

**Strategy on
the Sustainable
Development
Goals
2020 – 2030**

Barcelona, November 2021

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01 Introduction: the SDGs as an opportunity to contribute to the global sustainable development agenda

The United Nations' 17 Sustainable Development Goals (SDGs) are the world's call to action on the most pressing challenges and opportunities facing humanity and the natural world. In 2019 the United Nations Secretary-General called the next 10 years the "Decade of Action" for the delivery of the SDGs. All sectors of society are called upon to mobilise more resources and smarter solutions for the SDGs, adapting policies, budgets, and regulatory frameworks to generate an unstoppable movement for the required transformations.

However, the COVID-19 pandemic and its impact on all 17 SDGs has shown that what began as a health crisis has quickly become a human and socio-economic crisis. While the crisis is imperilling progress towards the SDGs, it also makes their achievement more urgent and necessary. It is essential that recent gains are protected as much as possible. A transformative recovery from COVID-19 should be pursued, one that addresses the crisis, reduces risks from future potential crises and relaunches the implementation efforts to deliver the 2030 Agenda and SDGs during the Decade of Action.

With their unique role in creating and sharing knowledge and solutions, research centres have a direct role in addressing the challenges set out in the document [Transforming our world: the 2030 Agenda for Sustainable Development](#). This SDGs Strategy is the response of ISGlobal to this call. It is a plan of action to become a more sustainable-oriented institution while contributing to the overarching goal of health equity. Through this Strategy, ISGlobal will strengthen the role of knowledge and innovation with Health and well-being as the central cornerstone of its work. It will also create synergies with selected targets in other goals related to urban health, equal access to treatments, and non-communicable diseases, among others and will embark on a path towards becoming a green and sustainable organisation.

Our aim is to promote public health through an integrated approach to public policies across different sectors (the ["Health in All Policies approach"](#) defined by the WHO) and become a "carbon neutral" institution. The SDGs present a unique opportunity for this.

02 Why a SDGs Strategy

ISGlobal is one of the world's leading research and policy centres in the field of Global Health. Combining research on communicable diseases with research on chronic diseases and their environmental and climatic cause, it has progressively assumed the principles of the 2030 Agenda by strengthening the role of knowledge, innovation, and capacity building for the implementation of the SDGs Agenda. To provide a meaningful contribution to the sustainable development agenda, ISGlobal has decided to embark in a process to integrate the SDGs into its operations and policies. We want to become a sustainable institution and enhance our impact in policy making around global health, and we want to show our commitment in a transparent and accountable way.

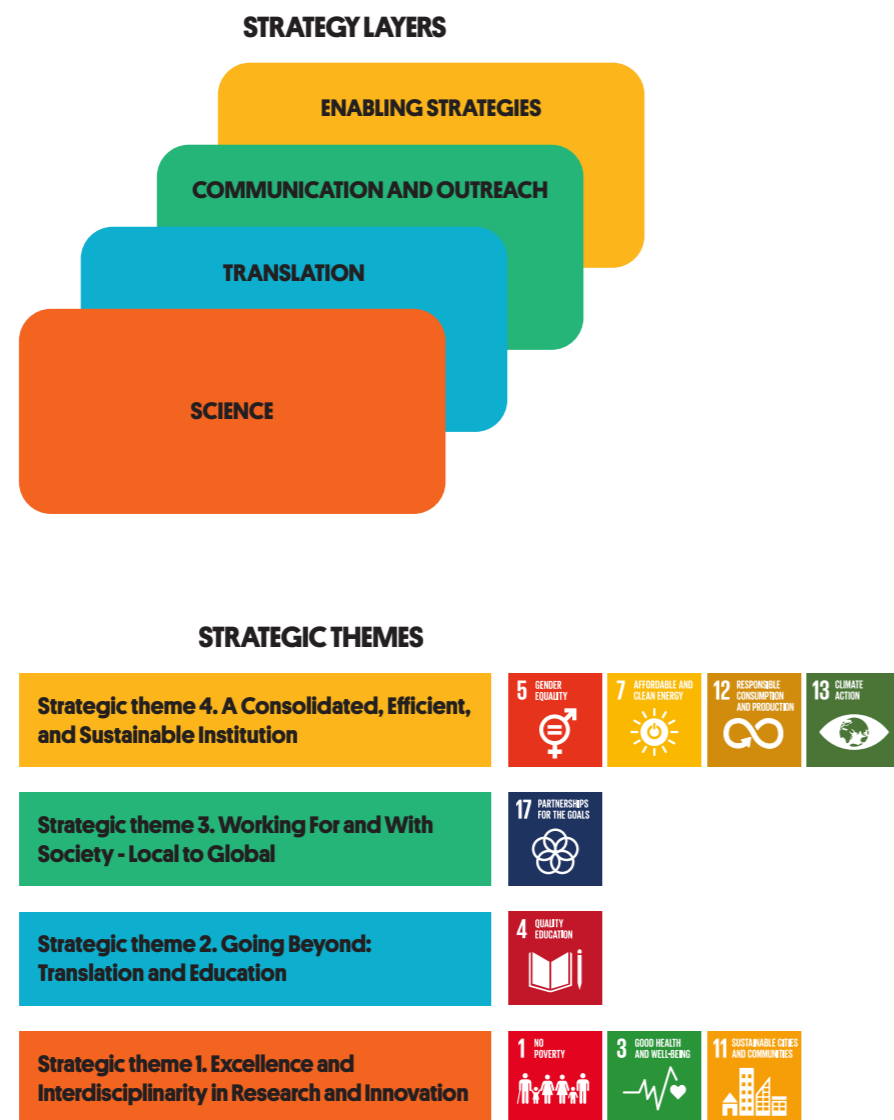
This process comes in timely: the COVID-19 pandemic has highlighted the global interconnectedness and collective reliance on one another as never before. This unprecedented moment demands action by all public and private actors to build an equitable, resilient and sustainable future for people and the planet. ISGlobal wants to be part of this process.

