UN Public Administration Programme

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

Executive Training Course for Policymakers on the 2030 Agenda and the Sustainable Development Goals (SDGs)

Incheon, 24-28 April 2017

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 Administration and Development Management
United Nations Department of Economic and Social Affairs

Outline of the Presentation

I. About UNPOG
II. The integrated framework of SDGs
III. Critical role of accountable and inclusive public institutions
IV. Concrete challenges to public institutions
V. W-O-G approach & whole-of-society approach key to SDGs
VI. Review of country practices in institutional arrangements through National Voluntary Review during 2016 HLPF
VII. Supporting and equipping local institutions
VIII. Localizing SDGS
IX. Monitoring and reviewing progress – mainstreaming SDG goals and data mapping exercise
X. CRVS & Identity management
XI. Means of implementation – science and technology & financing

Conclusions

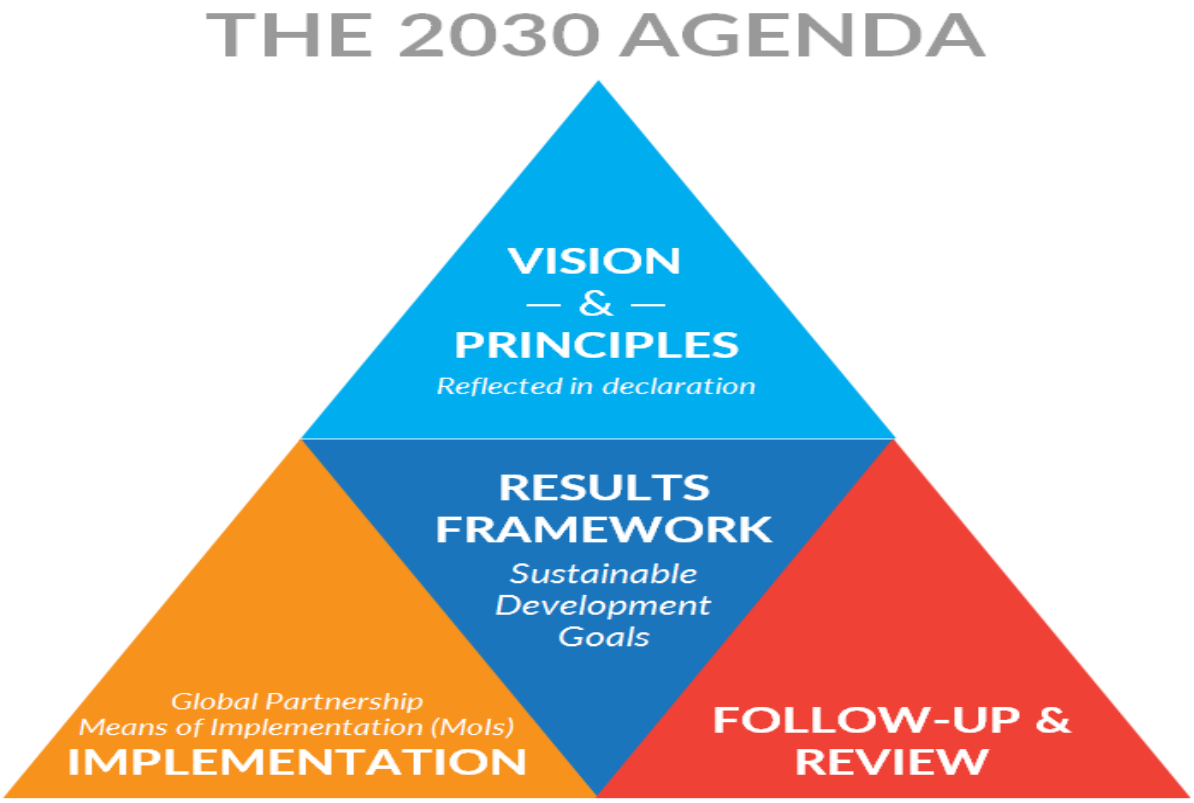
I. About UNPOG

- 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 includes Eastern Africa, beyond Asia and the Pacific.

