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Deutsches Institut für  
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German Development  
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Leadership through Learning

MGG   
Managing Global Governance

# ASCI and DIE/MGG International Conference

Training and Dialogue for the Implementation  
of the 2030 Agenda

Report



**ASCI and DIE/MGG International Conference**  
**“Training and Dialogue for the Implementation of the 2030 Agenda”**  
**24 – 26 April 2019: Administrative Staff College of India (ASCI), College Park Campus,**  
**Road No. 3, Banjara Hills, Hyderabad, Telangana 500 034, India.**

## Programme

### 24 – 26 April 2019

Date	Event
<b>Wednesday, 24 April 2019</b>	
9.00 – 10.00 am	<b>Registration</b>
10.00 – 10.30 am	<b>Welcome</b> <ul style="list-style-type: none"> <li>- Mr. K. Padmanabhaiah (IAS Retd.) Former Home Secretary GoI Chairman CoG ASCI</li> <li>- Dr Wulf Reiners, German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE), Germany</li> <li>- Mr. BVR Mohan Reddy, Executive Chairman, Cyient Chairman, Board of Governors, IIT, Hyderabad Honorary Consul for Germany (Andhra Pradesh and Telangana)</li> </ul>
10.30 – 11.15 am	<b>Inaugural Address</b> <b>2030 Agenda - Role of Governance</b> <ul style="list-style-type: none"> <li>- Dr Krishnamurthy Subramanian, Chief Economic Advisor, Government of India</li> </ul> <b>Vote of Thanks</b> <ul style="list-style-type: none"> <li>- Dr Harsh Sharma, ASCI</li> </ul>
11.15 – 11.45 am	Tea & Coffee Break
11.45 am – 1.00 pm	<b>Introduction of the Workshop and Group of Participants</b>
1.00 – 2.15 pm	Lunch
2.15 – 3.15 pm	<b>Indian Experience in Implementing the 2030 Agenda for Sustainable Development</b>  <b>Key Note Address and Q&amp;A</b> <ul style="list-style-type: none"> <li>- Dr Rajiv Kumar, Vice Chairman, NITI Aayog</li> </ul> <b>Moderation</b> <ul style="list-style-type: none"> <li>- Dr Harsh Sharma, ASCI &amp; Dr Tatjana Reiber, DIE</li> </ul>
3.15 – 3.45 pm	Tea & Coffee Break

3.45 – 5.45 pm

**Competences & Training for the Implementation of the 2030 Agenda in India and beyond - Identifying needs and sharing good practice Input and Small Group Exchange with**

- Prof. Nirmala Apsingkar, Director General (i/c), Administrative Staff College of India
- Dr Sunita Khurana ( IAS), Director, Institute of Secretariat Training and Management
- Mr. D Chakrapani (IAS Retd.), Director General, Andra Pradesh Human Resource Development Institute
- Ms. Adriana Plasencia, National Institute of Public Administration (INAP), Mexico, Schools of Public Administration for the "New York Proposal for a Programme of Action"
- Ms. Chandrika Bahadur, President, SDSN Association/ SDG Academy

**Moderation**

- Dr Tatjana Reiber, DIE

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**Thursday, 25 April 2019**

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9.30 – 11.00 am

**Inspiration for training for the 2030 Agenda implementation  
Parallel Sessions**

1. Skills and policy coherence for the SDGs: Identifying and addressing policy interactions, Carina Lindberg, OECD
2. Digital solutions: Shreyasi Singh, Founder & CEO, Harappa Education
3. Training activities for transformative change: Dr Tatjana Reiber, DIE
4. Leadership courses: Dr Harsh Sharma, ASCI