The [ISGlobal Strategic Plan 2019-2023](#) provides the right framework to reflect on our contribution to the SDGs and their targets, and set ambitious goals for the future. The Strategic Plan 2019-2023 involves 4 main strategic "layers", to which the SDGs are closely interconnected. They include:

- A **Research and Innovation** strategy at the core, focusing on areas of proven scientific excellence and interdisciplinary areas of future development, largely based on current and projected strengths, based on the Severo Ochoa proposal, covering from discovery to application.
- A **Translation strategy**, including ISGlobal Initiatives actions, combined with policy, development, advocacy, training and education activities.
- **Communication and Outreach**, from the local level to the regional, reaching the global North and South, involving the different key stakeholders.
- An **Institutional structure strategy**, based on key cross-cutting areas of action, from governance to management and infrastructures, as well as partnerships and alliances.

As shown below, each strategic “layer” can be easily associated with key SDGs, which constitute the “overarching goals” of the Strategic Plan 2019-2023:

Figure 1 Contribution of the strategic “layers” to the SDGs



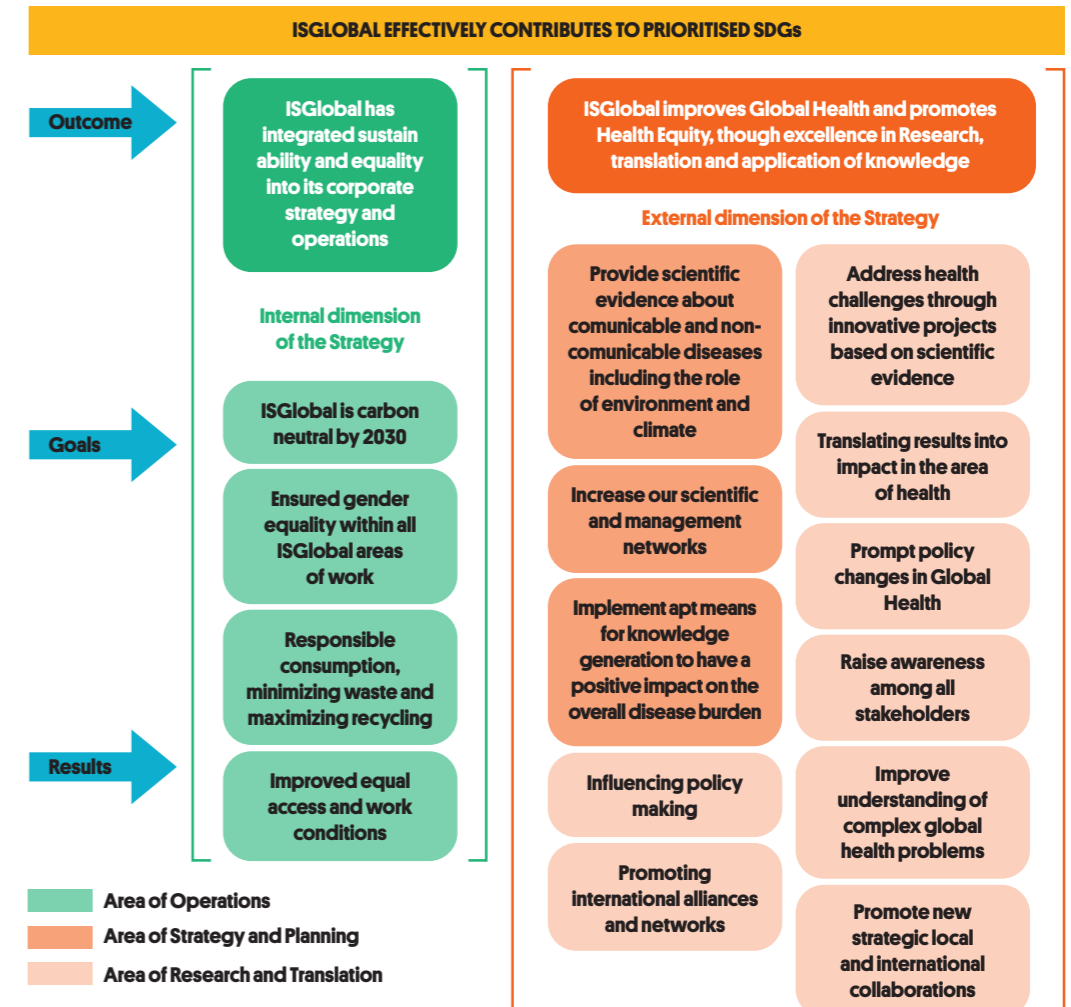
Source: Inspired on ISGlobal Strategic Plan 2019-2023

03 Theory of Change: a vision for ISGlobal’s contribution to the SDGs

The SDGs, and the 2030 Agenda, are a change project that requires a response as systemic as possible. This entails a “whole-of-the-system approach” to ensure coherence between both the internal processes (ISGlobal becoming a more sustainable organisation) and the external impact brought about by research and policy making.

For this, a “theory of change” (ToC) for how ISGlobal can best support the contribution to the SDGs has been developed. It is based on a shared understanding on the expected impact of this Strategy at different levels: Outcome, Goals and Results. Where the SDGs constitute the “what” that ISGlobal will need to contribute to, this ToC focuses on the “how”, that is, the rationale behind that contribution as shown in Figure 2.

Figure 2 A Theory of Change for ISGlobal Strategy on SDGs 2020-2030



Source: Own elaboration based on input provided by the SDGs Thematic Working Groups at ISGlobal

The ToC proposed stems from the input provided by ISGlobal's Thematic Working Groups on the SDGs during the participatory exercise to design the Strategy on SDGs 2020-2030. It sets the overarching goal to which ISGlobal will aim as *the effective contribution to the prioritised SDGs* (see section 5 for further details). This will hinge upon two specific goals: one related to the "internal dimension" of the Strategy, which is the integration of sustainability and equality into ISGlobal's corporate strategy and operations; and the other related to the "external dimension" of the Strategy, which is the improvement of Global Health and the promotion of Health Equity through excellence in research, translation and the application of knowledge.

