsure** / **Partially** / **Not applicable** from the drop-down list (in column E).

- Indicate level of priority for the programme elements:
  - In column F, select from the drop-down list whether the programme element is a **Low** / **Medium** / **High** **sustainability priority**; is **Not yet resolved**; or is **Not currently a priority**.
    - There are no objective evaluation criteria. The level of priority is to be determined by the technical working group, assembled experts and country leadership.

- The **notes column** (column J) provides a space to record rich discussions, provide context to the prioritization ranking or reference evidence. It is a space for elaborating on responses, particularly where the question is multilayered. Completing the notes is optional.

The macro-fiscal environment

This sub-domain is assessed in a separate sheet, labelled "sub-domain macro-fiscal envir."

- This assessment requires the technical working group to enter quantitative country data.

- Much of the requested data are publicly available.
  - Where data are publicly available, the right-hand column provides links to data available online.
  - Where data are not publicly available, the Ministry of Finance usually collects this information internally and can help report against those indicators.
  - In the Excel spreadsheet, complete the worksheet labelled "sub-domain macro-fiscal envir."
  - Enter the required country data in the centre column.

- The programme elements on fiscal space require writing brief narrative paragraphs (of 3–5 sentences) or 3–5 bullet points. While the technical working group can provide support, revenue raising is the exclusive responsibility of the Ministry of Finance. For this reason, the macro-fiscal environment sub-domain should be completed by the Ministry of Finance.

- Note: As per the guidance provided in the Companion Guide Part A, the Ministry of Finance should be represented on the sustainability technical working group. It is recommended that, in advance of conducting this assessment, the participating Ministry official should be briefed to prepare this information for discussion with the technical working group during this assessment.

1.3.2 Services and solutions

- Assess the programme elements to identify and rank sustainability priorities within the domains.
  - Programme elements are listed vertically – in column C.
  - For each programme element (in columns E, F and G), select from the drop-down list the actor which plays the primary role in:
    - implementation; funding; and strategic / technical direction.
  - The drop-down list options are as per Table 2 below:

Table 2. Key actors in the national HIV response

Primary role – implementation	Primary role – Funding	Strategic / technical direction
Government	Government	Government
PEPFAR partner(s)	PEPFAR	PEPFAR partner(s)
Global Fund recipient(s)	Global Fund	Global Fund recipient(s)
Other dev partner(s)	Other dev partner(s)	Other dev partner(s)
Not applicable	Not applicable	Civil society organization(s)
		Not applicable

- Indicate the level of priority for the programme elements.
  - In column I, select from the drop-down list whether the programme element is a **Low** / **Medium** / **High** **sustainability priority**, is **Not yet resolved**, or is **Not currently a priority**.
    - There are no objective evaluation criteria. The level of priority is to be determined by the technical working group, assembled experts and country leadership.

- Identify inequalities impacting access to services.
  - In column M, write a short narrative paragraph in which you showcase or measure the key inequalities:
    - Who (which populations) are not adequately accessing services, interventions or programmes?
      - Where appropriate and possible, disaggregate within the identified vulnerable / key populations (by sex, sub-population, geography, urban or rural, etc.).
      - To support this exercise, rely on evidence of disparities in HIV outcomes (e.g., viral suppression, HIV incidence) within or across different populations or sub-populations.
    - What are the barriers (demand and supply) to accessing services?

  - Note: The purpose of this exercise is to showcase affected populations and barriers to access. There is insufficient space here for a detailed assessment. Later, during Step 3, the team will conduct a more thorough assessment of disparities in HIV outcomes across populations; inequalities in access; and the drivers of inequalities.

- Evaluate whether the current configuration is sustainable:
  - In columns O, P, Q and R, select **Yes** / **No** / **Unsure** / **Partially** / **Not applicable** from the drop-down list to answer whether the current configuration is sustainable, in terms of its **design, service delivery modality, cost and capacity**.
    - The technical working group is to interpret these categories for itself, within the context of the country response. There are no objective criteria against which to evaluate sustainability; the criteria are at the discretion of the technical working group and assembled experts.