11.00 - 11.30 am

Tea &amp; Coffee Break

11.30 am - 1.00 pm

**Continuation of Morning Sessions**

1.00 pm - 2.15 pm

Lunch

2.15 - 4.15 pm

**Inspiration for training for the 2030 Agenda implementation  
Parallel Sessions**

1. Train the trainer courses: Dr Simona Costanzo-Sow, United Nations System Staff College Knowledge Centre for Sustainability (UNSSC)
2. Innovation for Public Service Delivery, Dr Nirmalya Bagchi, Dean of Research and Management Studies, ASCI
3. Developing MGG-inspired training activities: Dr Tatjana Reiber, DIE
4. SDGs Tool kit: MGG Alumni Group
5. Open space for further topics

4.15 - 4.45 pm	Tea & Coffee Break
4.45 - 5.45 pm	<b>Reflection and Exchange in Plenary</b>
<b>Friday, 26 April 2019</b>	<b>Internal parallel workshops (Closed)</b>
9.30 – 11.00 am	<p><b>Parallel Internal Workshop 1</b> <b>Implementing the New York Proposal for a Programme of Action</b></p> <ul style="list-style-type: none"> <li>- Administrative Staff College of India (ASCI),</li> <li>- CPC Central Committee Party School/Chinese Academy of Governance, China (CPCCCPS/CAG),</li> <li>- Fundação Oswaldo Cruz, Brazil (FIOCRUZ),</li> <li>- German Development Institute / Deutsches Institut für Entwicklungspolitik, Germany (DIE),</li> <li>- National School of Government, South Africa (NSG),</li> <li>- National Institute of Public Administration, Indonesia (NIPA/LAN),</li> <li>- National Institute of Public Administration, Mexico (INAP),</li> <li>- National School of Public Administration, Brazil (ENAP),</li> <li>- Organization for Economic Cooperation and Development (OECD),</li> <li>- United Nations System Staff College Knowledge Center for Sustainability (UNSSC),</li> <li>- University of Speyer, Germany</li> </ul>
9.30 – 11.00 am	<p><b>Parallel Internal Workshop 2</b> <b>Developing MGG-inspired training activities</b></p>
9.30 – 11.00 am	<p><b>Parallel Internal Workshop 3</b> <b>#MGG4SDGs: Developing an SDG Toolkit</b></p>
11.00 – 11.30 am	Tea & Coffee Break
11.30 am – 1.00 pm	<b>Continuation of Parallel Internal Workshops</b>
1.00 – 2.15 pm	Lunch
2.15 – 3.45 pm	<b>Continuation of Parallel Internal Workshops</b>
3.45 – 4.15 pm	Tea & Coffee Break, including light snacks
4.15 – 5.00 pm	<b>Lessons learnt from Conference / Workshop</b>

## Managing Global Governance (MGG) – International Conference 2019

### “Training and Dialogue for the Implementation of the 2030 Agenda”

24 – 26 April 2019

Administrative Staff College of India (ASCI), College Park Campus, Banjara Hills, Hyderabad – 500034

Report by Srilekha Ravvarapu

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## Introduction

Delivery of the 2030 agenda mandates a structured interface between the political stakeholders, public servants and the implementing agencies. Public Services are at the heart of efforts to make Institutions effective, accountable and inclusive, as elaborated in SDG 16<sup>1</sup>. The United Nation’s transition from Millennium Development Goals (MGDs) to Sustainable Development Goals (SDGs) insisted upon shifting attention from mere policy coordination to capacity building of public servants<sup>2</sup>. United Nations Development Programme (UNDP) believes that those states which invest in their administrative capacities are more likely to deliver on the 2030 Agenda for Sustainable Development.

In 2018, the members of the UN Committee of Experts on Public Administration (CEPA) noted that the civil servants should not be left behind in implementation of 2030 agenda and called for investing on their competencies and skill enhancement of public service officials<sup>3</sup>. According to a publication by the United Nations Department of Economic and Social Affairs (UN DESA) titled “Working together: Integration, Institutions and the SDGs”<sup>4</sup>, one of the strategies to promote interlinkages could be by introducing rotation of public servants across sectors and departments like in India and many other countries. According to UNDESA’s survey on “Mapping Regional Civil Service Curricula for SDGs”, only 25 percent of the surveyed nations<sup>5</sup> had standalone curricula for SDGs for capacity building of civil servants.