II. Integrated framework of SDGs

Integration of the SDGs through targets



- It is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection

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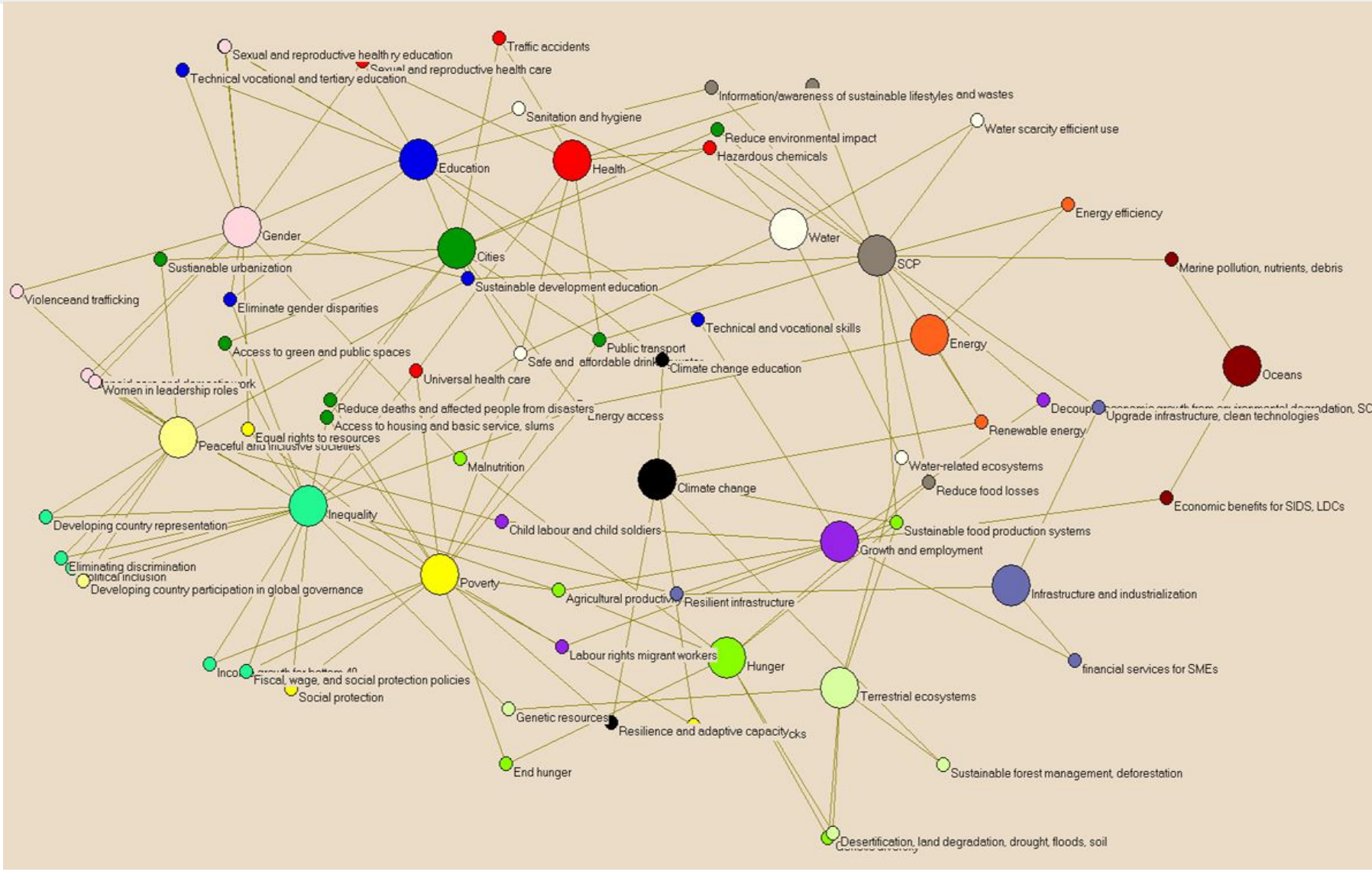
II. Integrated framework of SDGs



Source: David Le Blanc, "Towards Integration at Last? The SDGs as a Network of Targets", Rio+20 Working Paper 4.