Both specific goals will be achieved through several expected results for which specific activities will be identified in addition to the ones that ISGlobal is currently implementing as part of its normal operations. The results are clustered around "thematic areas" linked to the internal and external dimensions of the Strategy as shown in Figure 2: Operations, Strategy & Planning and Research & Translation. These are presented as follows:

Expected results in the area **Operations**:

- ISGlobal will become carbon-neutral by 2030
- Ensure gender equality in all areas of work
- Promote responsible consumption, minimizing waste and maximizing recycling
- Improved equal access and work conditions

Expected results in the area **Strategy and Planning**:

- Provide scientific evidence about communicable and non-communicable diseases including the role of environment and climate
- Increase ISGlobal's scientific and management networks
- Implement apt means for knowledge generation to have a positive impact on the overall disease burden

Expected results in the area **Research and Translation**:

- Influencing policy making
- Promoting international alliances and networks
- Address health challenges through innovative projects based on scientific evidence
- Translating results into impact in health
- Prompt policy changes in global health
- Raise awareness among all stakeholders
- Improve understanding of complex global health problems
- Promote new strategic local and international collaborations

Since most of the expected results per thematic area are related to the strategic themes laid out in the Strategic Plan 2019-2023, both the SDGs Strategy and the Strategic Plan provide an integrated approach of ISGlobal's contribution to its institutional goals and the SDGs. For instance, the results expected at the **Operational level** can be clearly connected to the **Strategic Theme 4. A Consolidated, Efficient, and Sustainable Institution** of the 2019-2023 Plan, which includes the promotion of ISGlobal institutional commitment to gender equity in all activities at all levels as well as ensuring the best procurement and financial management practices.

Similarly, the expected results at the **Strategy and Planning** level can be linked to **Strategic Theme 2: Going Beyond: Translation and Education**, which aims at consolidating ISGlobal model on knowledge management and dissemination, by maximizing its capacity to effect change, and becoming a hub in global health education and training and for the SDGs 2030 Local Agenda implementation.

Finally, the expected results at the **Research and Translation** level can be linked to the **Strategic Theme 1: Excellence and Interdisciplinarity in Research and Innovation**, which aims at developing interdisciplinary science to improve ISGlobal's understanding of complex global health problems, and to contribute to the urgent needs of implementing the SDGs agenda and to **Strategic Theme 3. Working For and With Society - from local to global**, which aims at engaging ISGlobal in a creative and dynamic dialogue and interaction with the society identifying and developing best practices in science communication and outreach.

To create synergies with current institutional processes, this Strategy will benefit from current actions implemented by ISGlobal to contribute to the expected results in each of the three areas presented, notably those actions identified for each of the Strategic themes included in section 6 of the 2019-2023 Plan (*Strategic Themes and Key Actions*). In addition, some *specific activities* for the achievement of the strategic results under the **Operations** area have been proposed as part of a gradual implementation of this Strategy (see section 4).

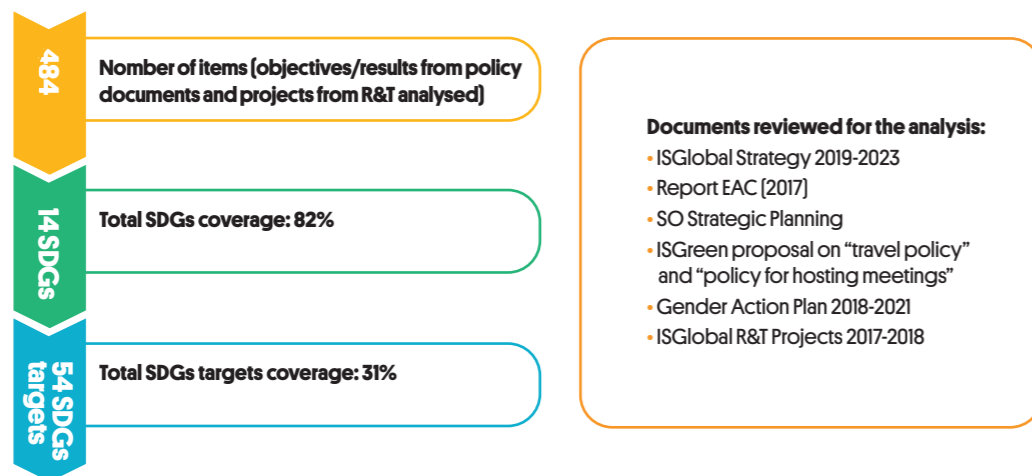
04 A Strategy on SDGs built on a participatory and inclusive process

The ISGlobal Strategic Plan 2019-2023 identifies the contribution toward the 2030 Agenda and the SDGs as an opportunity to work in a more systemic, sustainable and equitable way. To match this ambition, in February 2020 a “SDGs Strategy and Roadmap” was adopted with two specific goals:

- a. Key staff from different departments at ISGlobal will provide strategic input in the design of the “SDGs Strategy 2020-2030”.
- b. To increase awareness-raising among ISGlobal staff about the 2030 Agenda and the SDGs through an internal communication plan.

The Strategy aims to establish the priorities of ISGlobal regarding the 2030 Agenda and the SDGs. It is a “living document” that will be adjusted over time to reflect the changes in ISGlobal internal and external environments. To kick-off the participatory process, a Task Force for the Strategy on SDGs was set up in April 2020. Prior to the establishment of Thematic Working Groups with members of the Task Force, its secretariat carried out an analysis to present an overview of the alignment of key policy documents with selected SDG targets. The aim of the analysis was to provide a background to inform the discussions of the Thematic Working Groups.