Schools of Public Administration (SPA) play a pivotal role in furthering the implementation of the Agenda 2030. Managing Good Governance (MGG) has been employing various formats of mutual learning both among Schools of Public Administration in the different MGG countries as well as among relevant interest groups from policy, academia, business and civil society in order to strengthen capacity building in the public sector. It is based on the proposal for a “New York Programme of Action” for Schools of Public Administration and partner institutions, which was jointly developed by MGG network partners during the High-Level Political Forum 2018 (HLPF).

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<sup>1</sup> 2018. Meeting of the Global Initiative of Schools of Public Administration. United Nations Public Service Forum. <http://workspace.unpan.org/sites/Internet/Documents/UNPAN98289.pdf>

<sup>2</sup> 2015. Policy Integration in Government in pursuit of the sustainable development goals. United Nations Department of Economic and Social Affairs.

<sup>3</sup> 2018. CEPA 17 Experts Call for Investing in Public Servants to deliver on SDGs.

<sup>4</sup> 2018. Working together – Integration, Institutions and the Sustainable Development Goals. World Public Sector Report. UN

<sup>5</sup> Bhutan, India, Bangladesh, Pakistan, Samoa, Brunei, Thailand, Vietnam, Myanmar, Mongolia, China, Republic of Korea, Singapore, Vanuatu, Sri Lanka and Japan

### The 3-day Conference

The conference organized by ASCI in collaboration with the Managing Global Governance (MGG) programme anchored by German Development Institute/Deutsches Institut für Entwicklungspolitik (DIE) had the following objectives:

- Strengthen the competencies of event participants on capacity development and dialogue formats for the implementation of the 2030 agenda for sustainable development
- Communicate and jointly develop knowledge on the implementation of the 2030 agenda for sustainable development (together with decision-makers in the public sector and related training institutions)
- Review the [New York Proposal for a Programme of Action](#) with a view to its implementation and further development

The conference was an outreach event that aimed to bring various stakeholders and Schools of Public Administration (SPA) together to deliberate on challenges in training civil servants in the context of 2030 agenda. While the first two days of the conference were open for participation from a wider set of stakeholders, the last day engaged the Managing Global Governance (MGG) alumni on a set of actions to further the New York (NY) proposal for programme of action.

*The conference was participated by 38 delegates from across the globe and international organisations with representation from 8 countries including India (12), Indonesia (6), Brazil (5), South Africa (5), Germany (4), Mexico (3), China (2) and France (1).*


Participants of the MGG International Conference on "Training and Dialogue for implementation of the 2030 Agenda with Schools of Public Administration and further partners of MGG programme"





Key deliberations of the conference were widely published in the leading dailies in Telangana, India including [The Hindu](#), Times of India etc. The extensive coverage by print media had placed emphasis on the inaugural address by Dr. K.V. Subramanian, Chief Economic Adviser, Government of India (GOI) and the key note address by Dr. Rajiv Kumar, Vice Chairperson, National Institution for Transforming India (NITI) Aayog. Both these talks on Role of Governance and Indian Experience in implementing 2030 Agenda had led the conference from front; setting the right tone and tenor.

### Conference outreach; Print Media in Telangana, India – A Snapshot



**THE HINDU**

TELANGANA  
NITI-Aayog keen to work with States on SDGs

**SPECIAL CORRESPONDENT**  
HYDERABAD, APRIL 25, 2019 00:00 IST  
UPDATED: APRIL 25, 2019 05:12 IST

**Vice-chairman calls for 'organic linkage' of Centre, States with the policy think tank**

NITI-Aayog, the national institute for transforming India, is keen to work with planning departments of the States across the country because of its reach to the districts and beyond for implementing and monitoring the Sustainable Development Goals (SDGs) of inclusive growth with reduced inequalities.

