



Training Toolkit on Effective National to Local Public Governance for SDG Implementation





Institutional Arrangements

Module 2.2





Institutional Arrangements for the Implementation of the 2030 Agenda

Horizontal Coordination Mechanisms for Institutional Arrangements

Vertical Coordination & its Mechanisms

Multi-stakeholder Approaches

Institutional Principles of SDG 16

Institutional and Coordination Mechanisms for Monitoring SDG Progress

Digital Government in Institutional Arrangements

Key Takeaways





Learning Outcomes



Understanding the importance of institutional arrangements for SDGs implementation



Understanding how institutional arrangements can be strengthened



Learn about different types of institutional arrangements



Identify approaches horizontal and vertical coordination



Increased understanding of cross-sectoral coordination



I. Institutional Arrangements for the Implementation of the 2030 Agenda

“Institutional arrangements are the policies, systems, and processes that organizations use to legislate, plan and manage their activities efficiently and to effectively coordinate with others in order to fulfill their mandate.”

UNDP, 2009

Institutional arrangements for implementing the SDGs refers to

Integrating the SDGs into national government

Engaging local authorities



Mobilizing civil society and the private sector

Monitoring and review

Public service and public administration



I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

Institutional arrangements are key for the implementation of the 2030 Agenda because.....

Calls for **rethinking governmental strategies** and for applying different approaches to governance

Requires **strong collaboration** among of all parts of government, along with institutions, the business sector and the CSOs



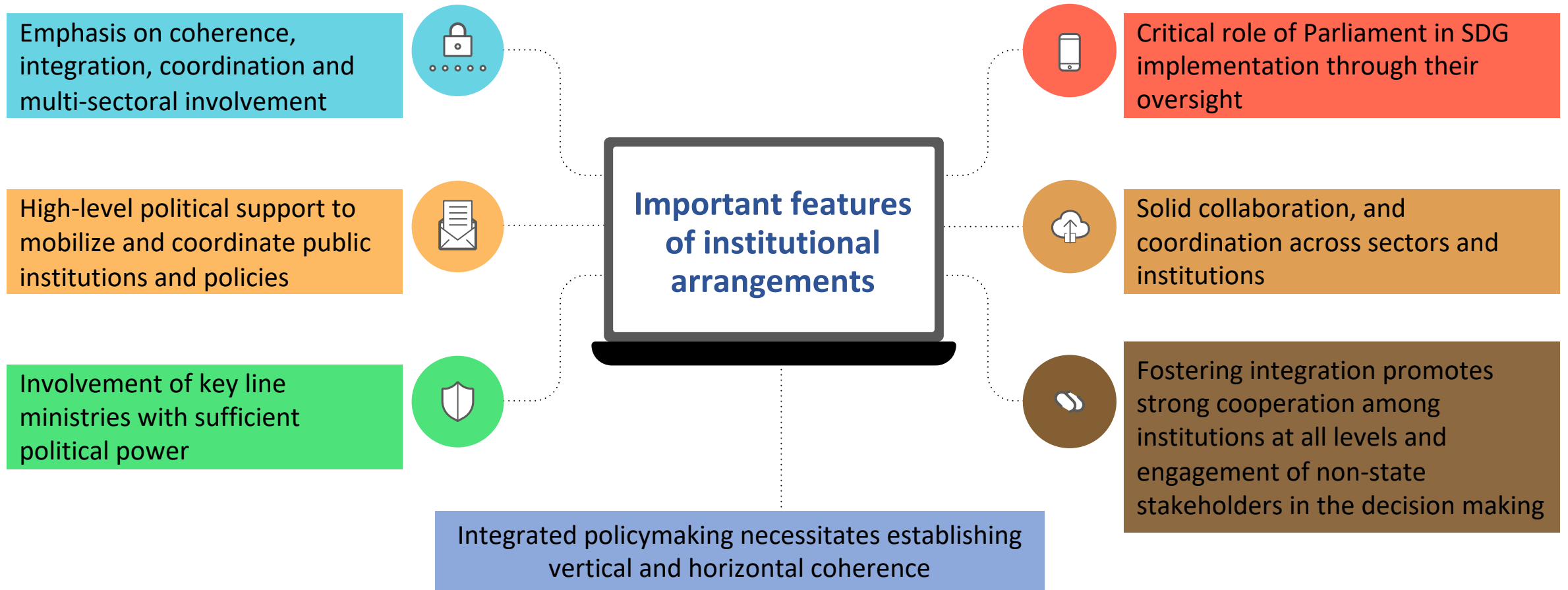
Require a **special focus on budgeting and financing** to ensure an effective implementation of the SDGs

Integration and coordination among different levels of Government and institutions remain cumbersome

Leaving no one behind (LNOB) necessitates a **whole of government and a whole of society approach**



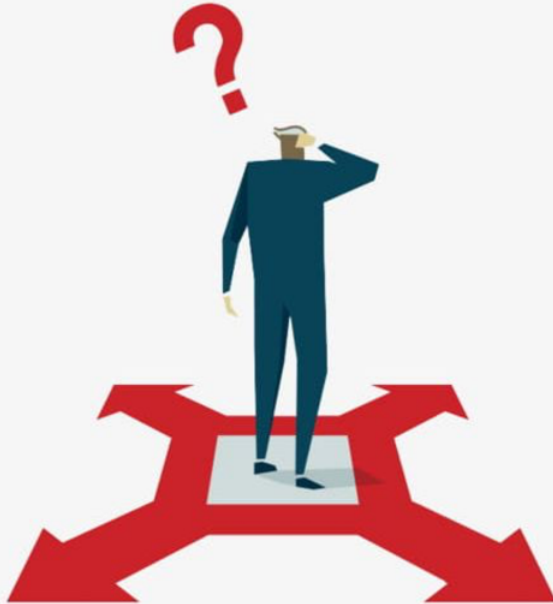
I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)





I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

Challenges



Insufficient synergy, communication and coordination between the different ministries, agencies and other sectors that deal with sustainable development

Fragmentation of mandates and responsibilities for implementation, including subnational and local government action

Accommodating new institutional arrangements will imply additional costs and human resources on the government



What are the challenges related to institutional arrangement in your country?