The secretariat of the Task Force reviewed the strategic objectives and results as well as research and translation projects implemented during 2017-18 (either completed or ongoing). The alignment is based on two criteria: **relevance** of the strategic objective vis-à-vis the SDG target (that is, the extent to which the objectives/results respond to the objectives contained in the SDG target) and the **level of alignment** between the “core elements” integrated in the objectives/results and the SDGs targets. While not being a “scientific” exercise its aim was basically to provide a “starting point” to help TWGs conduct the different exercises in the design of the SDG Strategy. The results are presented below:



Three SDGs stand out as the most aligned with SDG targets:



A second group of SDGs cover around 14% of the “items” aligned with SDG targets:

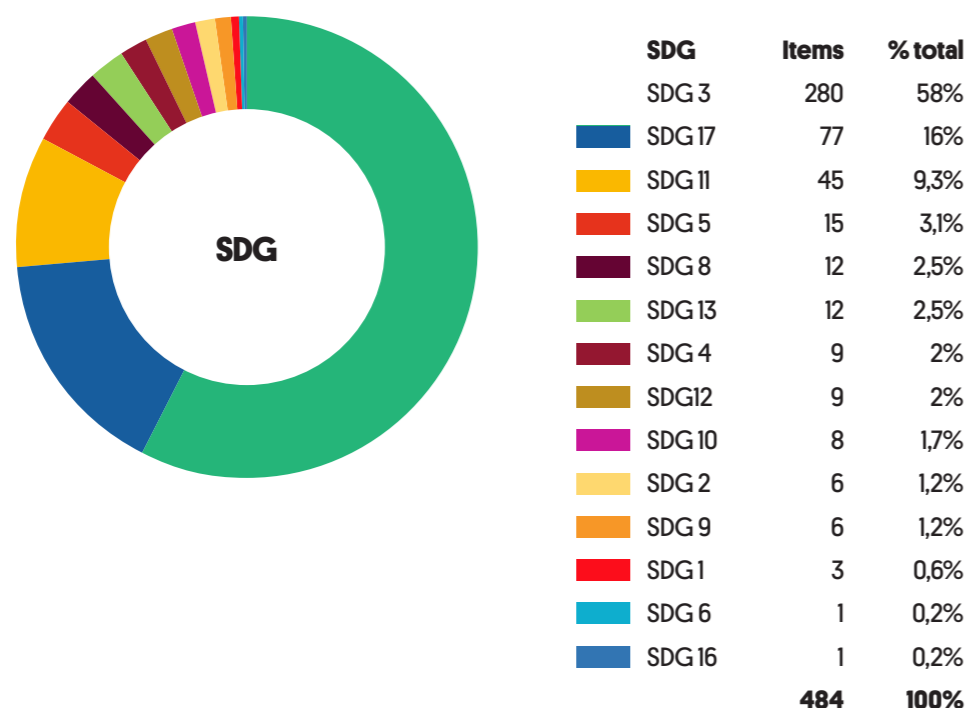


Finally, a third group of SDGs covering only 3.5% of the “items” aligned are:



04 A Strategy on SDGs built on a participatory and inclusive process

Graph 1 Percentage of items (objectives/results/projects) aligned with SDGs



Graph 1 shows the number of "items" aligned with the SDGs and the ranking of SDGs per total number of aligned "items"

The information provided by the background analysis, together with the constitution of 3 Thematic Working Groups (TWGs) with members of the Task Force in June 2020 were the stepping stones towards the configuration of the present Strategy. The Working Groups covered the following "themes": Research and Translation; Strategy and Planning; and Operations.

The TWGs have provided specific inputs at each of the stages planned in the design of the Strategy with the Secretariat of the Task Force – coordinated by the Global Development Area –providing support when/if needed. The TWGs have identified opportunities and challenges for ISGlobal to contribute to SDGs and have formulated several strategic goals to be pursued during the timespan of the Strategy. These goals have been aligned with selected SDGs and targets. Furthermore, the TWGs have identified concrete actions to be implemented toward the achievement of the strategic goals. The results are presented in the next section.

05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

The SDGs have been present in ISGlobal work since 2015. They feed into the narrative and strategic planning of the institution (e.g., Strategic Plan 2019-2023 and Severo Ochoa Plan); ISGlobal's outputs in science, translation, innovation and education are now aligned with, although not all, the SDGs. Moreover, ISGlobal is already mainstreaming relevant SDGs (5, 10 and 13) at operational level, promoting a more equal working environment and sustainable practices by developing policies for inclusive, participatory and representative processes/procedures/decision making. In this regard, ISGlobal is taking a step forward in integrating the SDGs at strategic and operational level in a more structured way within the external (Research and Translation; Training and Education; Advocacy) and internal (operations and management) dimensions of this Strategy.

Several opportunities and challenges arise from ISGlobal's contribution to the SDGs, which have also been considered in the design of this Strategy:

Main opportunities to contribute to the SDGs...

Institutional/funding strategy:

- Reinforce networking with key institutions that focus on SDGs
- Use Severo Ochoa resources wisely to increase ISGlobal impact
- Increase funding for health research at global level

Establish ISGlobal as a center of reference on SDGs. New bibliometrics for research impact on SDGs in discussion in academic community; ISGlobal leader in sustainability

Use SDGs as a core strategy for global health research: for instance, embed NTD research in SDGs strategic lines, not only in those related to SDG3

Build on existing policies: ISGlobal HRS4R Action Plan 2018-2020, the ISGlobal Equity & Gender Plan 2018-2020, ISGlobal Internal communication good practice guidelines...

What challenges should be addressed in order to effectively contribute to the SDGs...

Buy-in from all ISGlobalians to implement Strategy

SDGize ISGlobal:

- Include other SDGs in the R+D+i projects to improve the quality of proposals.
- Incorporate SDGs not only in research, development and innovation, but also in policy, education and training projects.
- Incorporating SDGs language.

Create and strengthen synergies both internally and externally: Look for complementarities, build public-private partnerships oriented to SDGs goals.

Evaluating and monitoring SDGs: Develop and integrate SMART SDG-related metrics/indicators. Conduct periodic evaluations on ISGlobal contribution to SDGs.