Vice-chairman Rajiv Kumar on Wednesday called for an 'organic linkage' of the Centre and States with the NITI-Aayog for working towards taking up the projects required and said a dashboard will be installed indicating the works initiated and their progress.

**News**

**To achieve SDGs, 18 nations decide to focus on health, poverty, climate change**

V Rishi Kumar Hyderabad | Updated on April 26, 2019 | Published on April 26, 2019

f t in e s 0


Meeting at ASCI, representatives vow to make it a better world

Representatives from 18 countries, who had converged at the Administrative Staff College of India, listed out their priority areas which include health, poverty eradication and climate change to achieve the Sustainable Development Goals.

**CEA rebuts GDP data 'fixing' charge**

UTTARA VARMA@TIMESGROUP.COM

Hyderabad:



Krishnamurthy

**Need newer proxies to judge economy that is changing fast, says Subramanian**

Speaking at a conference on "Training and Dialogue for the Implementation of the 2030 Agenda" organised by the Administrative Staff College of India and the German Development Institute in Hyderabad, he said, "When the economy is changing so fast, there have to be newer proxies to judge it. In this process of recalibration, generally operational

HYDERABAD

**Putting the planet on a sustainable course**

**SPECIAL CORRESPONDENT**  
HYDERABAD, APRIL 26, 2019 22:50 IST  
UPDATED: APRIL 26, 2019 22:50 IST

**Attendees at international workshop recommend focus areas to work on**


Ending poverty, ensuring healthy lifestyle and better infrastructure, fostering innovation, striving for sustainable industrialisation and taking urgent action to combat climate change are the areas from among the Sustainable Development Goals (SDGs) which should be the national priorities.

This was decided by the participants from 18 countries who attended the international workshop on 'Leadership Development Programme for Enhanced Public Service Delivery' organised at the Administrative Staff College of India (ASCI) in association with the German Development Institute in the last three days.

**'State planning boards to be roped in for Sustainable Development Goals'**

OUR BUREAU

f t in e s



Rajiv Kumar (left), Vice-Chairman, NITI Aayog, and K Padmasaheb, Chairman, ASCI, at an event in Hyderabad on Wednesday. KVS CBS

**Concerted efforts needed to eliminate inequality, says NITI Aayog Vice-Chairman**

HYDERABAD, APRIL 24

NITI Aayog Vice-Chairman Rajiv Kumar on Wednesday said the State Planning Boards and the district level administration will be engaged in achieving the country's Sustainable Development Goals.

Speaking at the Administrative Staff College of India on the experience in implementing the 2030 Agenda for Sustainable Development Goals, Kumar said the implementation needs a concerted effort from the Central government, States and

## Inaugural Address – 2030 Agenda; Role of Governance

SDGs establish their uniqueness by possessing traits of “Universality, Integration and Transformation”. Anchored by NITI Aayog, India thrusts upon “Governance through data” for SDG implementation as cited by the Inaugural speaker, Dr. K.V. Subramanian, Chief Economic Adviser, Government of India. Realizing that the locus of SDG implementation lies in its states, the NITI Aayog in association with the Ministry of Statistics and Programme Implementation (MoSPI) has developed the SDG India Index (2018)<sup>6</sup> to measure progress and trigger action by the States and Union Territories (UTs). The composite index covers 13 out of 17 goals and believes in the principle of “Competitive Governance”; grouping states into Forerunners, Performers and Aspirants taking into account the social, economical and environmental dimensions of development. Globally, judicious prioritization of goals, dovetailing finances from all possible sources, enhancing capacities for data collection and monitoring are few of the strategies that could accelerate SDG implementation.