II. Integrated framework of SDGs

Understanding the important interactions among the SDGs is key to making good policies

- **Countries have made efforts take up SDGs at the national level and enhance institutional coordination to address the SDGs;**
- **UN Regional Commissions have conducted work to help countries map out interrelationships of goals within the SDGs;**
- **Work has been done on identifying synergies between the SDGs and climate-related goals, strategies and plans (e.g. through analysis of Intended Nationally Determined Contributions, INDCs).**

II. Integrated framework of SDGs

Difficulty to translate the 2030 Agenda at the policy and institutional level

- Adapting the targets of the 2030 Agenda to countries' national realities and priorities
- Developing integrated approach to move out of the silos
- Participation of all stakeholders in planning processes is critical

III. 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**

III. Critical role of public institutions

3. Improving transparency and accountability and combating corruption (through SAIs)

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

7. E-government as an enabler for policy integration

IV. 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*

IV. 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*

V. W-O-G and Whole-of-Society – for enhancing policy integration and institutional coordination – key to SDGs

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

V. W-O-G and Whole-of-Society – adapting institutional framework – key to SDGs

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
4. Collaboration with local governments and engagement with parliaments are critical
5. Mobilizing civil society and the private sector
6. Establishing strong and accountable institutions, "anchored in the rule of law," is essential to peace-building

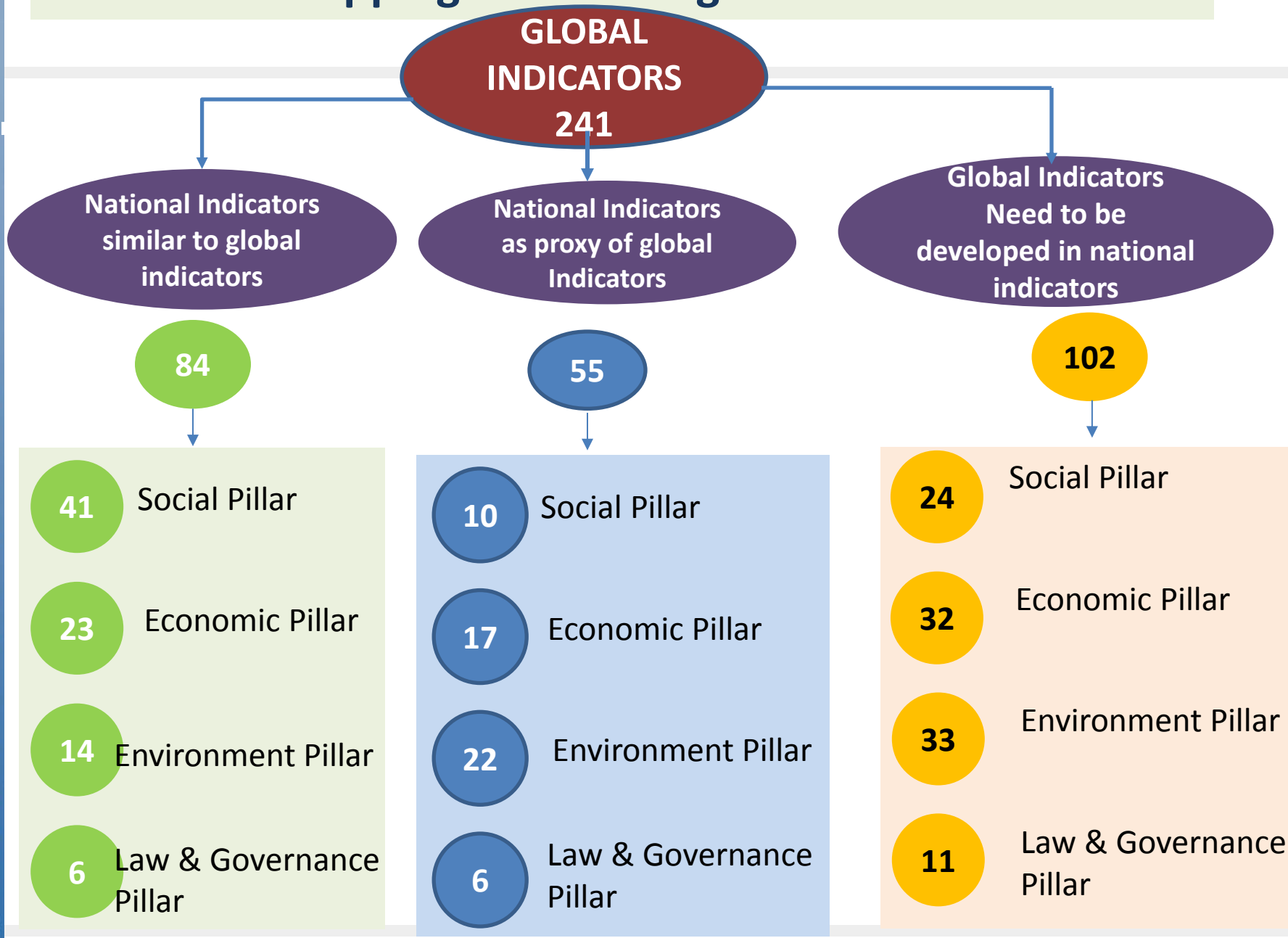
V. W-O-G and Whole-of-Society – transforming to national goals and data mapping exercise – key to SDGs