Ensure adherence to the ISGlobal guidelines to reduce carbon emissions in all research projects

05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

The input provided by the TWG has allowed ISGlobal to identify a number of **strategic goals** (the “results” in the Theory of Change presented in section 3) linked to specific SDGs and their targets, to which our institution will contribute during the timespan of this Strategy. They are presented in the table 1:

Table 1 Strategic goals linked to the SDGs and their targets

Area: Operations	
Strategic goals	Contribution to SDGs
S.G. 1: Carbon neutral by 2030	     
Main SDGs targets	
<ul style="list-style-type: none"> • 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix • 7.3 By 2030, double the global rate of improvement in energy efficiency • 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries • 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management • 12.2 By 2030, achieve the sustainable management and efficient use of natural resources • 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse • 12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle • 12.8 By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature • 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries • 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships 	






Area: Operations	
Strategic goals	Contribution to SDGs
S.G. 2: Responsible consumption	   
Main SDGs targets	
<ul style="list-style-type: none"> • 2.3 By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment • 2.4 By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality • 7.2 By 2030, increase substantially the share of renewable energy in the global energy mix • 12.2 By 2030, achieve the sustainable management and efficient use of natural resources • 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse • 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally 	
S.G. 3: Minimize waste and maximize recycling	  
Main SDGs targets	
<ul style="list-style-type: none"> • 12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse 	
S.G. 4: Equal representation of women in all governing bodies by 2025	
Main SDGs targets	
<ul style="list-style-type: none"> • 5.1 End all forms of discrimination against all women and girls everywhere • 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women 	
S.G. 5: Improve human resource policy and work conditions	  
Main SDGs targets	
<ul style="list-style-type: none"> • 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training • 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment • 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status 	

05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

Area: Strategy and Planning	
Strategic goals	Contribution to SDGs
S.G. 6: Provide scientific evidence about communicable and non-communicable diseases including the role of environment and climate	
Main SDGs targets	
<ul style="list-style-type: none"> • 1.5 By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters • 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases • 6.2 By 2030, achieve access to adequate and equitable sanitation and hygiene for all and end open defecation, paying special attention to the needs of women and girls and those in vulnerable situations • 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard • 11.5 By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations • 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management • 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities • 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries 	
S.G. 7: Increase our scientific and management networks	
Main SDGs targets	
<ul style="list-style-type: none"> • 5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life • 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending • 10.3 Ensure equal opportunity and reduce inequalities of outcome, by eliminating discriminatory laws, policies and practices • 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships 	





Area: Strategy and Planning	
Strategic goals	Contribution to SDGs
S.G 8: Implement apt means for knowledge generation to have a positive impact on the overall disease burden	
Main SDGs targets	
<ul style="list-style-type: none"> • All targets from S.G 6 and 7 	
Area: Research and translation	
Strategic goals	Contribution to SDGs
S.G 9: Influence policy making	
Main SDGs targets	
<ul style="list-style-type: none"> • All SDG 3 • 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries • 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships 	
S.G 10: Promote international alliances and networks	
Main SDGs targets	
<ul style="list-style-type: none"> • 17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries • 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships 	

05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

Area: Research and translation	
Strategic goals	Contribution to SDGs
S.G 11: Address health challenges through innovative projects based on scientific evidence	  
Main SDGs targets	
<ul style="list-style-type: none"> • 3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health, • 9.5 Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation and substantially increasing the number of research and development workers per 1 million people and public and private research and development spending • 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management • 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities 	
S.G 12: Translate results into impact in health	
Main SDGs targets	
<ul style="list-style-type: none"> • All SDG 3 targets 	
S.G 13: Prompt policy changes in global health	
Main SDGs targets	
<ul style="list-style-type: none"> • All SDG 3 targets 	
S.G 14: Improve Global Health and promote Health Equity	
Main SDGs targets	
<ul style="list-style-type: none"> • All SDG 3 targets 	

Area: Research and translation	
Strategic goals	Contribution to SDGs
S.G 15: Raise awareness among all stakeholders	  
Main SDGs targets	
<ul style="list-style-type: none"> • 1.b Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies • 3.c Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries, • 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks • 5.b Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women • 5.c Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels • 10.a Implement the principle of special and differential treatment for developing countries, in particular least developed countries 	

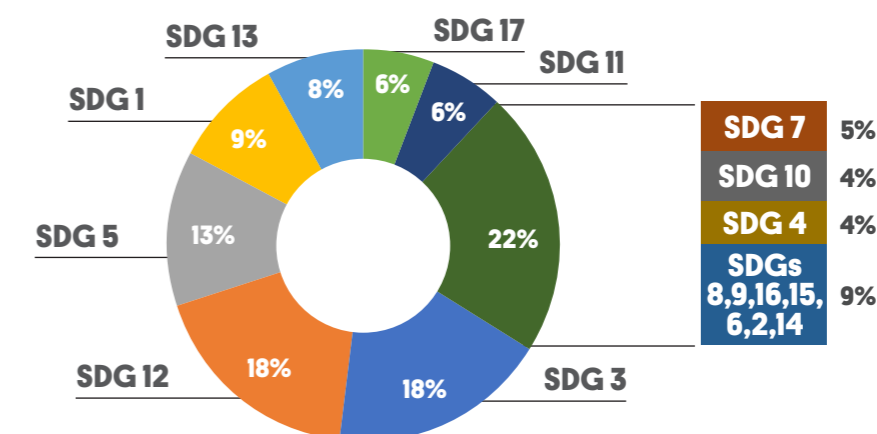
05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

Area: Research and translation	
Strategic goals	Contribution to SDGs
S.G 16: Improve our understanding of complex global health problems	   
Main SDGs targets	
<ul style="list-style-type: none"> • 3.1 By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births • 3.2 By 2030, end preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births • 3.3 By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases • 3.4 By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being • 3.9 By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination • 3.b Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health. • 3.d Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks • 11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries • 11.6 By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management • 11.7 By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities • 12.4 By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment • 13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries • 13.2 Integrate climate change measures into national policies, strategies and planning • 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning. 	