- The **notes column** (column T) provides a space to record the discussions, give context to the prioritization ranking, or reference evidence.
  It is a space to elaborate on responses, particularly where the question is multi-layered. Completing the notes is optional.

1.3.3 Systems

- Assess the programme elements to identify and rank sustainability priorities within the domains:
  - Programme elements are listed vertically—in column C.
  - For each programme element (in columns E, F and G) select from the drop-down list the actor which plays the primary role in:
    - Implementation, funding and strategic / technical direction.
  - Drop-down list options are as in Table 2.

- Indicate the level of priority for the programme elements.
  - In column I, select from the drop-down list whether the programme element is a **Low** / **Medium** / **High** **sustainability priority**, is **Not yet resolved**, or is **Not currently a priority**.
    - There are no objective evaluation criteria. The level of priority is to be determined by the technical working group, assembled experts and country leadership.

- Evaluate whether the current configuration is sustainable.
  - In columns M, N, O and P, select **Yes** / **No** / **Unsure** / **Partially** / **Not applicable** from the drop-down list to answer whether the current configuration is sustainable, in terms of its: **design**, **service delivery modality**, **cost** and **capacity**.
    - The technical working group is to interpret these categories for itself, within the context of the country response. There are no objective criteria against which to evaluate sustainability; the criteria are at the discretion of the technical working group and assembled experts.

- The **notes column** (column R) provides a space to record the discussions, give context to the prioritization ranking, or reference evidence. It is a space to elaborate on responses, particularly where the question is multi-layered. Completing the notes is optional.

1.4. Analysis of the domain and programme element assessment

Step 1 of the Sustainability Assessment has involved an assessment of the programme elements of the HIV response within the five sustainability domains.

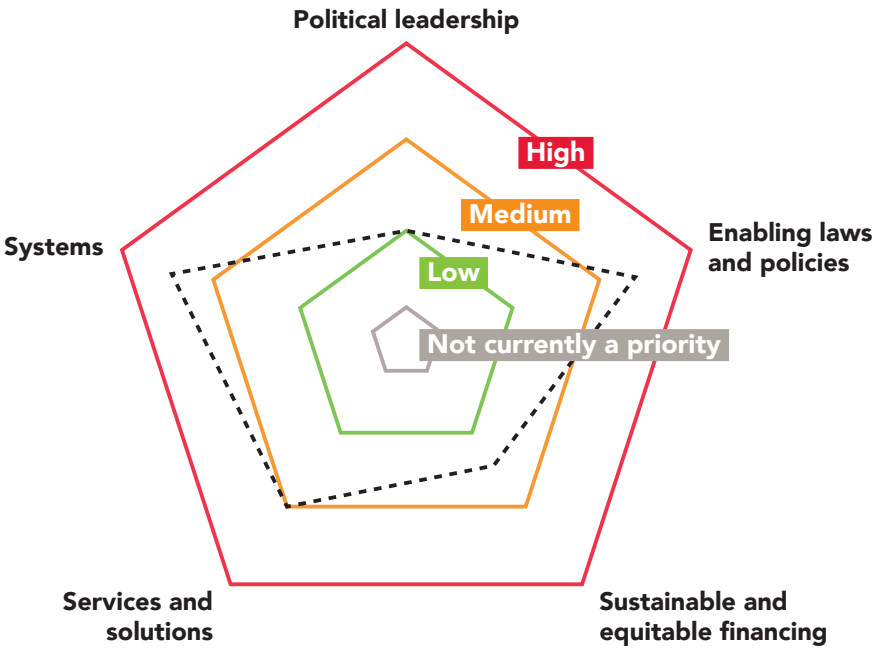
To enable easier analysis of the country assessment a scoring system has been built into the Excel spreadsheet. This scoring system is used purely to represent the country assessment of the programme elements and domains in visual form. The 'scores' are not comparable across countries. By providing a visual representation the resulting 'spider diagram' (radar chart) provides a high-level representation of the country's assessment of its status across the five domains.

