



UN Public Administration Programme

Division for Public Administration and Development Management (DPADM)  
UN Department of Economic and Social Affairs (UNDESA)



# International Mayors Forum

**Umodzi Park, Lilongwe, Malawi**  
**16 - 18 May 2018**

**Promoting collaborative and open government through the whole-of-government and whole-of-society approach for the SDGs implementation**

United Nations Project Office on Governance  
Division for Public Institutions and Digital Government  
United Nations Department of Economic and Social Affairs

# Outline of the Presentation

- I. About UNPOG of UNDESA/DPIDG
- II. Critical role of accountable and inclusive public institutions
- III. Concrete challenges to public institutions
- IV. W-O-G approach & whole-of-society approach key to SDGs
- V. Review of country practices in institutional arrangements through National Voluntary Review during HLPF
- VI. Supporting and equipping local institutions
- VII. Localizing SDGs
- VIII. Monitoring and reviewing progress – mainstreaming SDG goals and data mapping exercise

**Conclusions**



# I. About UNPOG

- Established in Sep. 2006
- Phase II: July 2016-2030



- Strengthening the capacities of public administration to translate SDGs and other internationally agreed goals into institutional arrangements, strategies and programmes at country level.
- Geographic coverage focuses on Asia and the Pacific, now extended to also include Eastern Africa.



## II. Critical role of public institutions

- 1. Transparent, effective and accountable institutions are an essential building block for the achievement of sustainable development (SDG16)**
- 2. Imperative of building inclusive institutions**
  - Ensuring that no one is left behind
  - Open and supportive institutions necessary to correct asymmetries of power and promote the participation of marginalized groups
  - Addressing the underlying causes of exclusion and social injustice



## **II. Critical role of public institutions**

- 3. Improving transparency and accountability and combating corruption (role of SAIs and civil society organizations)**
- 4. Need to enhance capacity building in civil servants – awareness of SDGs, skills, reward efforts, cooperation and innovation, ethical leadership and morale standard**
- 5. Participatory decision making – stakeholders' participation in SDG implementation**
- 6. SDGs require sustainable public service delivery – improving connectivity and bridging the digital divide & digital government as an enabler for policy integration**



### **III. Concrete challenges to public institutions**

- 1. Lack of strong leadership to setting priorities with duplicate efforts**
- 2. Lack of overarching legal framework for enhancing integrity and preventing corruption**
- 3. Lack of institutional coordination and policy coherence**
- 4. Localization of the SDGs and engagement of local authorities is limited\***
- 5. Limited engagement with the private sector and civil society\***



### III. Concrete challenges to public institutions

6. “Leaving no one behind” requires institutionalized processes of participation among the poor, the marginalized and other stakeholders.
7. Gaps in engaging the parliaments\* and supreme audit institutions\*
8. Lack of financial and economic resources and expertise, including **lack of IT infrastructure** and IT experts
9. Lack of quality and disaggregated data to monitor and review\*



## **IV. W-O-G and Whole-of-Society – for enhancing policy integration and institutional coordination**

- 1. Increased effectiveness of government's response**
- 2. Enhanced efficiency by reducing duplications of processes and procedures in programme management and service delivery**
- 3. Better service delivery by integrating services**
- 4. Governments can take a more positive stance towards citizens and trust that citizens can be valuable partners in co-creating public value, including service delivery**
- 5. Increased public value by promoting collaboration and coordination with private sector and civil society through partnerships**



## **IV. W-O-G and Whole-of-Society – adapting institutional framework**

- 1. The SDG framework – cross-cutting and integrated in nature: advancing one goal will trigger progress on the others**
- 2. W-O-G approach allows governments to pursue sustainable development more effectively by taking into account interrelations between three dimensions as well as between sectors and subsectors**
- 3. Governments must address institutional constraints to policy integration - imperative to change traditional mind-set and working in silos**



## IV. W-O-G and Whole-of-Society – adapting institutional framework

### 4. Collaboration with local governments and engagement with parliaments are critical

OECD – identified eight building blocks needed for policy coherence including: political commitment and leadership; integrated approaches to implementation; intergenerational timeframe; analyses and assessments of potential policy effects; policy and institutional coordination; **local and regional involvement**; stakeholder participation; and monitoring and reporting