Area: Research and translation	
Strategic goals	Contribution to SDGs
S.G 17: New strategic local and international collaborations in addition to consolidation of our current partnerships in Mozambique, Bolivia and Morocco.	
Main SDGs targets	
<ul style="list-style-type: none"> • 17.6 Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms, • 17.9 Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation • 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships • 17.18 By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts 	

In terms of priority setting, ISGlobal will pay particular attention to **SDGs 3, 5 and 12**, which underpin both the external dimension (contribution to global health) and the internal dimension (a more social and sustainable organisation) of the SDGs Strategy. A second set of SDGs also considered relevant for ISGlobal are **SDGs 1, 11, 13 and 17**. The priority setting derives from the analysis of responses provided by the TWGs on the SDGs that should form the backbone of this Strategy.

Graph 2 Frequency of SDGs cited by TWG as a priority for ISGlobal



Source: TWGs

05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

Based on the priority setting the number of SDGs targets to which ISGlobal will report progress are the following:



SDG 1: END POVERTY

- **1.5** By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
- **1.b** Create sound policy frameworks at the national, regional and international levels, based on pro-poor and gender-sensitive development strategies



SDG 3: GOOD HEALTH AND WELLBEING

- **3.1** By 2030, reduce the global maternal mortality ratio to less than 70 per 100,000 live births
- **3.2** By 2030, end preventable deaths of new-borns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births
- **3.3** By 2030, end the epidemics of AIDS, tuberculosis, malaria and neglected tropical diseases and combat hepatitis, water-borne diseases and other communicable diseases
- **3.4** By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being
- **3.9** By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination
- **3.b** Support the research and development of vaccines and medicines for the communicable and non-communicable diseases that primarily affect developing countries, provide access to affordable essential medicines and vaccines, in accordance with the Doha Declaration on the TRIPS Agreement and Public Health.
- **3.c** Substantially increase health financing and the recruitment, development, training and retention of the health workforce in developing countries,
- **3.d** Strengthen the capacity of all countries, in particular developing countries, for early warning, risk reduction and management of national and global health risks



GENDER EQUALITY

- **5.1** End all forms of discrimination against all women and girls everywhere
- **5.5** Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life
- **5.b** Enhance the use of enabling technology, in particular information and communications technology, to promote the empowerment of women
- **5.c** Adopt and strengthen sound policies and enforceable legislation for the promotion of gender equality and the empowerment of all women and girls at all levels



SDG 11: SUSTAINABLE CITIES AND COMMUNITIES

- **11.3** By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
- **11.5** By 2030, significantly reduce the number of deaths and the number of people affected and substantially decrease the direct economic losses relative to global gross domestic product caused by disasters, including water-related disasters, with a focus on protecting the poor and people in vulnerable situations
- **11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management
- **11.7** By 2030, provide universal access to safe, inclusive and accessible, green and public spaces, in particular for women and children, older persons and persons with disabilities



SDG 12: RESPONSIBLE CONSUMPTION AND PRODUCTION

- **12.2** By 2030, achieve the sustainable management and efficient use of natural resources
- **12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment
- **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
- **12.6** Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
- **12.8** By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature



SDG 13: CLIMATE ACTION

- **13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries
- **13.2** Integrate climate change measures into national policies, strategies and planning
- **13.3** Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning



SDG 17: PARTNERSHIPS FOR THE GOALS

- **17.6** Enhance North-South, South-South and triangular regional and international cooperation on and access to science, technology and innovation and enhance knowledge-sharing on mutually agreed terms,
- **17.9** Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the Sustainable Development Goals, including through North-South, South-South and triangular cooperation
- **17.16** Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources
- **17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships
- **17.18** By 2030, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts

Implementation of the Strategy: short-term actions up to 2025

In the short-term ISGlobal will focus on the strategic goals related to the area of Operations, together with “enablers” to promote and reinforce the mainstreaming of the SDGs into our daily operations as shown in table 2. Annex 1 includes the responsible department and the expected results of the actions proposed.

Table 2 Short-term actions linked to strategic objectives of the area Operations

Strategic Objectives	Actions proposed
S.G 1: ISGLOBAL is carbon neutral by 2030	<ol style="list-style-type: none"> 1. Conduct a carbon footprint analysis (taking into account the last 3-4 years of activity), develop a plan to reduce it (energy efficiency measures; control all energy consumption; set schedules, change contracts, etc. to reduce consumption; evaluate the teleworking impact in CO2 and mobility; travel impact) and implement an annual tracking 2. Enable all ISGlobalians to commute to work with zero emissions. 3. Power ISGlobal using electricity from solar, wind and hydroelectric power only 4. Implement a sustainable travel policy
S.G 2 & 3: Responsible consumption, minimizing waste and maximizing recycling	<ol style="list-style-type: none"> 1. Continue implementing a responsible consumption policy including the following areas: office consumables, food services, coffee consumption, consumption of hardware and devices 2. Develop and implement a sustainable meetings' guide for ISGlobal events and a sustainability guide for guests we host in BCN 3. Revise the agreements with cleaning contractors to include recycling collection from all office spaces and propose the reduction of plastic bags in each office
S.G 4: Ensured gender equality within all ISGlobal areas of work	<ol style="list-style-type: none"> 1. Promote gender balance in Governing Bodies 2. Implement policies to promote gender equality in ISGlobal Staff 3. Introduce ad interim monitoring for the gender equality plan implementation
S.G 5: Improved equal access and work conditions	<ol style="list-style-type: none"> 1. Guarantee equal opportunities and inclusion of all workers, [independently of their gender, sexual-orientation, impairment, race, ethnic group, origin, religion or economic situation] 2. Keep promoting and improving safe conditions in the working environment

