



# 2022 Sustainable Development Transformation FORUM

Accelerating the recovery from the COVID-19 pandemic and the full implementation of the 2030 Agenda for Sustainable Development at all levels



25 – 28 October 2022 | Incheon City, Republic of Korea



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25-28 October 2022, Incheon, Korea

Panel on  
“SD Governance: Fit for Purpose”  
**Process Accountability for  
Good SD Governance**

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# Main Points



- ❑ Governance as institutional learning tool
- ❑ Context sensitive approach to governance (“no one-size”)
- ❑ Process specifications & accountability for implementation
- ❑ Re-imaging governance system and institutional arrangements

# Why Governance?



- **SDG Goal 11:** “Making cities and human settlements *inclusive, safe, resilient and sustainable*”  
(<https://sustainabledevelopment.un.org>)
- **SDG Goal 16.6** Develop effective, accountable and transparent institutions at all levels
- **SDG Goal 16.7** Ensure responsive, inclusive, participatory and representative decision-making at all levels
- 2030 Development Agenda, includes economic, social and environmental sustainability  
(5Ps: People, Planet, Prosperity, Peace and Partnership)



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# INSTITUTIONAL LEARNING TOOL

# Context sensitive approach: Common and differentiated governance responses (diverse yet coherent)



(Mueleman & Niestroy, 2015)

- 169 targets and 232 indicators provide both qualitative and quantitative measures which often require localisation to fit specific context.
- A quantifiable target such as 6.1, “by 2030, achieve universal & equitable access to safe and affordable drinking water for all” – different contexts yield different quantified measures, e.g., affordable, equitable

# Context sensitive approach 2: Common and differentiated governance responses (diverse yet coherent)

(Mueleman & Niestroy, 2015)