### 5. Mobilizing civil society and the private sector



## **IV. W-O-G and Whole-of-Society – transforming to national goals and data mapping exercise**

- 1. Integrate the 2030 Agenda, the SAMOA Pathway and other agreements into national plans, policies and strategies**
- 2. Particular attention to the vulnerabilities of those countries in special situations – adverse impact of climate change and disasters, and ways to strengthen resilience and elaborate risk-informed policies**
- 3. Mainstreaming global indicators to national indicators**



## V. Review of country practices in institutional arrangements through National Voluntary Review during HLPF

### Creation of new coordination entities:

**Bangladesh** established an Inter-ministerial Committee on SDG Monitoring and Implementation chaired by the Principal Secretary to the Prime Minister;

In **Finland** the national commission, previously under the aegis of the environment ministry, now falls under the prime minister's office.

**Ghana** established a High Level Inter-ministerial Coordinating Committee comprised of Ministers and Directors from 11 ministries and agencies under the supervision of the President.

**Mexico** is creating a Specialized Technical Committee on Sustainable Development Goals (CTEODS) from 10 key ministries and agencies, under Office of the President.

**The Philippines** plans to create an Inter-Ministerial Committee to be chaired by the President and led by National Economic Development Authority.

**Sierra Leone** plans to create an Inter-Ministerial Committee which will include as its members, the President, Finance Minister and other line ministers.

In the **United Kingdom**, the Department for International Development (DfID) has been assigned the lead Department on the SDGs, and will be working with the Cabinet Office to ensure a “joined-up approach to implementation” with other Government Departments leading in their respective policy areas.



## V. Review of country practices in institutional arrangements through National Voluntary Review during HLPF

### Using existing structures or adjusting them:

**Estonia** is using an inter-ministerial working group on sustainable development, which is chaired by its Government Office (formerly, the State Chancellery).

**Ethiopia** has a National Planning Commission chaired by Prime Minister and comprised of cabinet ministers, chief executives of regional states, etc.

**Finland** has moved the General Secretariat of the National Commission on Sustainable Development from the Ministry of Environment into the Prime Minister's Office.

In **Germany**, the SDG implementation strategy is driven by the high-level State Secretaries' Committee for sustainable development -headed by the Chief of the Chancellery with representation from all Federal ministries.



## V. Review of country practices in institutional arrangements through National Voluntary Review during HLPF

Using the leadership of key ministries with cross-cutting influence—such as finance ministries - or other influential ministries depending on the country context. In some cases, the Foreign Affairs ministry has been entrusted to push implementation in the early phases.

**China** created an inter-ministerial “mechanism” comprising of 43 ministries and agencies, to be led/chaired by the National Development and Planning Commission. Coordination takes place through regular meetings and 169 targets are assigned to competent authorities.

**Colombia** created a High-level Inter-ministerial Commission for the preparation and effective implementation of the post-2015 development agenda and its sustainable development goals (“ODS Commission”) chaired by the National Planning Department with ministerial level representation across the government.

In **Norway**, the Ministry of Finance is currently in charge of promoting implementation. There is an on-going discussion on the possible creation of a new inter-ministerial coordination structure.

In **Uganda**, the Ministry of Finance, Planning and Economic Development is leading the way.



## V. Review of country practices in institutional arrangements through National Voluntary Review during HLPF

### Mobilizing sectoral and other ministries - to identify their responsibilities vis-à-vis specific SDGs

In **Finland**, the Prime Minister's Office requested all line ministries to identify existing policies, measures, activities and budgets covering the 17 SDGs

**Mexico** assigned each SDG indicator to a specific ministry for follow-up after consultation with the various ministries/agencies represented in its Specialized Technical Committee on Sustainable Development Goals.