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

Indonesia: Mapping SDGs with global SDGs indicators



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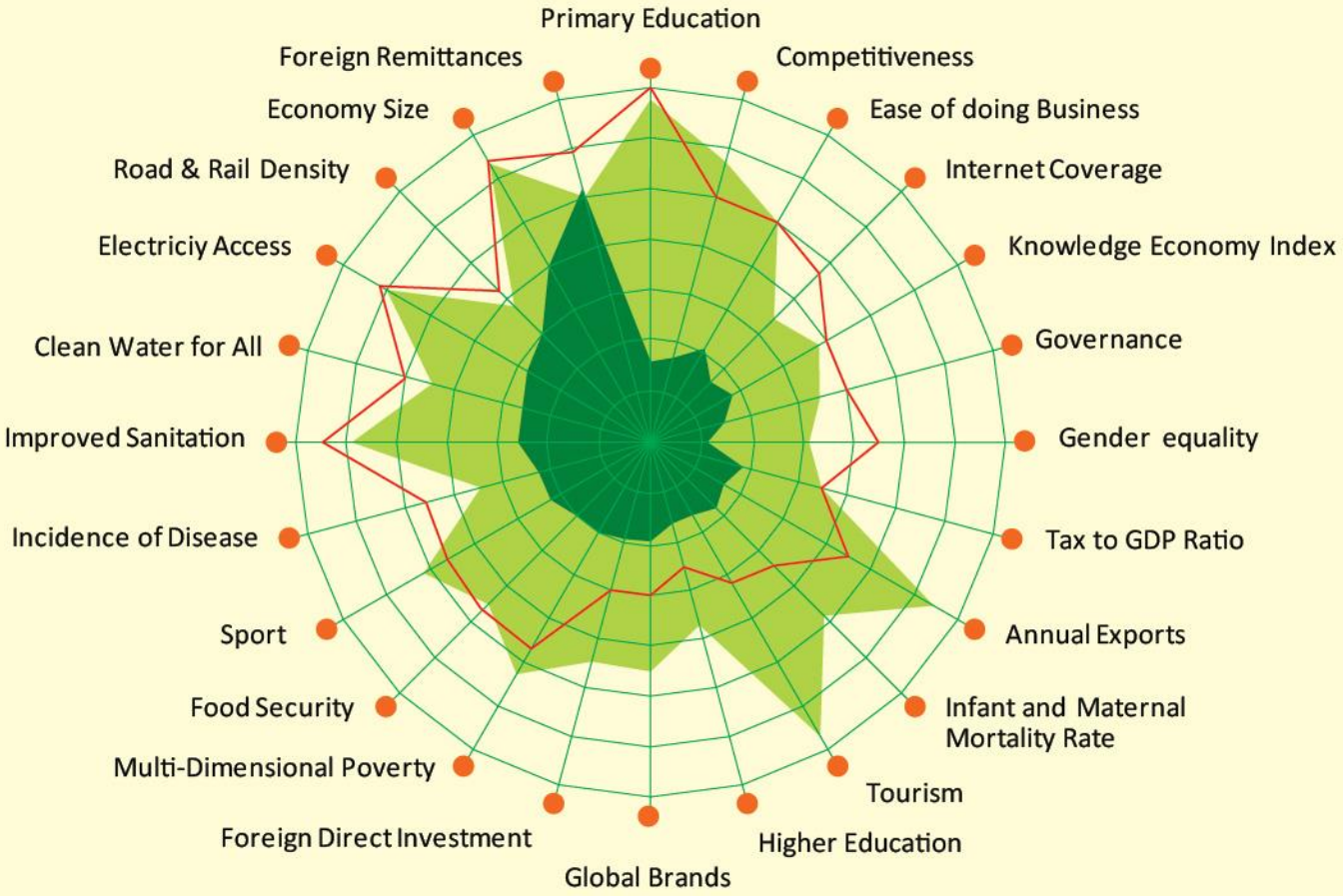