I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

Institutional and Coordination Modalities

01 There is no single model

02 Establishing new institutional mechanisms and coordination structures for SDG implementation

03 Adapting existing institutional frameworks for SDG implementation

04 Establishment of entities within the office of the Head of State or Government

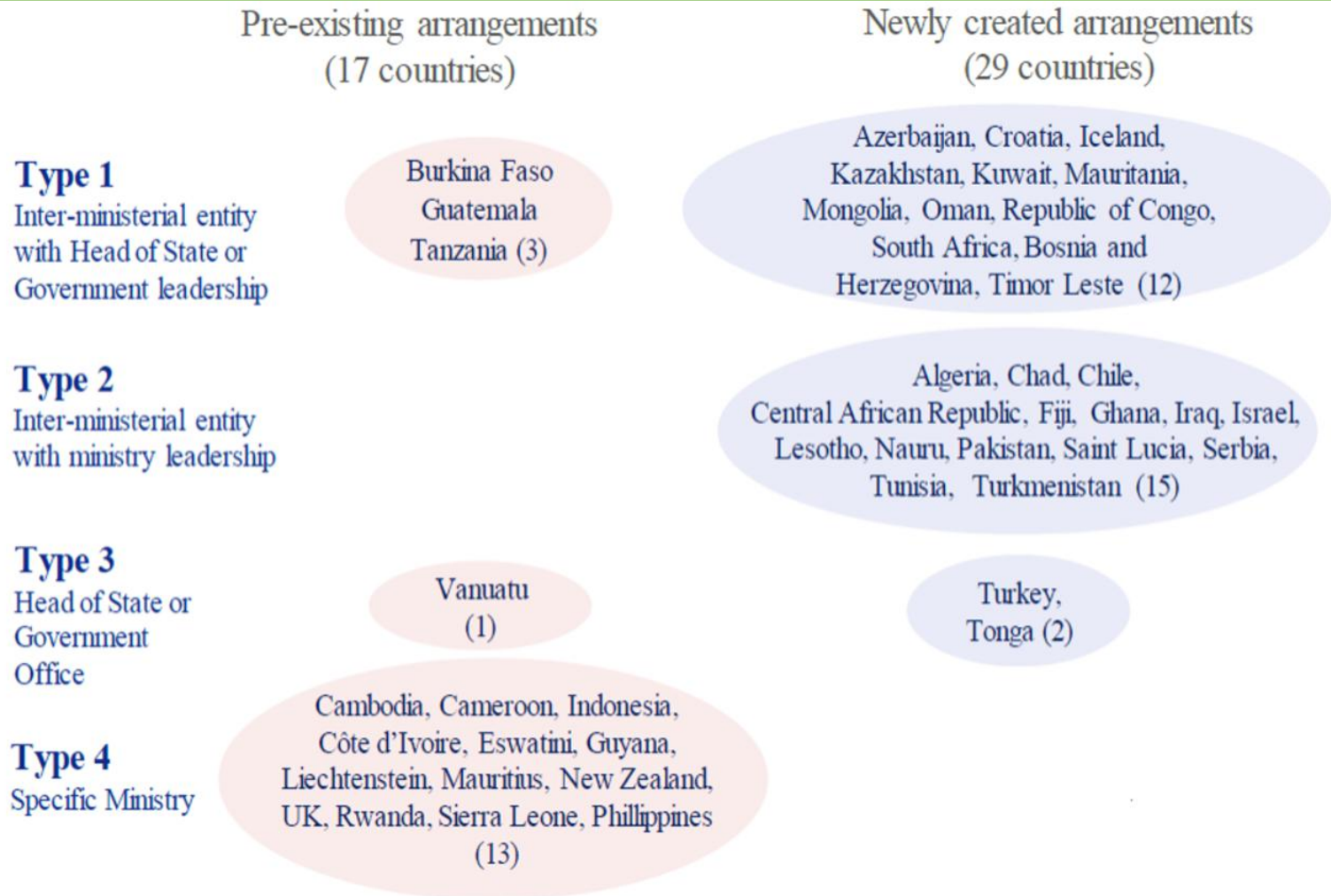
05 Engagement of local authorities in SDG implementation