## **VI. Supporting and equipping local institutions**

- 1. All development is local. Local authorities are not merely service providers, but also complex systems that can play a central role in the implementation of the 2030 Agenda for Sustainable Development (General Assembly resolution 70/1).**
- 2. The 2030 Agenda, the Paris Agreement and the New Urban Agenda are all closely related to the day-to-day responsibilities of subnational governments, for example in combating poverty and hunger, providing access to basic services, fighting inequalities, building peaceful and inclusive societies, protecting human rights and promoting gender equality.**
- 3. Subnational levels of government are closer to citizens and often have a better understanding of their needs and particularities. To a great extent, public services are delivered and infrastructure built at the local level.**



## VI. Supporting and equipping local institutions

4. **SDG 11 is the only Goal based on a subnational approach, and represents an unprecedented advance towards the recognition of the role that local and regional governments have to play in the Agenda.**
5. **Local governments as public institutions, they are also involved in the achievement of SDG16, e.g. combating all forms of violence, particularly in urban spaces, reducing corruption and unethical practices, establishing effective, accountable and transparent institutions, entrenching dynamic, open, inclusive, participatory and representative decision-making processes**
6. **Local and regional governments are involved in and committed to the entire New Urban Agenda. The entire text of the New Urban Agenda engages and affects local and regional governments as hubs and drivers of balance and sustainable urban and territorial development that is integrated at all levels.**



## **VI. Supporting and equipping local institutions**

- 7. Regarding implementation of Paris Agreement, local and regional governments are affected by all the provisions of the Paris Agreement, especially in the areas of mitigation, adaptation, loss and damage, financing, technology development and transfer, transparency in operations and support, capacity-building or follow-up and evaluation mechanisms.**
- 8. Local and regional governments and the most vulnerable cities are often on the front lines when it comes to preventing, adapting to or combating the effects of climate change, and raising the awareness of the population from the bottom of the income scale.**
- 9. The complexity of local authorities is compounded by the fact that the Sustainable Development Goals, while universal, are not mandatory. Each country, and within each country each local or regional government, must examine its needs and priorities in relation to the Goals and in consideration of national sustainable development targets.**



## VI. Supporting and equipping local institutions

10. Local development continues to encounter a multitude of obstacles, multidimensional challenges and constraints, some of which are structural and some cyclical, while others are new and emerging challenges that will have to be reckoned with. So, the availability of the necessary skills and attention to capacity development at the local level is essential.
11. It is important to clearly define roles and responsibilities between national and local governments, provide local authorities with adequate access to resources and strengthen their administrative capacity, and promote the coherence of initiatives in support of the implementation of the Goals at the local level.



## VII. Localizing SDGS

- 1. “Localizing” is the process of taking into account subnational contexts in the achievement of the 2030 Agenda, from the setting of goals and targets, to determining the means of implementation and using indicators to measure and monitor progress.**
- 2. All of the SDGs have targets directly related to the responsibilities of local and regional governments, particularly to their role in delivering basic services.**



## VII. Localizing SDGS

### Roadmap for localizing the SDGs

- 1. AWARENESSRAISING: GETTING TO KNOW THE SDGS AT SUBNATIONAL LEVEL**
- 2. ADVOCACY: INCLUDING A SUBNATIONAL PERSPECTIVE IN NATIONAL SDG STRATEGIES**
- 3. IMPLEMENTATION: THE SDGS GO LOCAL!**
- 4. MONITORING and EVALUATING**



# VII. Localizing SDGS - Getting started with SDGs in Cities

## Guide: Principles

1. Inclusivity - “Leave no one behind”
2. Goal-oriented – Promoting the achievement of long-term goals for sustainable development
3. Multi-stakeholder – Active and diverse participation of government, academia, civil society and the private sector
4. Universality and locally focused – The guide is designed to be adapted at local level and build on existing efforts
5. Investment-led - Encouraging long-term public-private partnerships and access to development resources
6. Knowledge-based – Integrating technical expertise



# VII. Localizing SDGS - Getting started with SDGs in Cities:

## 4 steps

### Step 1

#### Engaging stakeholders and raising awareness

- **Rise awareness** and understanding of the SDGs
- Engage an inclusive group of stakeholders
- Create a **leadership stakeholders governance group**
- **Tools:** stakeholder analysis, strategies for the engagement of stakeholders