05 Results of the participatory process: prioritization of SDGs and strategic goals of the SDGs Strategy

Enablers	Actions
SDGs framework adopted for all ISGlobal projects	1. Adopt an SDGs framework tool to be used to align ISGlobal's projects proposal with 2030 Agenda, and integrate policies and practices to reduce carbon emissions in all projects.
Improved inclusive science	1. Improve the involvement of patients and citizens in the co-creation of research and innovation projects 2. Promote actions to develop, improve and increase training & capacity building activities to contribute to Citizen Science's activities.
Communication on ISGlobal's alignment with SDGs	1. Report on all efforts to ISGlobalians, the Board of Governors, the general public. 2. Share ISGlobal contribution with internal communication
Follow up on ISGlobal Strategy on SDGs	1. Establish a set of SMART Indicators to monitor and evaluate the strategy 2. Continuous monitoring

06 Monitoring and evaluation of the Strategy









As mentioned in section 5, reporting on our contribution to the SDGs depends on narrowing them down to a manageable number. To this effect, the TWGs have identified two sets of SDGs, one with the SDGs that are the major focus of this Strategy: 3, 5 and 12; and another with other relevant SDGs which, together with the first group of SDGs, conform the backbone of the SDGs Strategy. ISGlobal will report on the contribution toward the specific SDGs through the attainment of Strategic Objectives as shown in the table 3:



Table 3 Strategic goals linked to the prioritised SDGs

Strategic Objectives	Major focus on SDGs			Other Relevant SDGs			
	3	5	12	1	11	13	17
S.G 1 Carbon neutral by 2030	●		●		●	●	●
S.G 2 Responsible consumption			●			●	
S.G 3 Minimize waste and maximize recycling			●				
S.G 4 Equal representation of women in all governing bodies by 2025		●					
S.G 5 Improve human resource policy and work conditions	-	-	-	-	-	-	-
S.G 6 Provide scientific evidence about communicable and non-communicable diseases including the role of environment and climate	●			●	●	●	
S.G 7 Increase our scientific and management networks		●					●
S.G 8 Implement apt means for knowledge generation to have a positive impact on the overall disease burden	●	●		●	●	●	
S.G 9 Influencing policy making	●						●
S.G 10 Promoting international alliances and networks							●
S.G 11 Address health challenges through innovative projects based on scientific evidence	●				●		
S.G 12 Translating results into impact in health	●						
S.G 13 Prompt policy changes in global health	●						
S.G 14 Improve Global Health and promote Health Equity	●						
S.G 15 Raise awareness among all stakeholders	●	●		●			
S.G 16 Improve our understanding of complex global health problems	●		●		●	●	
S.G 17 New strategic local and international collaborations in addition to consolidation of our current partnerships in Mozambique, Bolivia and Morocco.							●

To this effect, a set of Key Performance Indicators (KPI) linked to the Strategic Objectives is proposed. To make this exercise easier, the strategic objectives have been clustered around thematic areas. Common KPIs for the set of objectives in each thematic area are then proposed as shown in the next table:

Table 4 Key Performance Indicators (KPIs) for the monitoring and evaluation of the Strategic Goals

Thematic area: Sustainability		
Strategic objectives (S.G)	KPIs	Priority SDGs covered
<ul style="list-style-type: none"> S.G 1 Carbon neutral by 2030 S.G 2 Responsible consumption S.G 3 Minimize waste and maximize recycling 	<ol style="list-style-type: none"> Implementation of the sustainable travel policy. [Reduction in in business travel carbon footprint] Renewable energy consumption. [Total consumption of electricity from renewable sources] Avoidance of waste. [N° of good practices implemented in the use of waste] 	 
Thematic area: Equality		
<ul style="list-style-type: none"> S.G 4 Equal representation of women in all governing bodies by 2025 S.G 5 Improve human resource policy and work conditions 	<ol style="list-style-type: none"> Gender Governance gap. [% of women within the organisation's governance bodies] Diversity, experience, and gender hire ratio Employee satisfaction rates 	
Thematic area: Research and Innovation		
<ul style="list-style-type: none"> S.G 6 Provide scientific evidence about communicable and non-communicable diseases including the role of environment and climate S.G 7 Increase our scientific and management networks S.G 8 Implement apt means for knowledge generation to have a positive impact on the overall disease burden S.G 11 Address health challenges through innovative projects based on scientific evidence S.G 16 Improve our understanding of complex global health problems 	<ol style="list-style-type: none"> R&I output: [1] N° of scientific publications among the top-10% most cited publications worldwide/ [2] N° of scientific co-publications Knowledge generation. [N° of successfully developed innovative research projects based on scientific evidence] Formation on SDGs. [N° of courses related// needed to improve knowledge on SDGs by ISGlobal staff/students] 	    

Thematic area: Policy advocacy		
Strategic objectives (S.G)	KPIs	Priority SDGs covered
<ul style="list-style-type: none"> SS.G 9 Influencing policy making S.G 10 Promoting international alliances and networks S.G 13 Prompt policy changes in global health S.G 15 Raise awareness among all stakeholders S.G 17 New strategic local and international collaborations in addition to consolidation of our current partnerships in Mozambique, Bolivia and Morocco. 	<ol style="list-style-type: none"> Coordination and cooperation. [N° of new cooperation agreements with institutions/ development agencies/organisations] Influence in policy making: [1] N° of policy documents highlighting the importance of issues advanced by ISGlobal / [2] Increased level of financial resources in the budget for ISGlobal's priorities Awareness campaigns. [N° type of awareness-raising activities about ISGlobal's priorities linked to SDGs] 	
Thematic areas: Impact on health		
<ul style="list-style-type: none"> S.G 12 Translating results into impact in health S.G 14 Improve Global Health and promote Health Equity 	<ol style="list-style-type: none"> Performance against service results targets [Indicators of results achieved to be tracked in the countries where ISGlobal is operational in collaboration with technical partners] 	

The SDGs Taskforce (composed by representatives from General Management, ISGreen, Global Development and the Thematic Working Groups), will present an annual report with the results of the monitoring process. This report, will also include annual milestones (for example the footprint analysis, specific policies approved, actions aligned to SDGs, etc.), and should be the core of the internal and external communication plan.