**“There is no ‘Plan B’ because we do not have a ‘Planet B.’ We have to work and galvanize our actions”**

**– Dr. K.V. Subramanian, Chief Economic Adviser, Government of India**

## Key Note Address - Indian Experience in implementing the 2030 Agenda for Sustainable Development

Dr. Rajiv Kumar, Vice Chairperson, NITI Aayog observed that in the Indian context, SDGs need a considerable effort of prioritization by the States and Union Territories given their socio economic and demographic diversity. Mainstreaming SDGs into the development agenda of the States & Union Territories and Convergence at the grassroots shall fast track implementation. Capacity building initiatives, though at their early stages, have been commissioned by the Department of Personnel and Training (DoPT), GOI and 9 States have adapted the same. The DoPT, GOI has initiated efforts in making some of the SDG modules available online in order to reach out to a wider set of audience<sup>7</sup>. Efforts in training could see the light of the day when the interministerial linkages at the Centre and State levels are well knit alongside actively involving Administrative Training Institutions (ATIs). Silo approaches are neither working in SDG implementation nor the associated capacity building activities.

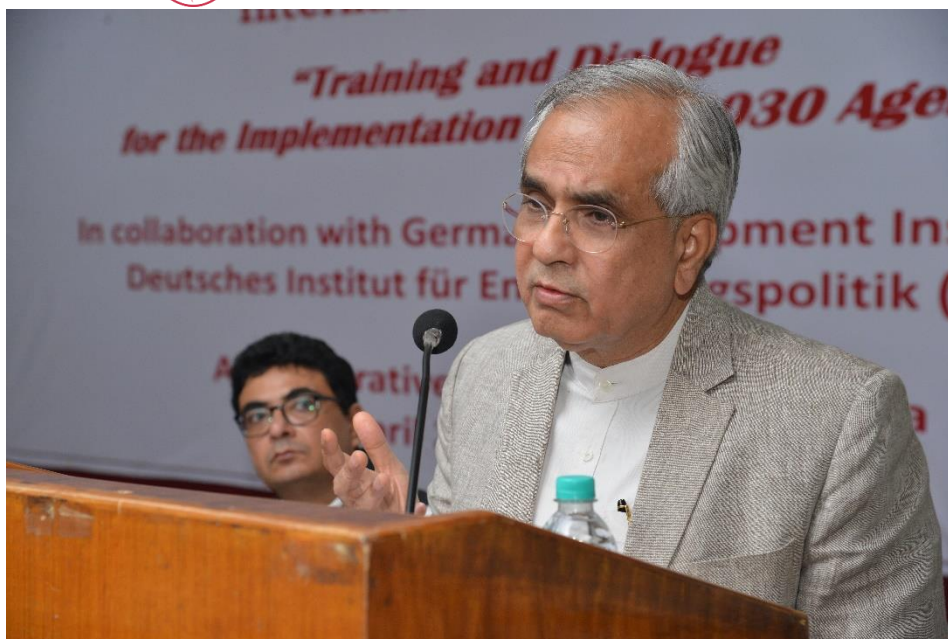
<sup>6</sup> 2018. SDG India Index – Baseline Report. NITI Aayog.

<sup>7</sup> [http://www.doptlrc.in/elearn/nonscorn/MCRHRD\\_SDG\\_English\\_India\\_NonScorm\\_23032018/story\\_html5.html](http://www.doptlrc.in/elearn/nonscorn/MCRHRD_SDG_English_India_NonScorm_23032018/story_html5.html).



**“NITI Aayog plans to work closely with State Planning Departments who could act as “Conduits of SDGs” at the State level, capable of driving Capacity building activities through the districts and local governments”**

**– Dr. Rajiv Kumar,  
Vice Chairperson, NITI  
Aayog**



**Competencies and Training for the implementation of the 2030 Agenda in India and beyond – Identifying needs and sharing good practices (Day 1)**

A panel was constituted to deliberate on the needs for training and good practices followed by a “World Café” where the delegates had smaller group exchanges. The Panel was represented by leading Schools of Public Administration in India and abroad including Administrative Staff College of India (ASCI), Institute of Secretariat Training and Management (ISTM), Andhra Pradesh Human Resource Development Institute (APHRDI), National Institute of Public Administration (INAP), Mexico and the SDG Academy of the Sustainable Development Solutions Network (SDSN).