The 'spider diagram' is to be found on the **sheet labelled "SCORING"** and is auto generated from the responses provided. Also found on the same sheet is the aggregated score for each programme element.

The simple scoring system used for country responses is as follows:

- **High**: 3
- **Medium**: 2
- **Low**: 1
- **Not yet resolved**: 0
- **Not currently a priority**: 0

Figure 2. **Illustrative spider diagram**



The spider diagram is represented as a pentagon – with each point representing one of the five sustainability domains. The spiderweb itself is comprised of 4 'webs', one for each of the sustainability options in the drop-down menu:

- **High**: The outer circle
- **Medium**: 2nd circle from the outside circle
- **Low**: 3rd circle from the outside circle
- **Not currently a priority**: The inner circle

The spreadsheet will automatically generate the chart based on the responses provided in the spreadsheet and, based on the domain score, will position a point on the spider diagram for each of the five domains. These 5 points will then be connected by lines – to generate a spider diagram. The closer the point for each domain is to the Outer line, the higher the programme elements in this domain scored as high sustainability priorities. Inversely, the closer the point is to the centre of the circle, the lower the programme elements in this domain scored as sustainability priorities. Again, this visualisation is intended simply to provide a high-level representation of the country's assessment of its status across the five domains. It is not objectively comparable across countries.

Step 2

Stakeholder consultations and review to validate assessment findings

2.1. Overview

Country consultations and the multistakeholder reviews are vital for discussing and finalizing the findings of the Sustainability Assessment, including the sustainability priorities and their rankings. The technical working group should plan and budget for multistakeholder consultations and reviews to validate assessment findings, agree on prioritization and finalize the Sustainability Assessment.

2.2. Activity

This step requires the technical working group to conduct stakeholder consultations and reviews to validate the assessment findings. These consultations and reviews should include presenting and discussing the programme element rankings (level of prioritization). The technical working group should use the stakeholder analysis conducted in Phase 1, in preparing the invitees list for the consultations.

The technical working group should also define the roles, responsibilities and expectations of the various stakeholders, including those of representatives from different line ministries (e.g., ministries of health, educations and finance), regional structures, networks of people living with HIV and key populations, including women and young people, civil society organizations, and development partners.

2.3. Guidance

The technical working group should consider the roles each stakeholder might play the assessment phase and ensure that participation reflects the principle of meaningful and measurable involvement of civil society, especially people living with HIV and people belonging to key and vulnerable populations.

For consulting with stakeholders, UNAIDS strongly encourages countries to meaningfully engage people living with HIV; gay men and other who have sex with men; sex workers; transgender people; people who use drugs; adolescent girls and young women; young key populations; and faith and traditional community stakeholders.

When the technical working group has completed all three steps of the assessment phase, including completing the sustainability assessment tool (in MS Excel), and validated the responses through multistakeholder country consultations, a short narrative report and analysis of the findings should be drafted. See section 2.4 and Annex 2 in the Companion Guide Part A when drafting the above-mentioned report.

Step 3

Develop high-level outcomes, identify pathways for change, and sequence identified sustainability priorities

3.1 Overview

This section provides guidance on the process for considering barriers, risks and opportunities; developing high-level outcomes; setting out pathways for change to achieve those outcomes; and sequencing the identified priorities.

- **Duration**: to be completed in one day.
- **How**: to be implemented by the sustainability technical working group, with the option to select and invite stakeholders based on their expertise (as in Step 1).

Step 3 requires that the technical working group completes the following activities:

- Complete four snapshots of the current context. Each snapshot is completed on a separate sheet in the Excel spreadsheet.
- Develop high-level outcomes; identify pathways for change; and consider how to sustain impact beyond 2030. This exercise is completed per domain in the same Excel spreadsheets in which the sustainability assessment was completed.
- Sequence identified sustainability priorities.

The four snapshots

The purpose of these snapshots is for the technical working group to consider the transformations that are required for the HIV response to be country-led, more sustainable and better integrated into national systems. The snapshots are to be referred to later when developing the high-level outcomes; identifying pathways for change; and considering how to sustain impact beyond 2030. The answers represent your opinion and are based on your knowledge and experience, drawing on quantitative or objective data where possible.