06 Parliamentary engagement around the SDGs



I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

National institutional arrangements to coordinate and lead SDG implementation



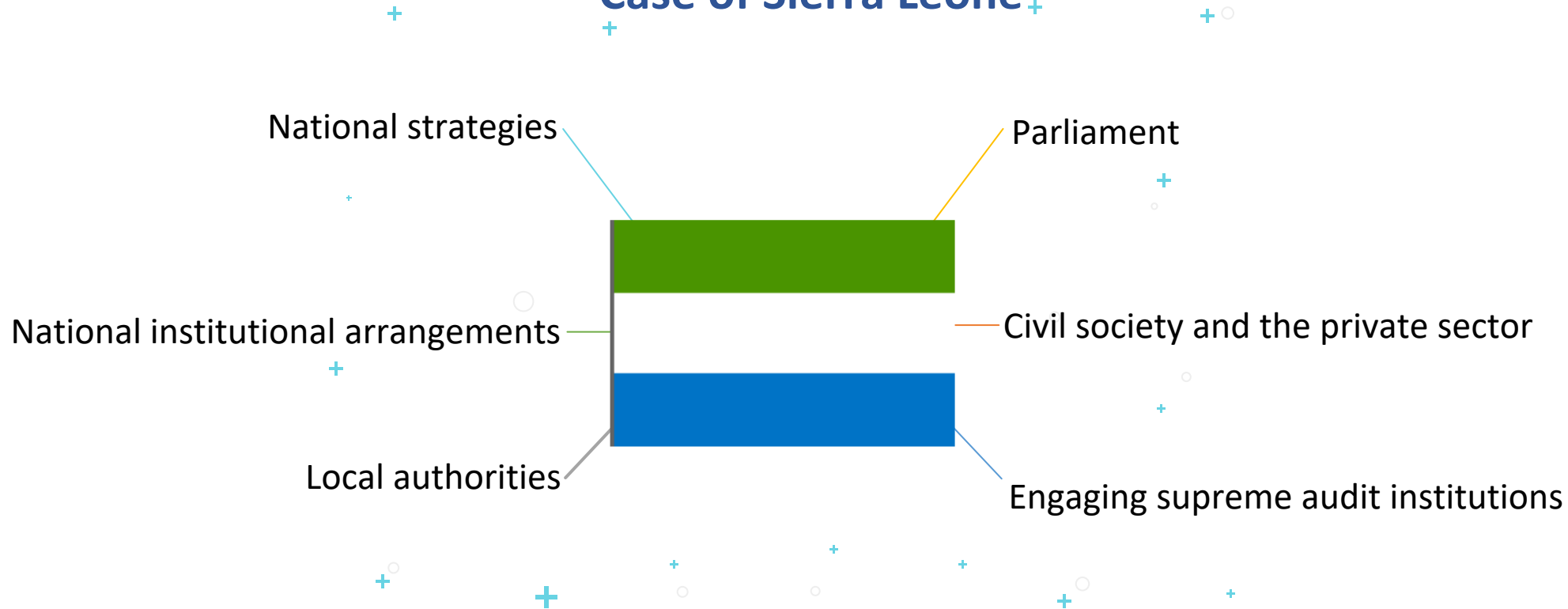
Source: UN DESA, 2019



I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

Institutional and Coordination Modalities

Case of Sierra Leone



Source: UN DESA (2019) Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development