**Panellists of the session on competencies and training for the implementation of 2030 Agenda**

Drawing from the discussants’ extensive experience in capacity building of the Governments and Public Sector, one could infer that the capacity building activities towards achieving 2030 agenda are

still emerging and sporadic in nature. Standalone programmes are hardly being offered in India. However, most of the Institutions including ASCI, ISTM, APHRDI are offering embedded programmes in the areas of health, water & sanitation, energy etc. . Again, the question remains whether these offerings could qualify and be categorized as trainings for implementation of 2030 agenda.

“Changes in Attitude” of the sponsoring institutions and the trainees themselves, political and administrative will seemed the focal points of designing capacity building programmes for 2030 agenda. Sustainable Development being a “Strange” new field, challenges are multifold including availability of enough research based evidence, faculty and their abilities, pedagogical innovations; to name a few. Systems thinking approach, filling the expertise gap, using blended learning using technological tools and an integrated learning with theory, practice and research may lead to effective delivery of trainings for 2030 agenda.

***World Café brought out the emphasis on the “how” part of implementation of capacity building activities clearly. Critical aspects of discussions included curriculum design, course module development, finances and sponsorships, partnerships and institutional linkages and duration of the programmes.***

A glimpse of the World Café discussions on competencies and training for implementation of 2030 Agenda



### **Inspiration for training for the 2030 Agenda Implementation – 1 (Day 2)**

As part of strategizing trainings towards achieving 2030 agenda, break out interactive sessions were conducted on Skills and Policy coherence for SGDs, Digital Solutions, Training activities for transformative change and Leadership Courses. Sessions were highly participative in nature through various small group activities and exchanges.

Deliberations on Policy Coherence for Sustainable Development (PCSD) sensitized the participants on the need to integrate the complex interactions of economic, social and environmental dimensions of sustainable development at all stages of policy making. Fostering sectoral and institutional synergies and minimizing trade-offs were advocated to be the keys. Value driven, capable, trusted, responsive and adaptive Skills of Civil Servants play a larger role in establishing such synergies. Discussants in the session had to identify sectoral priorities and critical policy interactions as part of a group exercise (OECD).

Session on Digital Solutions had emphasized on the need for building the curriculum around the foundational skills such as cognitive and social skills. While the digital curriculum has the advantage



of better learning outcomes, the method also has the limitation of disengagement of trainees. Through brainstorming, the delegates had to identify and map foundational skills in curriculum framework and were asked to share their experiences on digital learning (Harappa Education).

Training for transformative change insisted that the status quo approach is no longer relevant in implementation of 2030 agenda. The capacity building initiatives rather need to follow holistic learning approaches touching upon Attitude, Skills and Knowledge (ASK). A brain writing exercise was conducted on “What kind of learning activities can be included in a transformative training and how the applicability could be enhanced?”. Also, small group exchanges took place on “Whether hierarchies impeded learning, should training for 2030 agenda be made mandatory for civil servants and should training prioritize executive leadership level?” (DIE).

The parallel session on leadership training laid focus on three process related aspects including Integration, Decentralization and Attitude of the trainees. A role play was conducted where the delegates grouped themselves into Civil Servants, Politicians, Civil Society and Media/Private Sector and were asked to bring in their perspectives in designing leadership courses comprising of objectives, outline and outcome evaluation methods (ASCI).

*A plenary on the parallel sessions had emphasized on the participants sharing their experiences on “What have I learnt?”. Synergistic partnerships, need for local solutions, cooperation by sharing best practices, innovative training methods including detailing of sessions emerged as key take-aways.*

### **Inspiration for training for the 2030 Agenda Implementation – 2 (Day 2)**

“Inspiration for training” as a theme continued on Day 2; post lunch where parallel sessions on Train the Trainer (ToT) courses, Developing MGG inspired training and SDGs Toolkit were pondered upon.