There are four snapshot assessments of the current context:

- Identify important contextual / development factors: What major contextual / development factors are relevant in the country / region, which decision and policy-makers should factor into planning?
- Identify major blockages and barriers: The HIV response faces numerous blockages and barriers that hinder progress towards the 2025 and 2030 targets. Unblocking which major blockages and barriers would accelerate the response?

- Consider whether inequalities are contributing to these blockages and barriers: Are there any interventions which government is unwilling to implement or fund at this stage? This is an opportunity to describe specific circumstances which make it difficult to implement or fund certain interventions and which need to be factored into planning. These circumstances may include religious beliefs, fragile or conflicted-affected states, trade embargoes, political decisions, among others.

- Review key interventions. Here, firstly, identify and describe what you consider to be the top five interventions for a successful HIV programme in your country. Then, within each of those five interventions, describe what the country should:
  - do more of?
  - do less of?
  - do differently?; and
  - "stop doing"?

In your deliberations, consider, where appropriate, what would make these interventions more **effective**, more **efficient** and more **equitable**. This chapter will now provide detailed guidance for completing each snapshot assessment of the current context.

3.2. Activity

3.2.1 Identify important contextual / development factors

When policy-makers plan for the future of the HIV response, they must consider pertinent contextual and development factors in the country and region and they should try to factor those into the planning process. Those factors may include political and security issues; economic and trade concerns; environmental issues; and others. Examples include:

Table 3. Examples of contextual and developmental factors likely to impact sustainability planning

Political and security issues	Economic and trade concerns	Environmental issues	Other
Regional conflict	Access to Affordable Medicines	Climate-related disasters	Social and cultural factors
Political instability	Political decisions relating to local and regional manufacturing, shortening supply chains, procurement	Food insecurity	Trade agreements and intellectual property rights (e.g., TRIPS)
	Regional economic integration (including common markets; AfCFTA)		Gender dynamics
	Indebtedness and debt default		

In the Excel spreadsheet, complete the worksheet labelled "2 Blockages & barriers".

The guiding question is: Unblocking which three major blockages and barriers would accelerate the response?

Consider whether inequalities are contributing to these blockages and barriers by identifying:

- disparities in HIV outcomes across different populations or subpopulations;
- who (which populations) are not adequately accessing services, interventions or programmes; and
- the social and structural drivers that cause different population groups to experience inequalities, disparities and gaps in HIV outcomes and access to services.

3.2.2 Identify major blockages and barriers

The HIV response faces numerous blockages and barriers that hinder progress towards the 2025 and 2030 targets. Table 4 presents some examples.

In the Excel spreadsheet, complete the worksheet labelled "2 Blockages & barriers".

The guiding question is: Unblocking which three major blockages and barriers would accelerate the response?

Consider whether inequalities are contributing to these blockages and barriers by identifying:

- disparities in HIV outcomes across different populations or subpopulations;
- who (which populations) are not adequately accessing services, interventions or programmes; and
- the social and structural drivers that cause different population groups to experience inequalities, disparities and gaps in HIV outcomes and access to services.

Table 4. Examples of blockages and barriers that may hinder progress.

Funding	Political will and leadership
Health-care infrastructure	Complacency and fatigue
Health-care workforce	Laws and policies
Access to health-care services	Stigma and discrimination
Access to medicines	Other
Inadequate prevention efforts	

3.2.3 Interventions that government is unwilling to implement or fund

There are potential areas where government may be unwilling to implement or fund HIV interventions due to political, ideological or other considerations, despite the evidence supporting their effectiveness in preventing HIV transmission and improving health outcomes.

In the Excel spreadsheet, complete the worksheet labelled "3. Limitations".

In contexts where this might be necessary, describe interventions which the government may be unwilling to implement or fund at this point in time.

3.2.4 Review key interventions

There are numerous key interventions that make up a successful HIV programme.