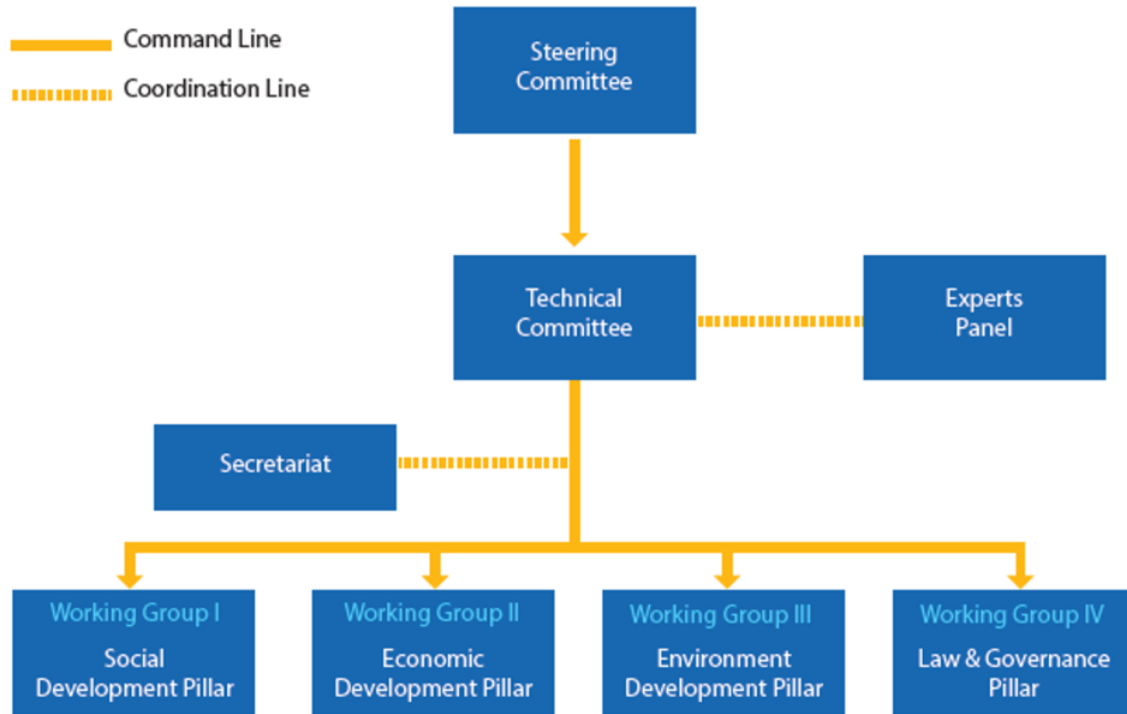


I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

Institutional and Coordination Modalities

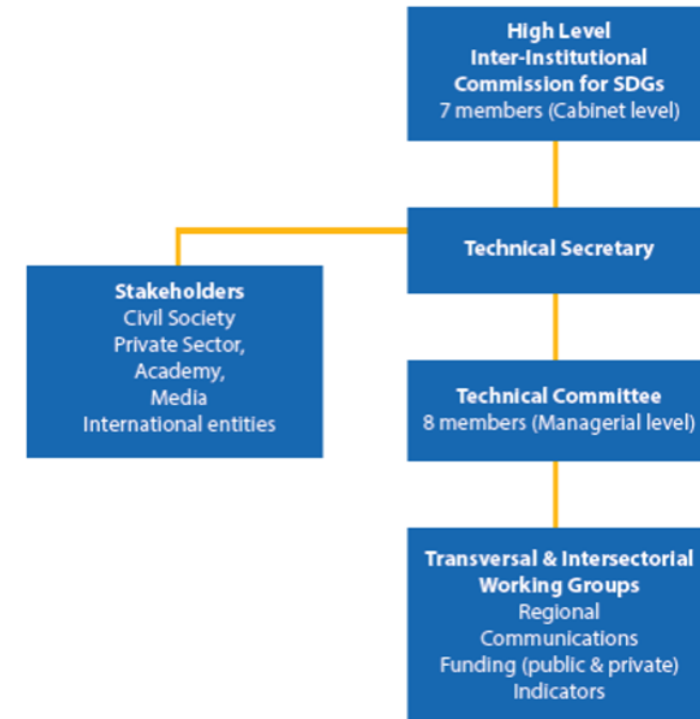
Country case in establishing new institutional mechanisms for SDG implementation

— Command Line
- - - - - Coordination Line



The SDGs National Coordination Team in Indonesia

Country case in adapting existing institutional arrangements



Institutional structure for the implementation of the 2030 Agenda in Colombia

Source: UNDP, 2017



I. Institutional Arrangements for the Implementation of the 2030 Agenda (Cont.)

Short Discussion

Is there a key institution/body officially designated to oversee the implementation of the SDGs?

Is the institution/body strongly supported by the highest levels of government (office of the president or prime minister)? Is this commitment effectively communicated throughout the government machinery?



Does the key institution/body responsible have a clear mandate to oversee and coordinate SDG implementation?

Does the key institution/body responsible have a sustainable development roadmap or strategy in place with clearly defined roles and targets?

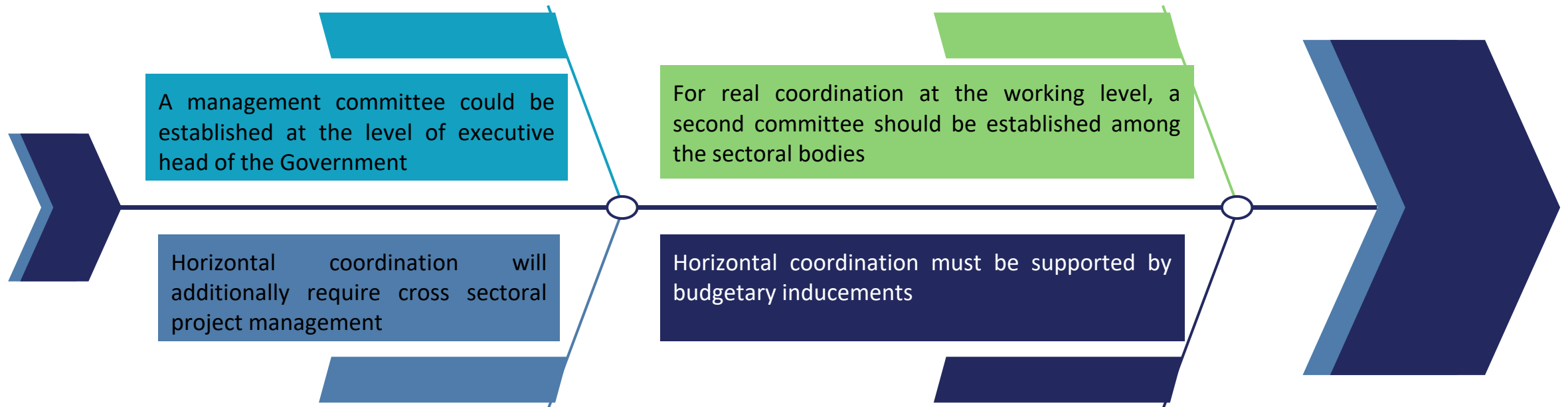


II. Horizontal Coordination Mechanisms for Institutional Arrangements



- Fragmentation and narrow perspectives caused by organizational silos in government
- Challenges arise from disincentives to policy integration from the perspective of sectoral actors
- Without effective horizontal coordination, the integrated approach of the Goals cannot be taken