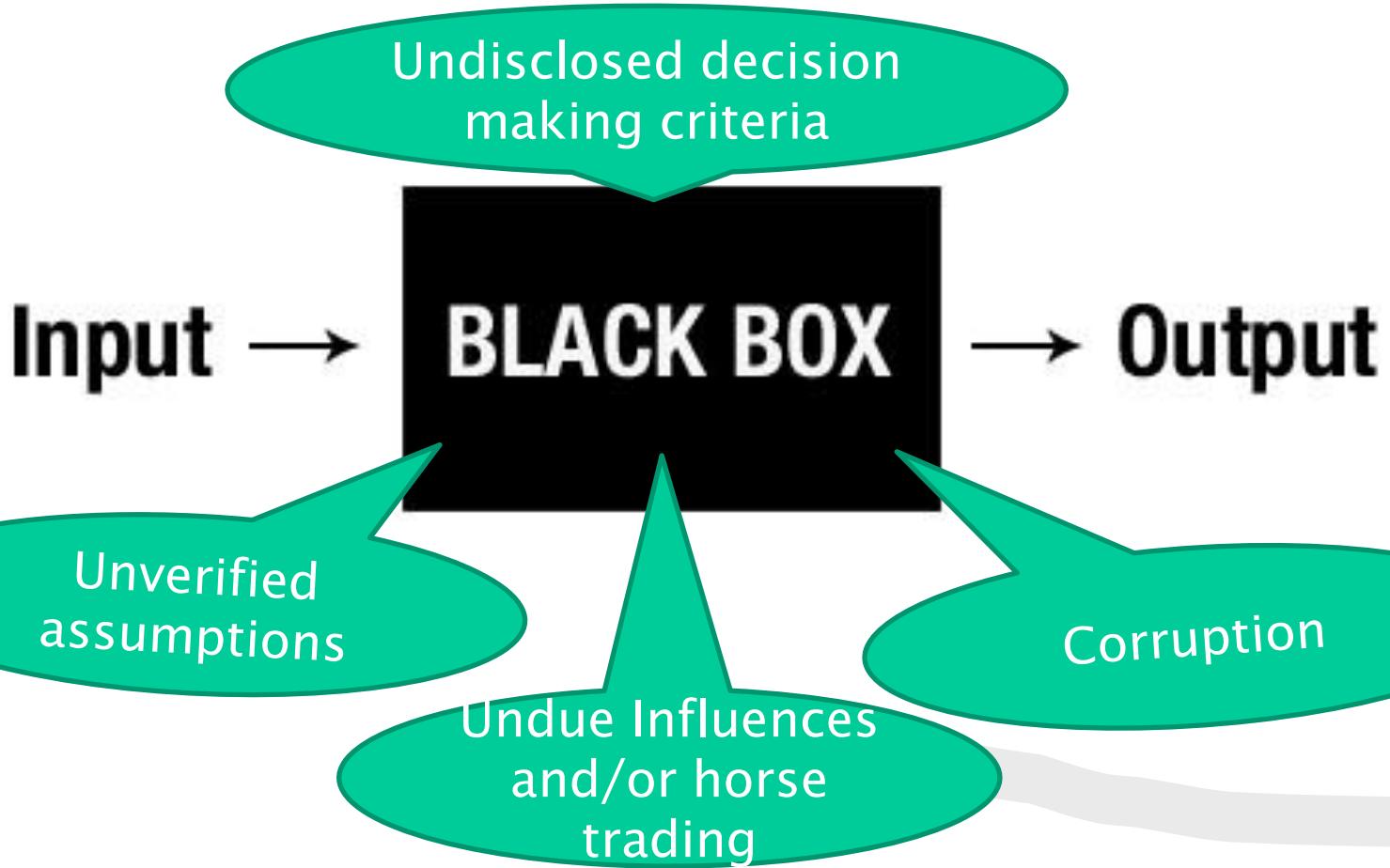


- An example of qualitative target:  
11.3, “By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries” – from consultation to co-design

# Process specifications - beyond inputs and outputs transparency

- It is important to have before and after indicators to measure progress. While scorecards are useful in this regard, there is no information or timely feedback to analyse the “why’s” for sub-optimal performance.
- Therefore an functioning governance requires *process specifications and related mechanisms* to show how things are down and where and what are the blockages.

# Opening Up the Black Box





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# **PROCESS BASED INTEGRATIVE GOVERNANCE SYSTEM (PBIGS)**

# Process Based Integrative Governance System (PBIGS)



## Elements of an Integrated Governance System

1. Process Map & Procedure
2. Service & Product Specification
3. “Client” or “Customer” and Stakeholder Survey and Feedback – both internal and external
4. Information management platform to support planning, implementation and continual improvement.

# Process specifications & accountability for implementation



- Input-Output **workflow** of a whole result chain – e.g., SDG 6: “Ensuring availability & sustainable management of water and sanitation for all”
- There are six pillars (expressed as targets). Each requires its own **processes** to reach the target.
- For consistency, a “standardised” **procedure** will provide guidance and roadmap for implementation.
- For managing “interdependencies” and “potential conflict”, a standardised and agreed **procedure** will help mitigating organisational conflicts.

# Service & Product Specification



- ❑ At each identified step of the workflow spelling out the exact output (time needed, quality level, quantity etc., e.g., citizen charter)
- ❑ In delivering quality and affordable drinking water for all, it means outputs at each step of the workflow will be *observable and measurable and within time and resource limits.*

# Client, Customer & Stakeholder Feedback



- Major impetus for system self-correction and ongoing improvement
- Valuable sources for innovation and trigger for solving deep rooted problems
- Process tracking also yielding valuable insight into the operational context and check underlining assumptions

# Each of the SDGs requires A sector specific governance infrastructure!!!!



# Example: ISO Standard at the City Level, 18091:2018



Global Quality Standard

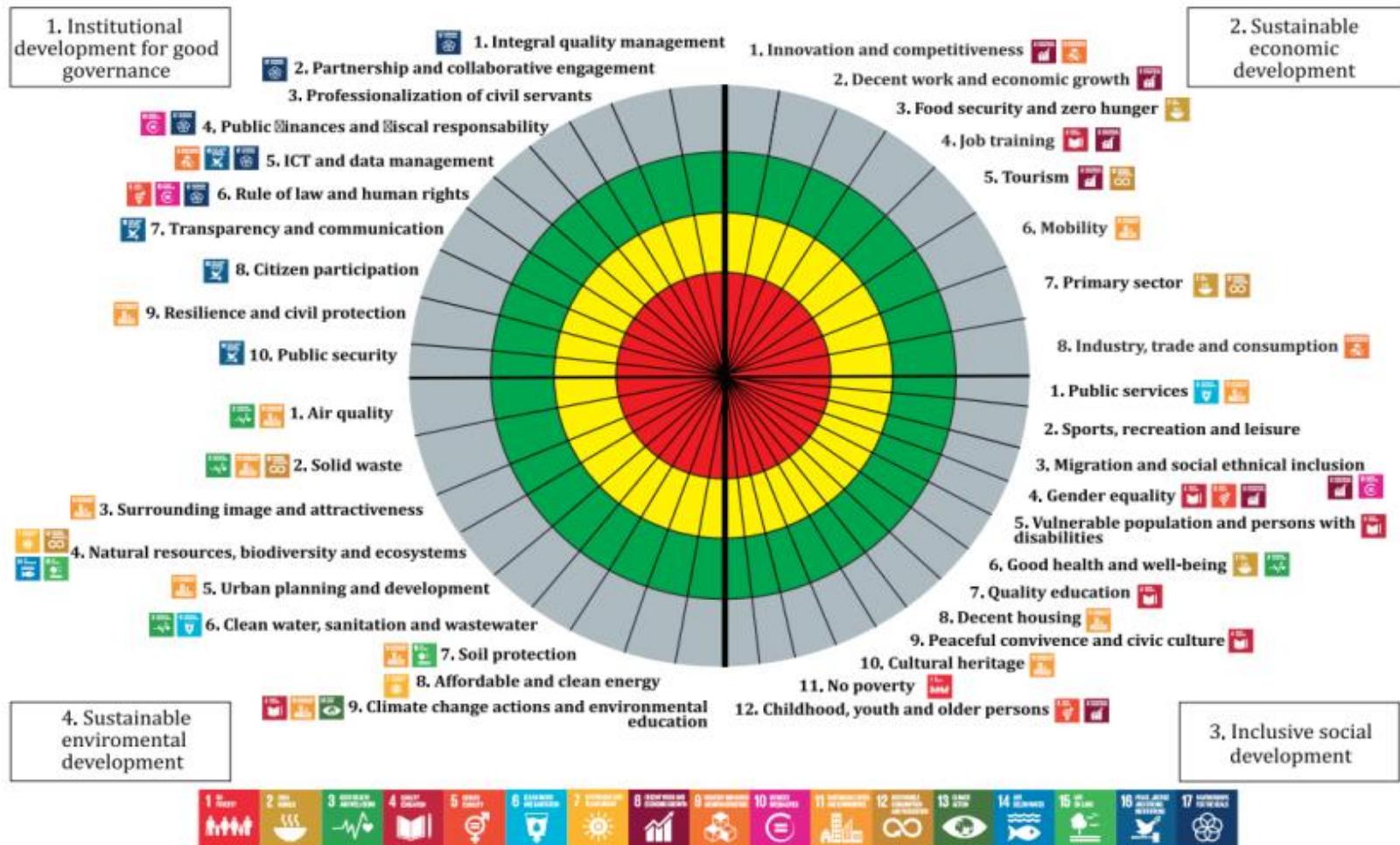
Easy-to-Use

Balanced



"ISO 18091:2014 is a general standard that aims to help local government organizations relate the concepts of quality management as described in the ISO 9000 family of standards with the practice and terminology commonly employed in the local government context"

# ISO 18091: 2018 Annex D



The 39 indicators can be verified with a questionnaire that identifies sub-indicators based on examples and evidence of results. These sub- indicators can vary in scope, evidence, number or quality, depending on the type of municipality or city.

# Leveraging the VNR & VLR Opportunity by adopting PBIGS



- To set benchmarking points in measuring progress and diagnosing system vulnerability and blockage
- To generate collective learning and reflective practices
- To develop institutional capacities at different levels in achieving SDG Targets 16.6 & 16.7
- To support cities becoming focal points in accelerating the learning and realisation of SDGs



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# CONCLUSION

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- (Citizen) trust and satisfaction are soft indicators of “good governance”, not sufficient but necessary (Bourkaert & Van de Walle, 2004)
- Standardised, traceable and transparent operational procedures at all levels of governance lead to space for participation, dialogue, joint problem solving and better policies (experiences from application of Quality Management Systems)
- Accumulation of data and resulting analyses support meta analysis and institutional memory and impetus for improvement and change/ transformation
- Resulting in accelerating the SDG implementation & attainment

# Reference



- **Monitoring the SDGs: digital and social technologies to ensure citizen participation, inclusiveness and transparency, Saner, Yiu and Nguyen. Dev Policy Rev. 00:1-18, 2020**
- **“Implementing the SDGs by Subnational Governments: Urgent Need to Strengthen Administrative Capacities” by Saner, Yiu, Golab, Sidibé (2017), PAAP 20.2:23-40, 2017**
- **“Quality Assurance for Public Administration: A Consensus Building Vehicle” by Saner, R., POR: A Global Journal, 2: 407-414, 2002**
- **“Common But Differentiated Governance: A Metagovernance Approach to Make the SDGs Work” by Meuleman & Niestroy, Sustainability, 2015, 7(9), 12295-12321; <https://doi.org/10.3390/su70912295>**
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