Whole-of-Government Approach and Effective Institutions for SDGs Localization

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1. Mandate of United Nations Project Office on Governance (UNPOG)

Strengthening the capacities of public administration to translate SDGs into institutional arrangements, strategies and programmes at country-level and implement the 2030 Agenda.

Expected Accomplishments

- Engaging Whole Societies to Ensure that “No One is Left Behind
- Innovative Public Service
- Strengthening Public Institution

Three Key Pillars of UNPOG

- Capacity Development
- Research & Policy Analysis
- Networking & Outreach

www.unpog.org
2. Global Frameworks on SDG Localization

Linking Localization to Global Development Frameworks

- Sendai Framework for Disaster Risk Reduction 2015 - 2030
- New Urban Agenda
- United Nations Paris Climate Agreement

SDG Localization in International Platforms

Local and regional sustainable policy-making has been critical to preserve our communities’ safety, linking health systems, public services and the universal development agendas.

Cities, regions and other sub-nationals urge nations to embrace multilevel collaboration as the new normal in the upcoming decade for ambitious climate action.
2. Global Frameworks on SDG Localization

Main challenges in implementing the SDGs at local and regional level

- Lack of awareness, support, capacities or trained staff
- Difficulty to prioritise the SDGs over other agendas
- Insufficient financial resources
- Difficulty to work across levels of government
- Difficulty to work across departments
- Lack of information
- Other
- No Answer

Source: CoR-OECD Survey (2019) The key contribution of regions and cities to sustainable development
3. SDG Localization Strategy

1. Awareness-raising: 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: Evaluating and learning from our experiences
5. Look beyond the horizon

Source: Global Taskforce of Local and Regional Governments, 2016
4. Effective Governance for SDG Localization

- Driving force for the **development of communities and balanced development in a global world**
- **Think globally and act locally** when making decisions related to the everyday life of the community
- Facilitates the development of the **civic coordinated creation of local and global community**

- Global hyperconnectivity and increased system integration have led to vast benefits
- **But rapid globalization has also created concerns**
- **Addresses the widening gap** between systemic risks and their effective management

### 4. Effective Governance for SDG Localization

<table>
<thead>
<tr>
<th>Vision</th>
<th>Structure</th>
</tr>
</thead>
</table>
| • Global frameworks  
• SDG localization into national institutional frameworks  
• Breaking the silos | • Institutionalized arrangements  
• Whole-of-government approach  
• Vertical integration  
• Interdepartmental partnerships |

<table>
<thead>
<tr>
<th>System/Strategy</th>
<th>Process</th>
</tr>
</thead>
</table>
| • Policy coherence  
• National localization strategies  
• Local development strategies  
• Data governance | • Implementation  
• Data collection & management  
• Business re-engineering processes  
• Monitoring, evaluation and reporting |

<table>
<thead>
<tr>
<th>People</th>
<th>Technology</th>
</tr>
</thead>
</table>
| • Local ownership  
• Leadership  
• Leaving no one behind  
• Skills, Transformative mindsets | • Digital government transformation  
• Digitization of systems & data  
• Addressing digital divide  
• Promoting digital inclusion |

<table>
<thead>
<tr>
<th>Policy</th>
<th>Partnership</th>
</tr>
</thead>
</table>
| • Strong legal and fiscal framework  
• Financing mechanisms  
• Information and data-sharing  
• Ensuring effective resources | • Stakeholder Engagement  
• Global, National & Local consultation  
• Solidarity  
• Public-Private-People Partnerships |
5. Effective Institutions for SDG Localization

Principles of Effective Governance for Institutions

Effectiveness
- Competence
- Sound Policy Making
- Collaboration

Accountability
- Integrity
- Transparency
- Independent Oversight

Inclusiveness
- Leaving no one behind
- Subsidiarity
- Non-discrimination
- Intergenerational Equity
- Participation
### 6. Whole-of-Government Approach for SDG Localization