Communication plan

The communication plan pretends to maximize the visibility of ISGlobal effort to contribute to Agenda 2030 and the SDGs using existing tools, both for external and internal communication.

Institutional web will promote the visibility for each project regarding its contribution to the SDGs (see the strategic goal proposed: *Adopt an SDGs framework tool to be used to align ISGlobal's projects proposal with 2030 Agenda*). In addition, articles will be published for dissemination both, in the ISGlobal blog and social medias.

Internal communication will be ensured using the existing dedicated tool in the Intranet and the weekly newsletter.

Specifics communications needs, during the implementation of the strategy, will be consulted with the ISGlobal Communication Department.

Annex 1: short-term actions for the implementation of the Strategy on SDGs with responsible units and expected results

Strategic goals proposed	Actions proposed	Responsible Dpt	Expected results
ISGLOBAL is carbon neutral by 2030	1. Conduct a carbon footprint analysis (taking into account the last 3-4 years of activity), develop a plan to reduce it (energy efficiency measures; control all energy consumption; set schedules, change contracts, etc. to reduce consumption; evaluate the teleworking impact in CO2 and mobility; travels impacts) and implement an annual tracking	Carbon footprint reduction (CFR) taskforce ¹	1. Carbon footprint analysis 2. Carbon footprint reduction plan 3. Implementation of a sustainable digital policy
		CFR taskforce	
		General Management Human Resources	
	2. Enable all ISGlobalians to commute to work with zero emissions.	General Management Human Resources	1. Support policy to workers commuting
	Actions pending results of the Carbon footprint analysis		
3. Power ISGlobal using electricity from solar, wind and hydroelectric power only	General Management	1. Energy impact Report in order to reduce carbon emissions and improve energy efficiency.	
4. Implement a sustainable travel policy	Purchasing Travel policy taskforce	1. Analysis report on current policy travel impact on CO2 emissions (2019-2021) including the impact of social distancing. 2. Implementation plan for a sustainable travel policy considering the steps already taken by ISGreen 3. Identified sustainable travel company minimizing the impact on the environment and supporting protection of nature projects.	

¹ CFR taskforce consists of Josep M. Antó, Ariadna Moreno, Kate Whitfield, Gonzalo Vicente and Patricia Pascau to supervise the works related to the Carbon Footprint analysis and reduction plan.

Strategic goals proposed	Actions proposed	Responsible Dpt	Expected results
Responsible consumption, minimizing waste and maximizing recycling	1. Continue implementing a responsible consumption policy including the following areas: - office consumables - catering services - coffee consumption - vending machines - hardware & devices	Purchasing General Services SDG taskforce ²	1. Implemented a continuous surveillance plan for a sustainable consumption policy, including: office consumables, catering services, coffee consumption, vending machines, hardware and devices. 2. Undergoing an internal campaign for sustainable consumption.
		SDG taskforce	1. Continuous awareness campaign
		IT Services General Management	1. Reviewed and optimized IT policy
	2. Develop and implement a sustainable meetings' guide for ISGlobal events and a sustainability guide for guests we host in BCN	SDG taskforce General Management	1. A sustainability guide for guests developed and implemented 2. A sustainable meetings' guide for ISGlobal events developed and implemented"
	3. Revise the agreements with cleaning contractors to include recycling collection from all office spaces and propose the reduction of plastic bags in each office.	Purchasing SDG taskforce	1. New agreement with cleaning contractors based on sustainable cleaning policy 2. Recycling points implemented in all ISGlobal offices.

Annex 1: short-term actions for the implementation of the Strategy on SDGs with responsible units and expected results

Strategic goals proposed	Actions proposed	Responsible Dpt	Expected results
Ensured gender equality within all ISGlobal areas of work	1. Promote gender balance in Governing Bodies	Gender Committee SDG taskforce	1. ISGlobal's Equity and Gender Plan [IEGP] implemented
	2. Implement policies to promote gender equality in ISGlobal Staff		
	3. Introduce ad interim monitoring for the gender equality plan implementation		
Improved equal access and work conditions	1. Guarantee equal opportunities and inclusion of all workers, (independently of their gender, sexual-orientation, impairment, race, ethnic group, origin, religion or economic situation)	Human Resources	1. Equal opportunities and inclusion of all workers. 2. Operations and crisis committee follow policy on safe conditions of work environment.
	2. Keep promoting and improving safe conditions in the working environment	Human Resources	
SDGs framework adopted for all ISGlobal projects	1. Adopt an SDGs framework tool to be used to align ISGlobal's projects proposal with 2030 Agenda, and integrate policies and practices to reduce carbon emissions in all projects.	Policy & Global Development Dpt Project Unit	1. Guide to mainstream SDGs in project proposals.

Strategic goals proposed	Actions proposed	Responsible Dpt	Expected results
Improved inclusive science	1. Improve the involvement of patients and citizens in the co-creation of research and innovation projects	Project Unit Scientific Culture Unit	1. Identify suitable projects within ISGlobal and develop a joint working unit to promote capacity building activities.
	2. Promote actions to develop, improve and increase trainings & capacity building activities to contribute to Citizen Science's activities.	Project Unit SDG taskforce	2. Reinforce this activity with adequate resources
Communication on ISGlobal's alignment with SDGs	1. Report on all efforts to ISGlobalians, the Board of Governors, the general public.	Communication Dept SDG Taskforce	1. Improved external and internal communication about ISGlobal's continuous contribution to the achievement of the SDGs
	2. Share ISGlobal contribution with internal communication activities.	Human Resources SDG taskforce	
Follow up on ISGlobal Strategy on SDGs	1. Establish a set of SMART Indicators to monitor and evaluate the strategy	SDG taskforce Policy & Global Development Dpt	1. SMART indicators system established
	2. Continuous monitoring	SDG taskforce	2. In-house monitoring unit/s assigned

A partnership:

