



UN PSF 2019, BAKU - Workshop 6

Session 5: Developing capacities to promote an enabling ecosystem for social inclusion of vulnerable groups



Introduction / overall presentation

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Context

- We live in **turbulent times** with massive challenges
- With the 17 Sustainable Development Goals (SDGs) we have a '**meta-policy**' guiding all policies towards 2030
- Having effective **public administration & governance** is a **key enabler** for implementing the SDGs, but this insight is not yet common...



What is governance?

Policy is WHAT we do, but governance is HOW we do it

Governance is how public administration organisations and other stakeholders develop solutions and create opportunities for societal challenges (Meuleman 2014)

Institutions + instruments + processes + actor roles





Capacity & gover- nance

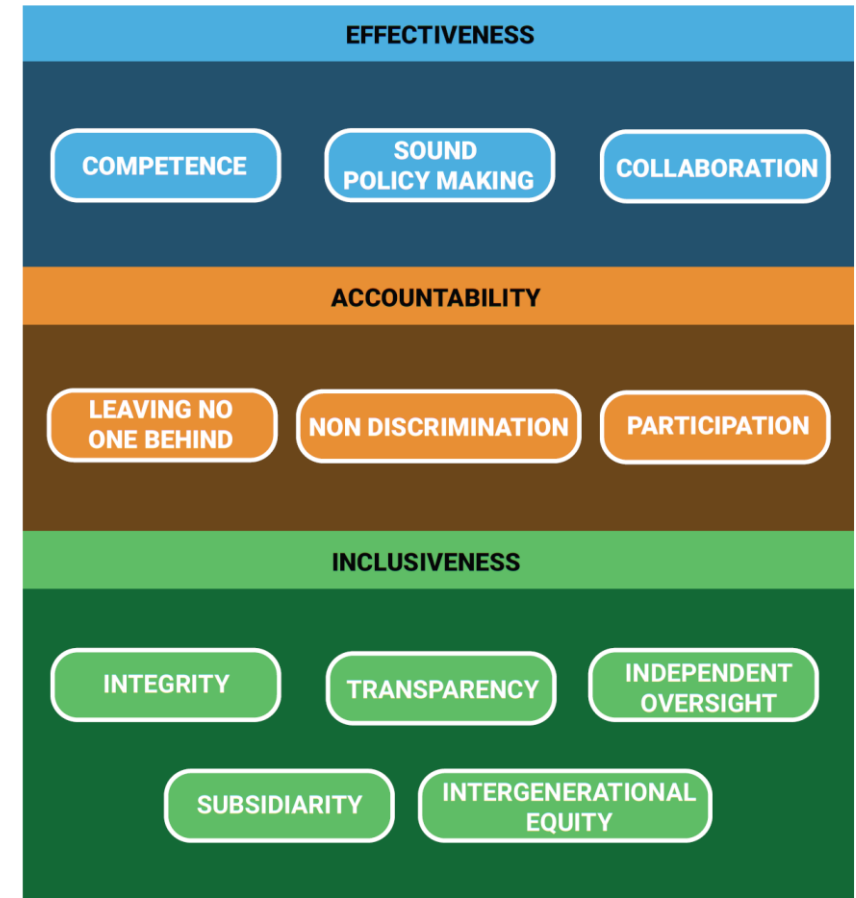
- **Capacity building is part of governance.**
- Governance for the SDGs should be contextualised, because what works well in a country is usually built upon existing values and traditions.
- **Institutional capacity for social inclusion requires innovation:** it needs values related to the two ‘new governance styles’:
 - solidarity, empathy, trust, collaboration and co-production (*network governance*);
 - empowerment, innovation and co-creation (*market style governance*).
 - But we should not forget rule of law, reliability and accountability of, *hierarchical governance*.

Link: article/book [‘Metagovernance for sustainability’](#)



Using the principles of effective governance

- Map the existing situation with the help of the 11 **Principles of effective governance** (UN Committee of Experts on Public Administration (CEPA)), endorsed in 2018 by the ECOSOC Council.
- Such an analysis may highlight structural imbalances in the governance, e.g. a focus on economic governance targets and neglect of social principles.



Link: article '[Principles of effective governance](#)'



Data?

1.How can public institutions strengthen their capacities to produce and analyze disaggregated and reliable data about the vulnerable groups?

- Two tasks which often disconnected: data collection and interpretation on (a) vulnerable groups and (b) on the main sources of vulnerability, such as lack of resilience against physical, economic, social or digital shocks.
- Learning from countries with similar challenges as regards vulnerable groups and/or sources of vulnerability helps improving the capacity as regards data and knowledge.
- Short peer to peer projects are a fast way of learning.

Link to website: [EU TAIEX Peer 2 Peer tool](#)



Capacity for access

2.How can public institutions bolster their capacities to improve access of vulnerable groups to service delivery at all levels?