<table>
<thead>
<tr>
<th>VUCA</th>
<th>Characteristics</th>
<th>Managing VUCA</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Volatile</strong></td>
<td>Change is rapid and unpredictable in its nature and extent</td>
<td><strong>Counter Volatility With Vision</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop a clear, shared vision</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Conduct risk analysis, build in spare capacity and devote resources to preparedness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Prepare a crisis management strategy</td>
</tr>
<tr>
<td><strong>Uncertainty</strong></td>
<td>The present is unclear, and the future is uncertain</td>
<td><strong>Meet Uncertainty With Understanding</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Collect, interpret, and share relevant information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engage in multi-stakeholder collaboration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Review and evaluate your performance</td>
</tr>
<tr>
<td><strong>Complexity</strong></td>
<td>Many different, interconnected factors come into play, with the potential to cause chaos and confusion</td>
<td><strong>React to Complexity With Clarity</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Communicate clearly with the citizens</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Restructure, bring in or develop specialists, and increase resources adequate to address the complexity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identify the key stakeholders and promote collaboration</td>
</tr>
<tr>
<td><strong>Ambiguity</strong></td>
<td>There is a lack of clarity or awareness about situations</td>
<td><strong>Fight Ambiguity With Agility</strong></td>
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<tr>
<td></td>
<td></td>
<td>• Promote flexibility, adaptability and agility</td>
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<tr>
<td></td>
<td></td>
<td>• Encourage your people to think and work outside of their usual functional areas</td>
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</tbody>
</table>
6. Whole-of-Government Approach for SDG Localization

Limiting beliefs through self-assessment diagnostic

The different beliefs and behaviors lead to better outcomes through case studies

Principles and values of the 2030 Agenda and 11 effective principles of governance through a presentation

Steps to Transformative Mindsets

- THROUGH CHANGES IN THE RULES, ENVIRONMENT AND PERSONAL ACTIONS
- LIMITING BELIEFS THROUGH SELF-ASSESSMENT DIAGNOSTIC
- THE DIFFERENT BELIEFS AND BEHAVIORS LEAD TO BETTER OUTCOMES THROUGH CASE STUDIES
- PRINCIPLES AND VALUES OF THE 2030 AGENDA AND 11 EFFECTIVE PRINCIPLES OF GOVERNANCE THROUGH A PRESENTATION

Source: UN DESA

Personal Commitments

- STRATEGIES AND ACTION PLAN TO CHANGE MINDSETS THROUGH RE-PHRASING LIMITING BELIEFS INTO BELIEFS ALIGNED WITH THE 2030 AGENDA

Source: UN DESA
7. Step-by-Step Actions

01 Stance and Position
Change starts with you

02 Observe and Experience
See, Feel and Change Walk through the whole process

03 Tools and Methodology to explore options
Analyze data and create solutions

04 Execute, Collaborate, and Monitor
8. Key Measures to Implement the SDGs at the Local Level

1. Adequately empower and resource local and regional governments

2. Strategies need to harness the potential of basic service delivery in reducing inequalities

3. Advocate for strong national localization strategies of the SDGs

4. Support local and regional involvement in SDG localization through voluntary local and subnational reporting

5. Mobilize the potential and momentum of the global localization movement

6. Acknowledge, support, and promote bottom-up monitoring and localized indicators based upon disaggregated data

7. Renew the multilateral system, building on the strength of local and regional governments and including all stakeholders
# 9. Curriculum on Governance for the SDGs

<table>
<thead>
<tr>
<th>Course Title</th>
<th>Organizers</th>
<th>Training Language</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Servants’ Mindsets to Implement the 2030 Agenda for Sustainable Development</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Transparency, Accountability and Ethics In Public Institutions</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Effective National to Local Public Governance For SDG Implementation</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Institutional Arrangements and Governance Capacities for Policy Coherence</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Innovation and ICT for Public Service Delivery</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Government Innovation for Social Inclusion of Vulnerable Groups</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Digit4sd: Digital Government Implementation</td>
<td>UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>E-government for Women’s Empowerment</td>
<td>UN ESCAP &amp; UN DESA</td>
<td>English</td>
</tr>
<tr>
<td>Integrated Policies and Policy Coherence for the SDGs</td>
<td>UNITAR, ECLAC &amp; UN DESA</td>
<td>English</td>
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</tbody>
</table>

For details on UN DESA/DPIDG’s Toolkit, please contact: unpan@un.org.
Thank you!

Division for Public Institutions and Digital Government
United Nations Project Office on Governance

www.unpog.org

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