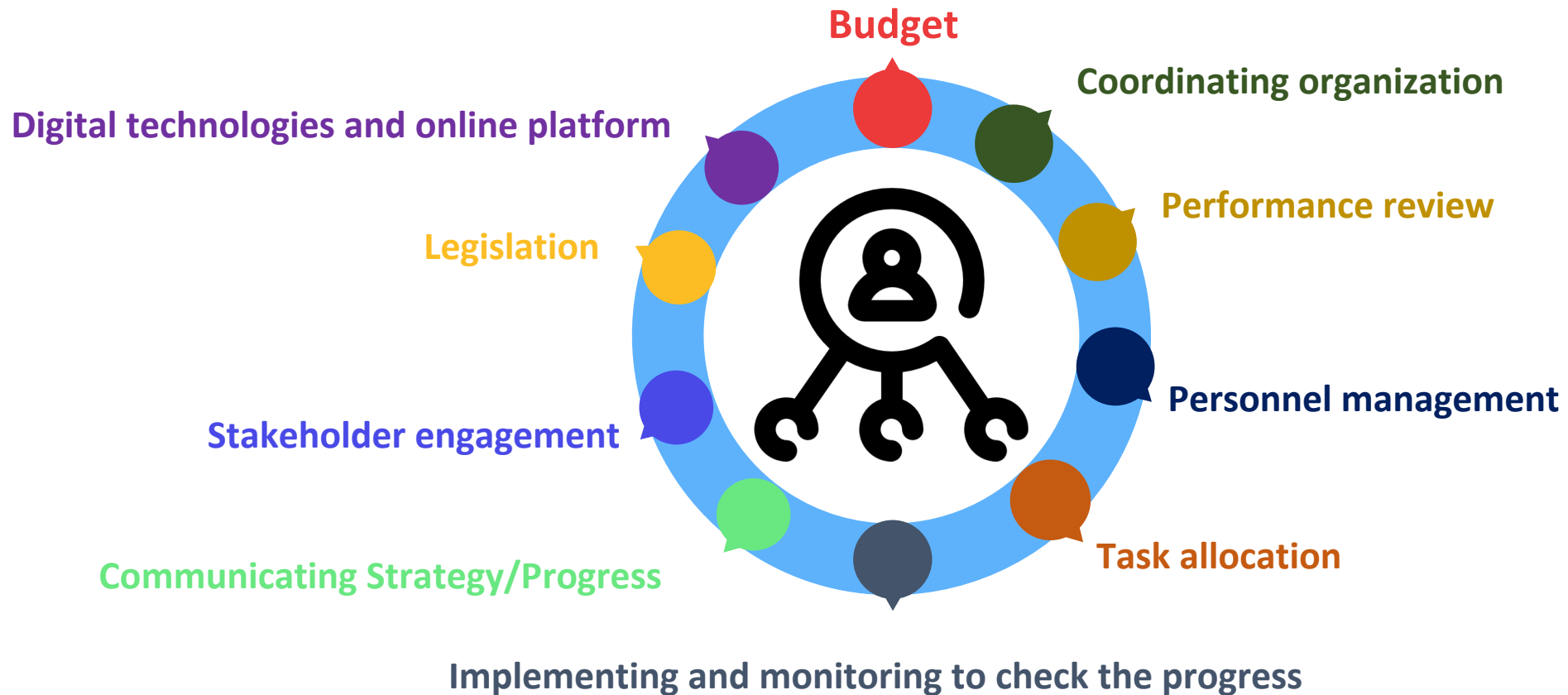
The following institutional arrangements among central authorities at the national level may be considered





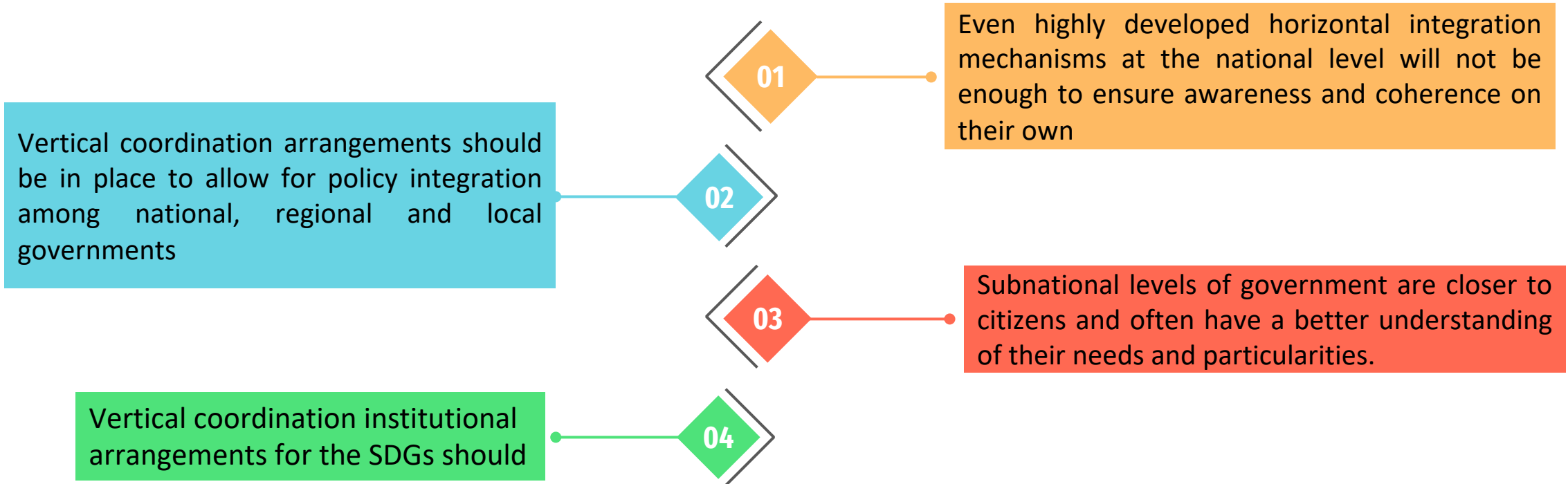
II. Horizontal Coordination Mechanisms for Institutional Arrangements (Cont.)