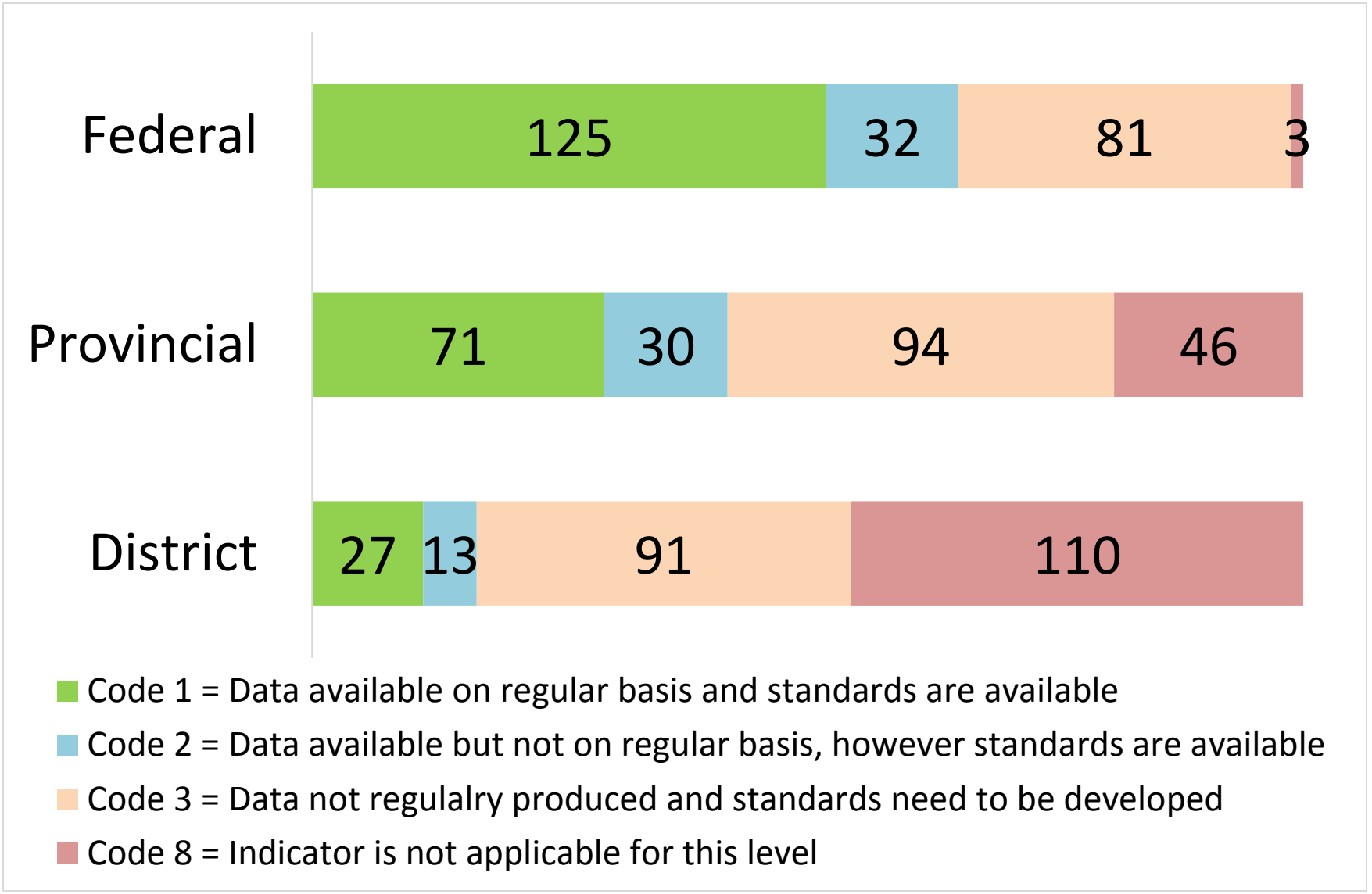
25 Goals for 2025



This graphic illustrates that – by 2025 – the shape of our current development indicators will be tightly aligned with those of other leading UMI countries.