Table 5. Examples of key interventions that make up a successful HIV programme

Prevention	▪ Elimination of mother-to-child transmission (EMTCT+) ▪ Pre-exposure prophylaxis (PrEP) ▪ Post-exposure prophylaxis (PEP) ▪ Male and female Condoms ▪ VMMC for adolescent boys and men ▪ HIV counselling and testing ▪ Effective behavioural HIV prevention interventions ▪ Effective structural HIV prevention interventions

Treatment	▪ Antiretroviral therapy (ART), including:
	  ▪ Linking to / starting treatment
	  ▪ Immediate treatment
	  ▪ Facilitating easier access to treatment
	  ▪ Promptly addressing HIV drug resistance by switching individuals with treatment failure onto dolutegravir-based ART (HIVDR)
	▪ HIV care and support, including:
	  ▪ Adherence support
	  ▪ Viral load monitoring
	  ▪ Viral suppression

Strengthening health systems	▪ Laboratory ▪ Procurement and supply chain ▪ Medicines and other health technologies ▪ Strategic information ▪ Human resources ▪ Delivery systems ▪ Financing systems
Integration	▪ Integrating HIV within general health service delivery; and vice versa.
Strengthening societal enablers	▪ Providing supportive legal environments and access to justice ▪ Actively addressing stigma and discrimination ▪ Making tangible progress against gender inequality and violence

In the Excel spreadsheet, complete the worksheet labelled "4. Key interventions".

- **Step 1**: In column B, identify and describe what you consider to be the top five interventions for a successful HIV programme in your country.

- **Step 2**: In columns C, D, E and F, describe what the country can "do more of", "do less of", do differently, and "stop doing" to make these interventions more successful:
  - What can the country **do more of** to improve this intervention?
  - What can the country **do less of** to improve this intervention?
  - What can the country **do differently** to improve this intervention?
  - What can the country **stop doing completely** when it comes to this intervention?
- In your deliberations, consider (where appropriate) what would make these interventions more **effective**, more **efficient** and more **equitable**:
  - **Effectiveness**: How can we maximize impact without increasing cost?
  - **Efficiency**: How can we reduce costs while retaining impact?
  - **Equity**: How not to leave anyone behind?

3.3 Set high-level outcomes, pathways for change, and sustain impact beyond 2030

This exercise is completed per domain, in the same Excel sheets that were used to complete the Sustainability Assessment.

With the snapshot assessments of the current context in mind, the technical working group is to begin to set high-level outcomes, identify pathways for change, and agree on how to sustain impact beyond 2030.

In the Excel spreadsheet, return to each of the sheets labelled:

- **Political leadership**
- **Enabling laws and policies**
- **Financing** (for **sustainable and equitable financing**)
  - This time excluding the "macro-fiscal envir." sheet
- **Services and solutions**
- **Systems**

Working in each domain (spreadsheet), identify all programme elements ranked as **Medium** and **High** sustainability priorities. Depending on the domain, the following empty columns can be used for this purpose.

- **Political leadership**: empty column L
- **Enabling laws and policies** : empty column L
- **Financing**: empty column L
- **Services and solutions** : empty column V
- **Systems**: empty column T

In this next exercise, we will be concerned only with these (Medium- and High-ranked) programme elements. Depending on the domain, complete the exercise either columns:

- M, N, and O, or
- W, X, and Y, or
- U, V and W.

Writing in the empty space provided, and basing your responses on existing country- level strategic plans (HIV and beyond) and international or regional commitments, complete the tables to:

- Set high-level outcomes: What is the desired future state?
- Identify pathways for change: How might we get there?
- Sustain impact beyond 2030: How do we sustain impact beyond 2030?