In the ToT session, participants were made aware of what makes a training successful. Clarity of purpose, objectives, syllabus are critical along with participatory sessions fostering honest discussions and feedback. Various delivery methods could include visuals, story boards, data, games, reflections et al. Encouraging pax to interact and establishing credibility of the trainers are equally significant. The session captured the expectations of the participants through an exercise and also articulated on the larger objective of the Agenda 2030, detailing the “What” and “How” targets (United Nations System Staff College Knowledge Centre for Sustainability).

Short training formats in Managing Good Governance (MGG) style lay thrust on core concept and methodology, joint implementation strategies and development. MGG inspired training activities had deliberated on the need for integration of technical aspects with soft skills, policy coherence, alignment with the Organization’s Training and Development (T&D) plan and handholding of the satellite nations (non – participants) by the MGG participant countries. The MGG support facilitates conceptualization, prototype testing support, ToT formats etc. through a sounding board, participants’ interests on MGG training formats were captured (DIE).

Session on SDG Toolkit instilled the importance of Diagnosis based toolkits that enable smoother implementation of SDGs. “Early” or “In-Consolidation” or “Mature” stages of implementation require varied roadmaps for implementation and therefore a diagnostic toolkit is significant in gauging the stages of implementation. Through an online structured interview tool, the session had captured the participants’ views on three areas including Understanding SDGs, Process of Implementation and Outputs of Implementation. This led to the participants’ awareness on “how to” design a toolkit for diagnostic studies and further implementation of SDGs (MGG Alumni).

### **Feedback of the participants**



The Wall of Golden Nuggets

Post deliberations, delegates had to indicate key areas of learnings from the two day conference by creation of a “Golden Nugget” wall and through a physical evaluation sheet.

Some of the key areas of learning included *“Open dialogue and reflective learnings, explore possibilities for International collaborations, Indian Experiences, Training formats, Get Digital; Get Online, Good Practices, Methodology of delivering SDG trainings, SDG Index in India, Multi Stakeholder approach, Need for localization of SDGs, Prioritization, common problems and diverse solutions”*

The final evaluation conducted by DIE, illustrated the participant’s overall satisfaction towards the conference strong methodical emphasis on collective participation, interaction and networking throughout all sessions. Particularly, the didactic approaches of cooperative and active learning have naturally increased the gain of knowledge. In form and content not only the communication and exchange of experiences through cross-cultural and multi-national dialogue were highly praised, but the inaugural address by Dr. K.V. Subramanian on the Role of Governance and Indian Perspectives in implementing 2030 Agenda followed by a lively discussion was especially well received.

**New York Proposal for Programme of Action (Day 3)**

**Stock Taking** - Alumni of the MGG Network were to discuss on the status of implementation of the New York Proposal for a Programme of Action in their respective countries, across the core components including Principles of engagement, Executive Leadership Courses, Train the Trainers Format, Repository and Peer Exchange. From the round table, it is known that the alumni are internalizing the concept of MGG and a considerable set of Institutions have begun planning and conceptualizing the modules.



**Expectations** – The alumni were to indicate their expectations to make the NY proposal a concrete one which needs to take a doable shape and eventually has an impact. Summary of their expectations across the core components of the NY proposal include:

- Principles of engagement – Engaging Institutions (beyond individuals), Convincing top management/ boards, Rotation of meetings amongst the member nations, Linkages with other larger forums
- Repository – Sharing information on training offers, Exchange of materials and guidelines, info sheet on the members of the network, Mapping of expertise, Joint Initiatives for third party funding
- Leadership Courses – Setting standards; guiding questions and recommendations for courses, Converge through bottom up or top down approaches, Pricing
- ToT Formats – Interconnection to existing formats or networks, Peer coaching for trainers, Guiding questions on “how to”
- Peer exchange – Networking between meetings (virtual), Knowledge cooperation and outreach, Exchange of materials before and after meetings

Participants were made to develop concrete, actionable proposals comprising of objectives, MGG dimension, partners / actors including the role of DIE, work plan with timelines and prototypes. To further the action on the NY proposal for programme of action, DIE is expected to anchor development of a working document by consolidation of the above proposals.

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