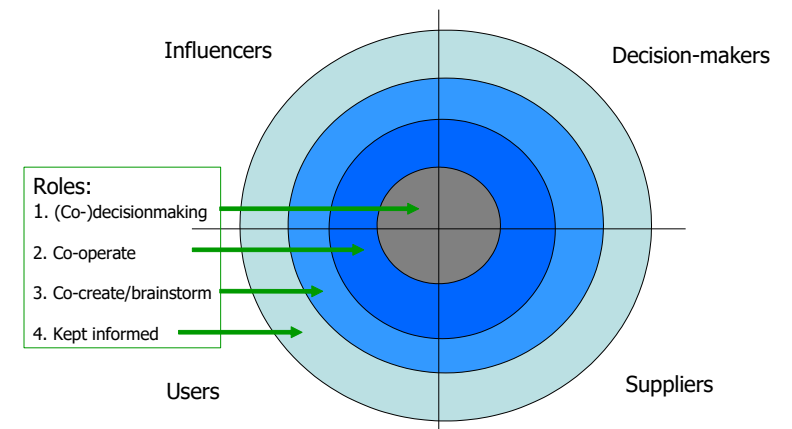
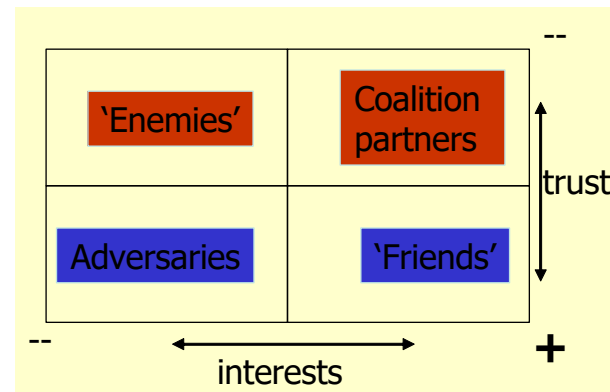
- Ensure that public institutions employ all groups in society
- It may be useful to work at the same time on two tracks:
 - Tackling systemic problems with access to education, health care, social protection, justice.
 - Rolling out practical solutions, e.g. digital services that help closing the digital divide in society.



Engage- ment

3. How can government capacities be enhanced in engaging with vulnerable groups and better responding to their needs? How can they engage with other stakeholders?

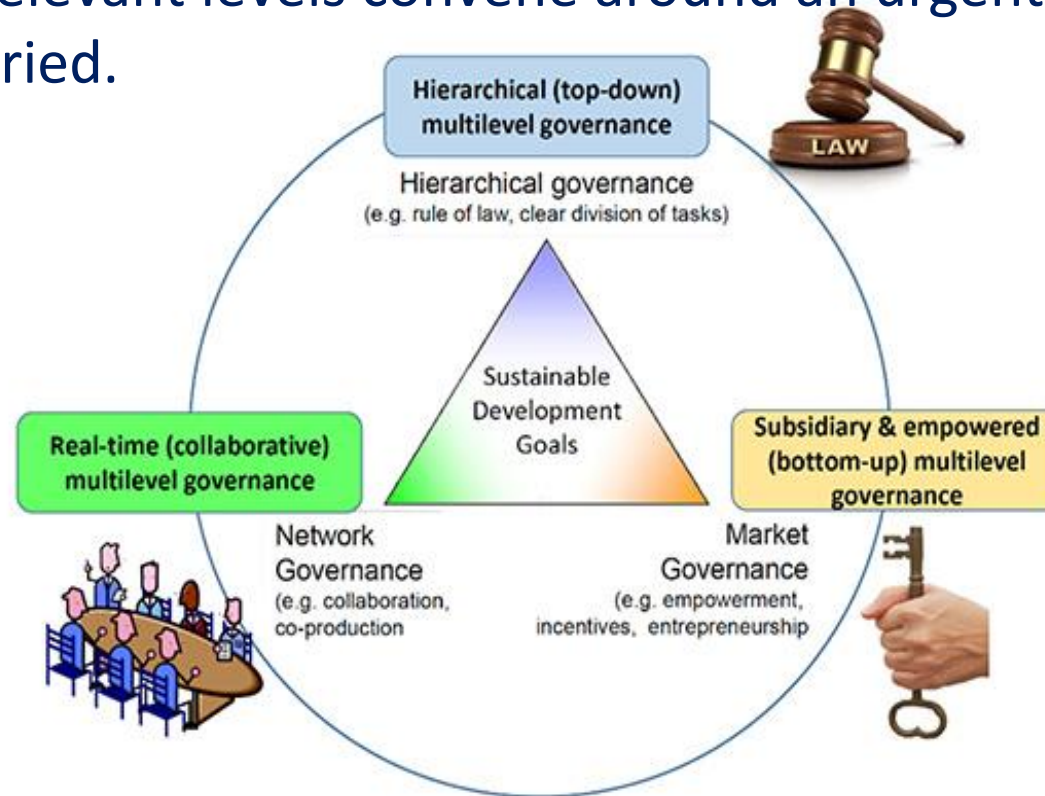
- Present the desired change as a way to overcome weaknesses of the existing approach.
- Engagement can be organised in many ways, ranging from giving information, consultation, collaboration, to co-creation and sometimes even co-decision – it all depends on what is feasible in the context. This requires training to use methods