- Goals
- Pakistan 2013
- Pakistan 2025
- Comparator Countries 2013 [China, Turkey, Thailand, Indonesia, Malaysia]

Pakistan: Data gaps Seventeen SDG's 241 Indicators



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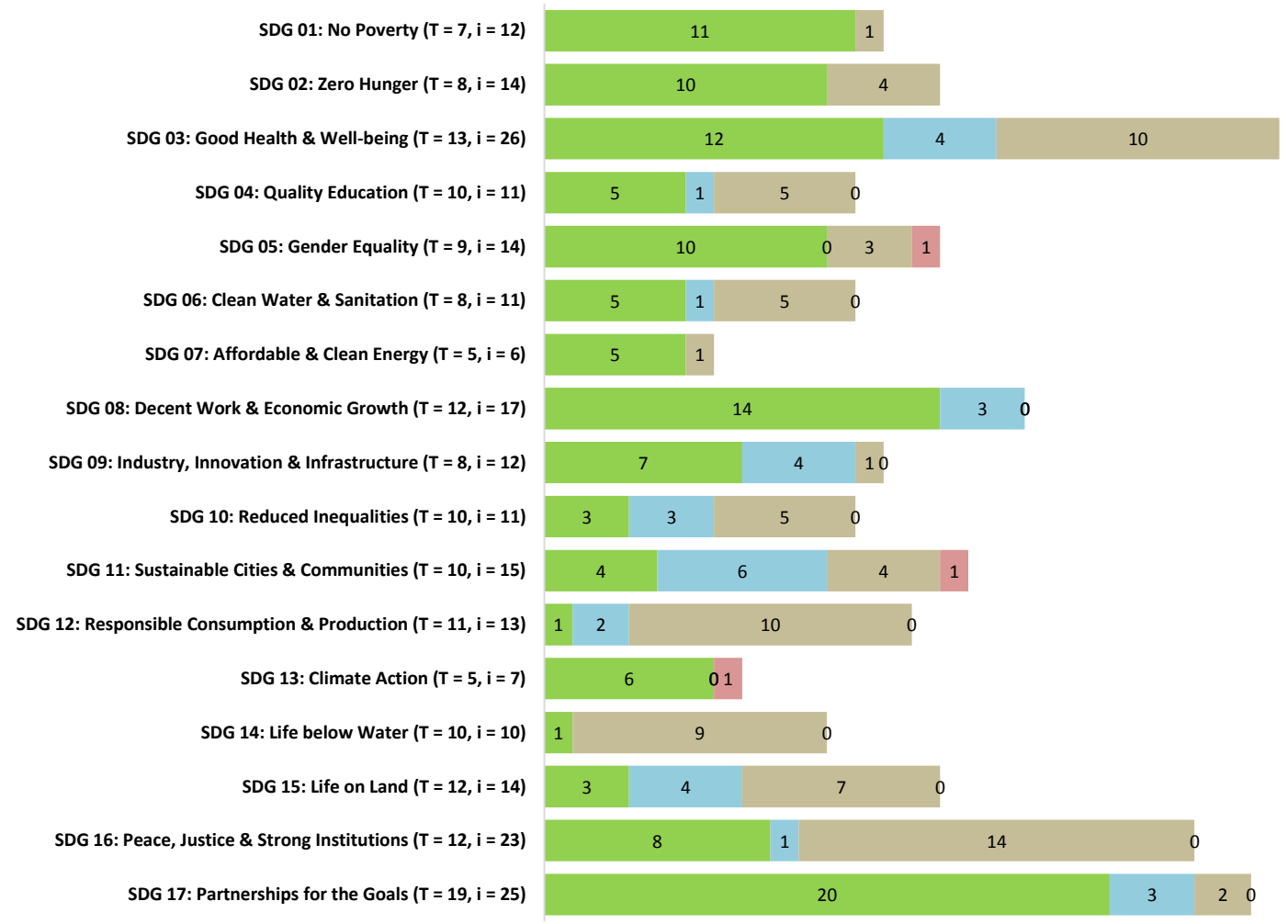
Pakistan: Data Gaps at SDG level