3.4 Sequence the sustainability priorities

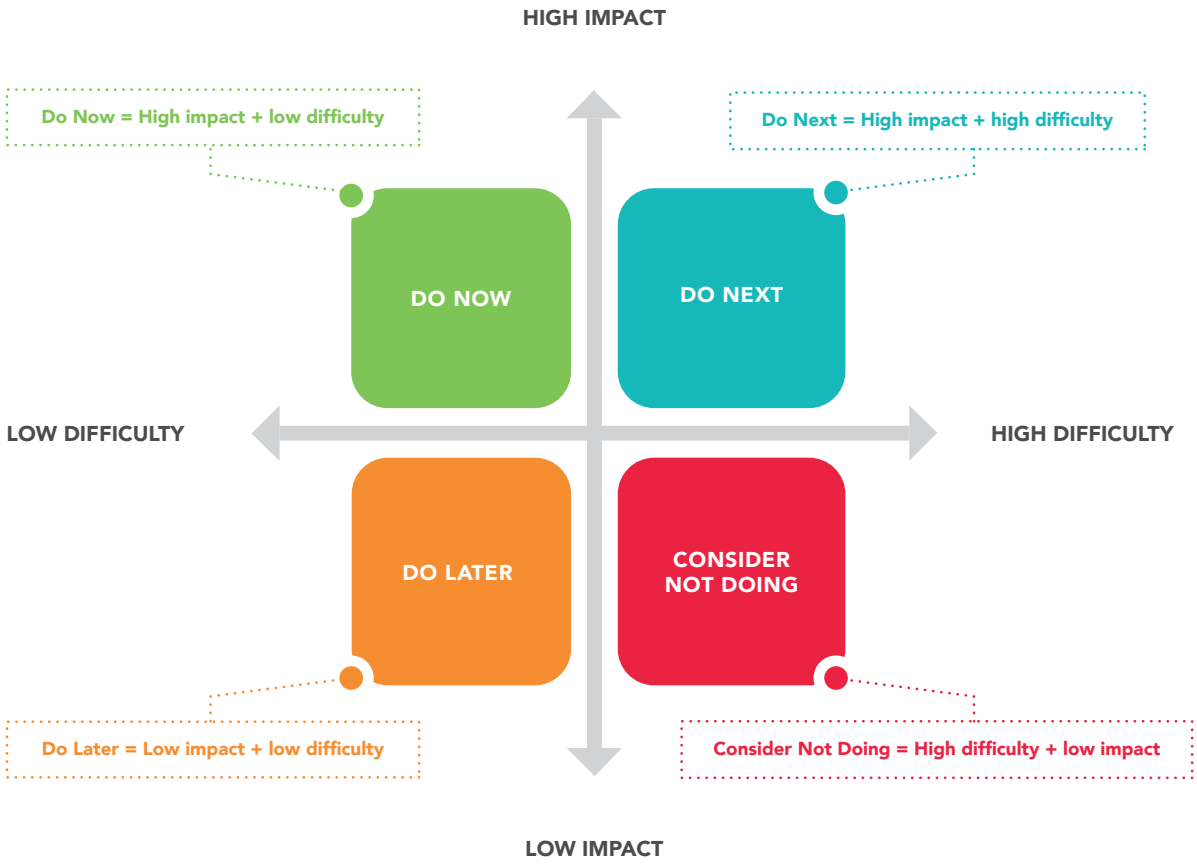
The task in this final step is to sequence the Medium and High sustainability priorities (only), identifying which are to be addressed first and which require long-term efforts. The purpose of sequencing is to visualize the identified Medium and High sustainability priorities on a timeline. This final step will be useful during Phase 3 when countries develop their Sustainability Roadmap Part A. Sequencing the sustainability priorities may depend on how far the current situation is from the ambitions described in the high-level outcomes or desired future state. Or it may depend on a combination of the level of impact, implementation, feasibility, timelines and the country's political economy and operating context.

This exercise could be developed on paper (or on post-it notes and a whiteboard):

- write down all the programme elements identified as Medium **sustainability priorities**;
- write down all the programme elements identified as High **sustainability priorities**; and
- position these programme elements within the appropriate axis on the priority matrix (Figure 3).

Once this exercise has been completed for all the Medium and High sustainability priorities, the next task is to transfer the priorities onto a timeline to sequence which are to be addressed first and which require long-term efforts.

Figure 3. **Priority matrix**



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