Link: book (free download) [‘The Pegasus Principle’](#)

Engage- ment

- Engagement with vulnerable groups may be most effectively organized at local level.
- The problem remains how to connect with and transmit ideas to the higher level(s) of administration. Here, 'real-time' collaborative multi-level governance where representatives of all relevant levels convene around an urgent challenge, could be tried.





4. How can public institutions strengthen capacities for innovation in service delivery geared towards the needs of vulnerable groups?

- The **barriers** to social inclusion are physical, social and economic, as well as digital and last but not least: a matter of mind set. Improving social inclusion is about having an open mind rather than applying rocket science.
- Don't do this without thinking

Innovation

because:



Successful practices must be 'translated' to other contexts...



Effectiveness is the objective, efficiency may be a means...



Less (e.g. Public sector) may well be less effective...



Innovation

- Service innovation geared towards the needs of vulnerable groups requires that representatives of vulnerable groups are involved in strategy and policy development and implementation. Flexibility and thinking out of the box are important enablers.
- Working in silos between different departments creates clear responsibilities but also obstructs any collaboration and learning. Training is needed to “teaching silos to dance”, also within SDG 16: institutions, rule of law and human rights!



Link: article [‘Teaching silos to dance’](#)

Further reading (2-page articles):

IISD / SDG KNOWLEDGE HUB
A project by IISD

<http://sdg.iisd.org/commentary/guest-articles/effective-governance-for-sustainable-development-11-principles-to-put-in-practice/>



Effective Governance for Sustainable Development: 11 Principles to Put in Practice

GEERT BOUCKAERT
UPMA CHAWDHRY
GERALDINE FRASER-MOLEKETI
LOUIS MEULEMAN
MONI PIZANI

click on photos for author details
7 August 2018

IISD / SDG KNOWLEDGE HUB
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Why We Need 'Real-time' Multi-level Governance for the SDGs

LOUIS MEULEMAN
Member, UN Committee of Experts on Public Administration (CEPA);
Leuven University,
Wageningen University & Research, University of Massachusetts Boston

IISD / SDG KNOWLEDGE HUB
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NEWS COMMENTARY ▾ EVENTS ACTORS REGIONS SDGS




Metagovernance for Sustainability: A Full Toolbox for Implementing the SDGs

LOUIS MEULEMAN
Member, UN Committee of Experts on Public Administration (CEPA);
Leuven University,
Wageningen University & Research, University of Massachusetts Boston

16 October 2018

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NEWS COMMENTARY ▾ EVENTS ACTORS REGIONS SDGS



It Is About Time to Promote Policy and Institutional Coherence for the SDGs

LOUIS MEULEMAN
Member, UN Committee of Experts on Public Administration (CEPA);
Leuven University,
Wageningen University & Research, University of Massachusetts Boston

17 April 2018

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Common But Differentiated Governance: Making the SDGs Work

INGEBORG NIESTROY
IISD

21 April 2015

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From PPP to ABC: A New Partnership Approach for the SDGs

LOUIS MEULEMAN
JAN-GUSTAV STRANDENAES
INGEBORG NIESTROY



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CALENDAR OF EVENTS

- 30-31 October, Helsinki, Finland: ESDN annual conference (*Louis and Ingeborg speaking*)
- 24-26 June, Baku, Azerbaijan: UN Public Service Forum (*Louis moderating & speaking*)
- 14 June, Geneva, Switzerland: Good governance seminar, Office UN High Commissioner Human Rights (*Louis speaking*)
- 27-29 May, Rome, Italy: UN Conference on SDG 16 implementation (*Louis speaking*)
- 7 May, Druskininkai, Lithuania: Conference on SDGs at local level, EU Committee of the Regions (*Ingeborg speaking*)

NEW PUBLICATIONS

Why we need real-time multilevel governance for the SDGs

Top-down and bottom-up relations between levels of government are both characterised by slow transfer of innovative ideas. For implementation of SDG issues, which are complex, [...]

ABOUT US

What is PS4SD?

Public Strategy for Sustainable Development (PS4SD) is a think-tank and advisory network registered in 2000, based in Brussels and The Hague. PS4SD combines the f...

www.ps4sd.eu

Thank you for your attention!

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<https://www.routledge.com/Metagovernance-for-Sustainability-A-Framework-for-Implementing-the-Sustainable/Meuleman/p/book/9780815370161>