Important Tools for Coordination





III. Vertical Coordination & its Mechanisms

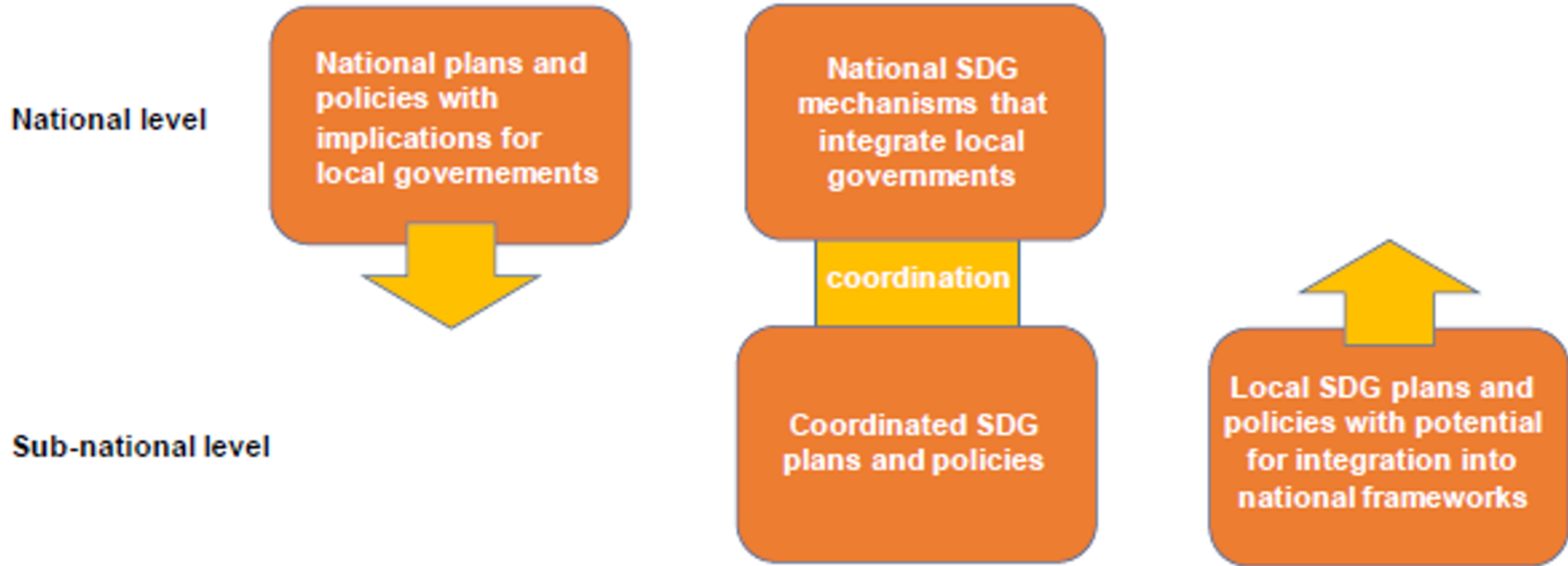


- Promote local ownership, community involvement, local leadership and joint decision making at the local level
- Use local resources and skills and maximize opportunities for development
- Involve local, national and international partnerships between communities, businesses and government to solve problems
- Rely on flexible approaches to respond to changing circumstances at the local, national and international levels
- Empower disadvantaged people and marginalized communities and geographical regions to enable them to participate fully in the economic life of the country



III. Vertical Coordination & its Mechanisms (Cont.)

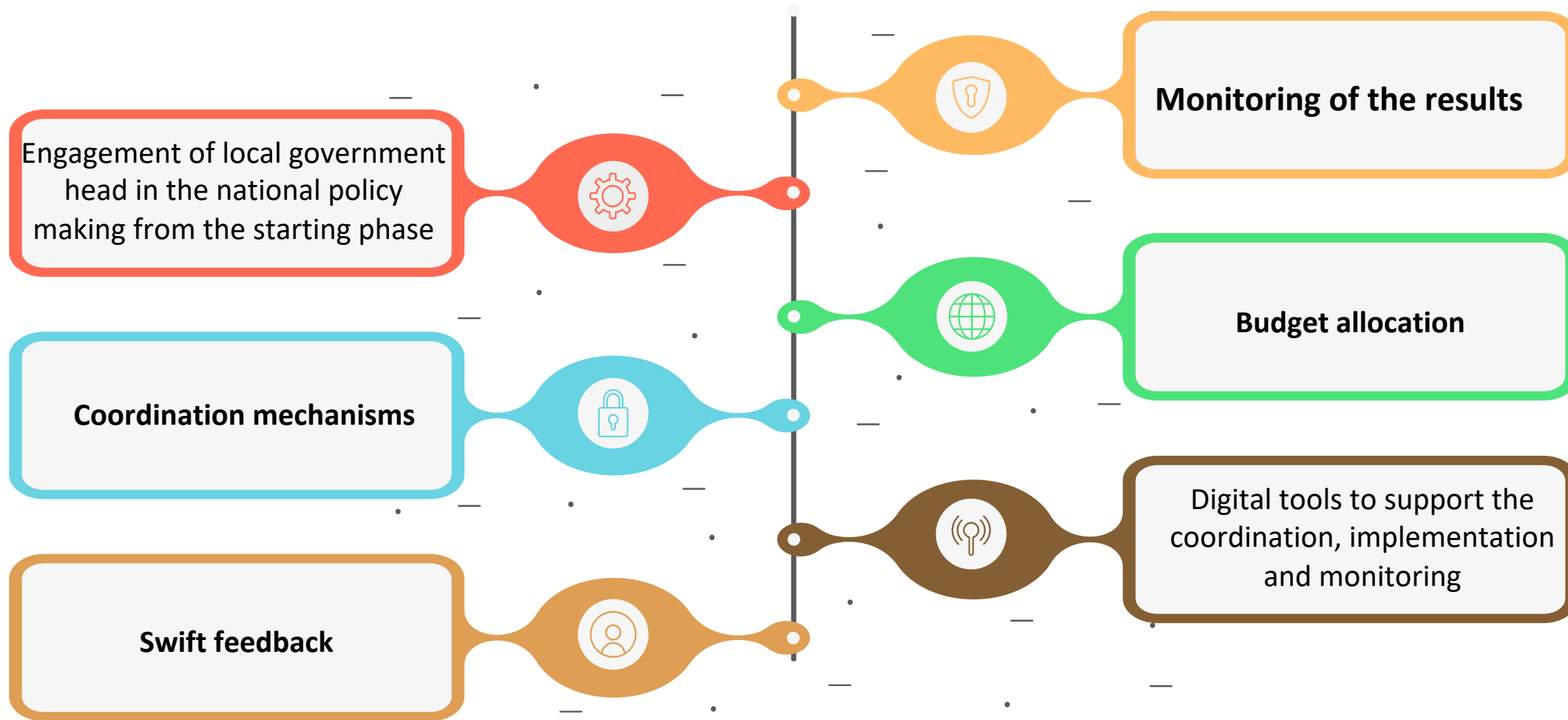
Linkages between national and sub-national levels for SDG implementation