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Korea: Policies and Plans Related to the SDGs

Policy / Plan	Year	Major Contents
140 Government Policy and Governance Tasks	2013	42 Economic, 52 Social, 13 Environmental, and 23 Governance associated Goals
Three Year Plan for Economic Innovation	2014	Public Sector Reform Promoting Creative Economy Fair and Efficient Economy
The Third Plan for Low Fertility and Ageing Society	2015	Building Favorable Environments for Child-bearing and Strengthen Social Safety Net for the Vulnerable
Framework Act on Gender Equality	2015	Reinforced Policies for Gender Equality Promoting Participation of Women in Decision Making Processes

VI. Review of country practices in institutional arrangements through National Voluntary Review during 2016 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.

VI. Review of country practices in institutional arrangements through National Voluntary Review during 2016 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.

VI. Review of country practices in institutional arrangements through National Voluntary Review during 2016 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.

VI. Review of country practices in institutional arrangements through National Voluntary Review during 2016 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.

VII. 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.

VII. 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.

VII. 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.

VII. 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.

VIII. 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.

VIII. 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

IX. 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

IX. 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**

X. CRVS and ID Management - Why CRVS important

1. Growing recognition of the value of civil registration and vital statistics (CRVS) to human rights, good governance, and development planning, monitoring and evaluation

2. CRVS is also emerging as an essential underpinning of the 2030 development agenda. Goal 16 of the SDGs explicitly comprises a target of "by 2030 provide legal identity for all, including birth registration". One indicator of Goal 17 is tracking the proportion of countries that have achieved 100 per cent of birth registration and 80 per cent death registration by 2030.

3. Nine other goals utilize vital statistics as a direct input, and many other goals and targets demand information on population disaggregated by age and sex, and vulnerable populations in a country.

CRVS system provides a critical platform to a significant range of country planning and development needs

X. CRVS and ID Management - Identification

4. Identification - the civil registry provides individuals with the documentary evidence required to secure recognition of their legal identity

5. AN ESTIMATED 1.5 BILLION PEOPLE IN THE WORLD ARE UNABLE TO PROVE THEIR IDENTITY.

6. Without official identification, a person can struggle to access:
   - Financial services, such as opening a bank account or obtaining credit
   - Social benefits, including food vouchers, pensions, or cash transfers
   - Healthcare, such as health insurance, vaccinations, and maternal care
   - Education, e.g. enrolling children in school or applying for scholarships
   - Political and legal rights, such as voting, filing petitions in courts, owning property, or receiving an inheritance
   - Gender equality, including prevention of early and child marriage
   - Migration, including seeking asylum and crossing borders legally and safely

X. CRVS and ID Management - Identification

7. Without strong identification systems, countries can struggle to:

- Deliver vital services to people
- Govern effectively
- Eliminate duplicative or inefficient programs
- Make efficient use of limited resources
- Produce statistics accurately

XI. Means of Implementation

1. **Science and technology – mobilizing ICTs and e-government for SDG implementation**

2. **Technology Facilitation Mechanism**
   - The GLOBAL CALL FOR INNOVATIONS FOR THE FORUM ON SCIENCE, TECHNOLOGY AND INNOVATION FOR THE SDGS

   - The Call seeks concrete scientific and technological innovations to achieve the six SDGs that are the focus of the second Multi-stakeholder Forum on Science, Technology and Innovation for the SDGs (STI Forum) in 2017:

XI. Means of Implementation

3. Addis Ababa Action Agenda - Domestic public finance essential to providing public goods and services, increasing equity and supporting macroeconomic stability.

- Effective mobilization, budgeting and use of resources are critical to achieving sustainable development.
- Both quantity and quality is important, along with accountability and alignment with 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 nstitionalized 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;
- CVRS and ID management is underpinning the 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/DPADM will provide support to Member States through capacity building in fostering effective, efficient, transparent, accountable public administration for SDG implementation

Questions?

▪ 谢谢 ▪ thank you ▪ merci ▪ bienvenidos ▪ gracias ▪ شكرا

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For questions, please contact yaok@un.org