### Step 2

#### Setting the local SDG agenda

- **Reviewing and mapping of existing policies** and strategies
- **Conduct a baseline assessment** and define development gaps.
- **Adapt selected targets to the local context** to ensure local relevance
- **Tools:** Baseline indicators, methodology for the prioritization of targets

### Step 3

#### Planning for SDG implementation

- **Mainstreaming of SDG goals** in different policy processes
- **Mobilize innovative financing mechanisms**
- Build **Multistakeholder partnerships**
- **Tools:** Backcasting, financing analyses and investment strategies, needs assessments

### Step 4

#### Monitoring and evaluation

- Importance of robust **disaggregated, open and geospatial data**
- Data in form of **Program performance information, City statistics and external** evaluations of SDG implementation
- **Tools:** Global partnership for sustainable development, guide on how to develop and strengthen local data mechanisms



## VII. Localizing SDGs – 2017 HLPF

**Ministerial declaration of the 2017 HLPF –**

**Emphasize the need to take appropriate action towards localizing and communicating the SDGs at all levels, from the national to the community and grassroots level.**



## VII. Localizing SDGs - 2017 HLPF NVR Country cases

- 1) Nepal - Min Bahadur Shrestha, National Planning Commission, highlighted the challenge of provincial- and local-level implementation
- 2) Kenya - Irungu Nyakera, Ministry of Devolution and Planning, highlighted the establishment of an interagency technical committee that works with civil society organizations and the private sector, and an SDGs Liaison Office working with sub-national governments.
- 3) Nigeria – Adejoke Orelope-Adefulire, Presidential Senior Special Advisor on the SDGs; Priscilla Achakpa, Civil Society Strategy Group; and Mories Atoki, Private Sector Advisory Group, highlighted progress towards implementation of the 2030 Agenda, including efforts to establish a baseline for tracking performance across national and sub-national government levels



## VII. Localizing SDGs - 2017 HLPF NVR Country cases

- 4) Botswana – Slumber Tsogwane, Minister of Local Government and Rural Development, described three guiding principles for development of his country’s national roadmap: coordination, implementation, and data use
- 5) Ethiopia – Yinager Dessie Belay, Minister of the National Planning Commission, said civil society contributed to a three-layered process of consultation at the local, regional, and national levels

## VII. Localizing SDGS - Participatory governance at local level essential for SDGs implementation

- 1 Deepen democracy
- 2 Localize national development plans and strategies for SDG implementation
- 3 Shared ownership of the SDGs and trust in their governments
- 4 Informed and effective strategies for poverty eradication
- 5 Mobilize new resources, capacities and ideas
- 6 Sustainability and long-term progress



## VIII. Monitoring and reviewing progress

### 1. Improved data collection and statistical analysis necessary to monitor and track the progress

- Inter-agency and Expert Group on SDG Indicators (IAEG-SDGs) - SDG Report 2016 (<https://unstats.un.org/sdgs/>)
- [UN World Day Forum - Cape Town Global Action Plan for Sustainable Development Data](#)

### 2. Regular and inclusive reviews of progress towards the SDGs at the national and subnational levels

## VIII. Monitoring and reviewing progress

- 3. Effective policies requires high-quality, accessible and timely disaggregated data**
- 4. Cooperation across institutions is a way to review the SDGs as an integrated framework, looking also at cross-cutting issues**
- 5. Bolstering the capacities of national statistical offices and planning and other ministries**
- 6. Engagement of parliaments and supreme audit institutions (SAIs) in reviewing the implementation of the SDGs**



# Conclusions

- **W-O-G and Whole-of-Society for enhancing policy coherence and institutional coordination key to SDGs;**
- **Building multi-stakholder partnership is essential to ensure that no one is left behind, which also requires institutionalized process of participation;**
- **Equipping local and subnational governments are critical in SDG implementation;**
- **Parliaments and supreme audit institutions could play important roles in promoting and monitoring the progress of 2030 Agenda;**
- **Global efforts to strengthen national institutions and provide means of implementation to those countries in special situations and;**
- **UNPOG as a subsidiary office of DESA/DPIDG, together with UNOSD of DESA/DSDG and other UN Agencies, will provide support to Member States through capacity building in fostering effective, efficient, transparent, accountable public administration for SDG implementation**





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## Questions?

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