Source: World Public Sector Report, 2018



III. Vertical Coordination & its Mechanisms (Cont.)





III. Vertical Coordination & its Mechanisms (Cont.)

Tools for Vertical Integration in SDG Implementation

Five essential steps of policy making

- 01 Leadership
- 02 Laws and regulations
- 03 Planning
- 04 Implementation
- 05 Monitoring

Three broad categories

- 01 National Level
- 02 Sub-national level
- 03 Multi-level

Source: World Public Sector Report, 2018



III. Vertical Coordination & its Mechanisms (Cont.)

Examples of Vertical Coordination



Australia has taken the opportunity offered by the voluntary national review to encourage the participation and engagement of subnational level of Governments



Bhutan's 12th Five Year Plan (FYP) emphasizes the importance of coordination, consolidation, and cooperation (Triple C) among different stakeholders and levels of governance. Local Governments are involved in the formulation of the 12th FYP programmes to ensure integration of the Sustainable Development Goals into the Agency and Local Government Key Result Areas



The national Government of **Lao PDR** is working towards strengthening collaboration with local administrations to assess progress against the National Socio-Economic Development Plan (NSEDPP) and the Sustainable Development Goals, focusing on public service improvement, participation, rule of law and sound financial management.



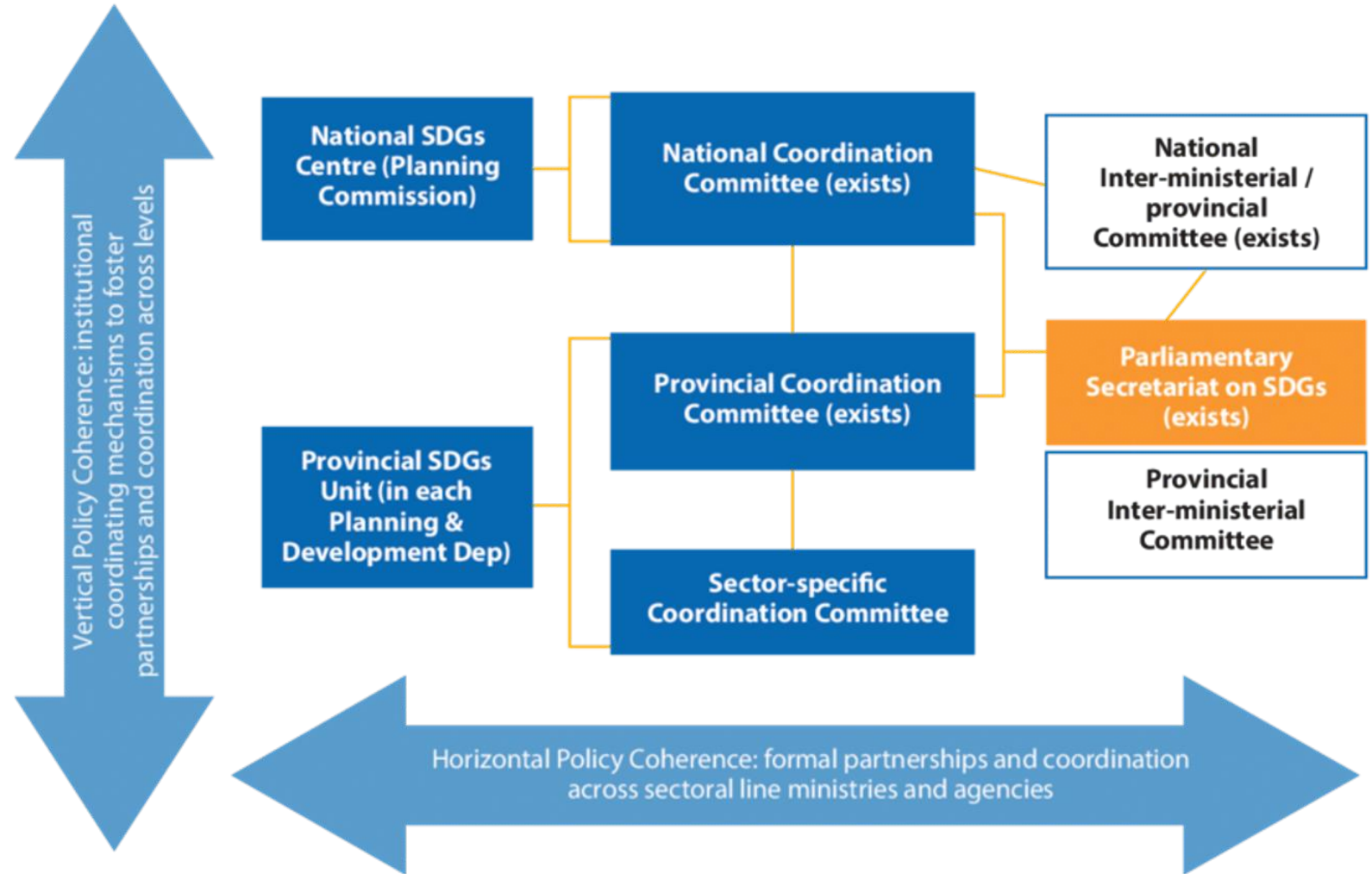
In **Viet Nam**, Ministry of Planning and Investment as the leading agency for the Sustainable Development Goals, also engages with multiple layers of governance, through the assigned focal points for the 2030 Agenda at the planning and financing departments of other ministries and related agencies, and the Provincial Departments of Planning and Investment (DPI).



Examples of Horizontal & Vertical Coordination - Pakistan

To facilitate integration and coherence for SDG implementation, the government has established SDG Support Units at the federal and provincial levels with UN assistance and has created the SDG Secretariat within Parliament.

At the provincial level specifically, the government has begun integrating SDGs, including establishing approaches for the analysis of annual development plans to identify gaps in progress and financial allocations.



Pakistan: Institutional Coordination and Oversight



Examples of Horizontal & Vertical Coordination - Indonesia

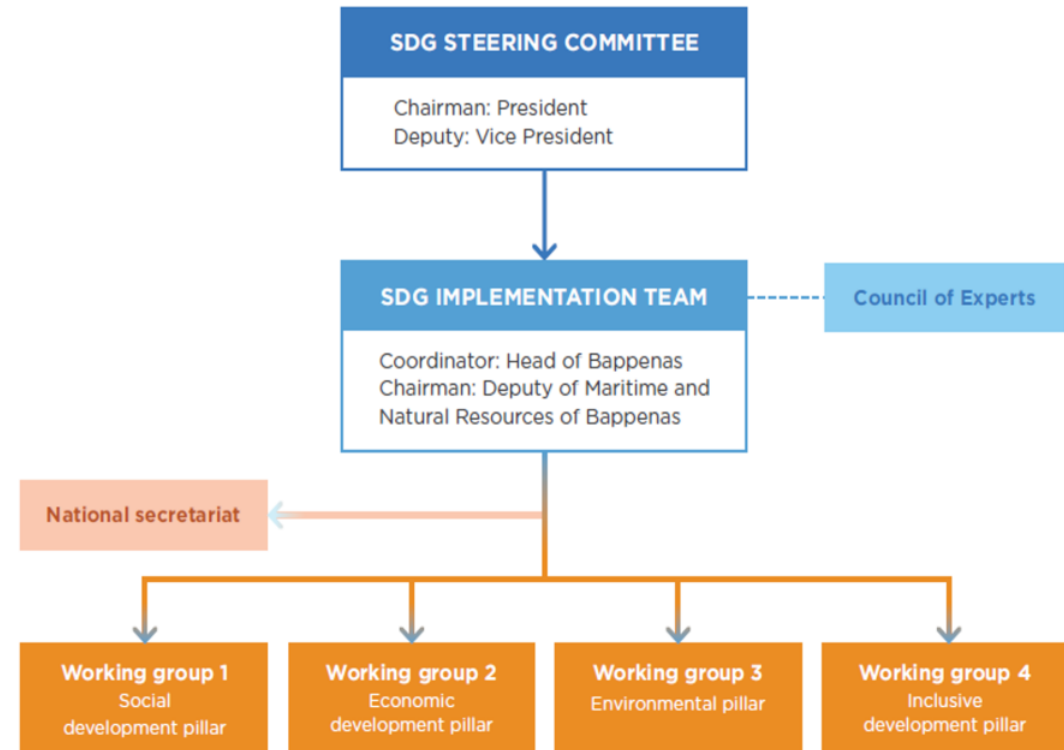
Multi-tier institutional coordination mechanism

- **Indonesia** – SDGs National Coordination Team, comprising the Steering Committee, Implementing Team, Technical Working Group, and Expert Team.
- The National Coordination Team is chaired by the President.
- Minister of National Development Planning is the Coordinator of SDGs tasked with coordinating planning, implementation, monitoring, evaluation, reporting at the national and regional level, as well as funding sources from the government and other legal and non-binding sources.

Source: United Nations. Voluntary National Review Report of Indonesia on the Implementation of Sustainable Development Goals. 2019.

Establishing Institutional Mechanism

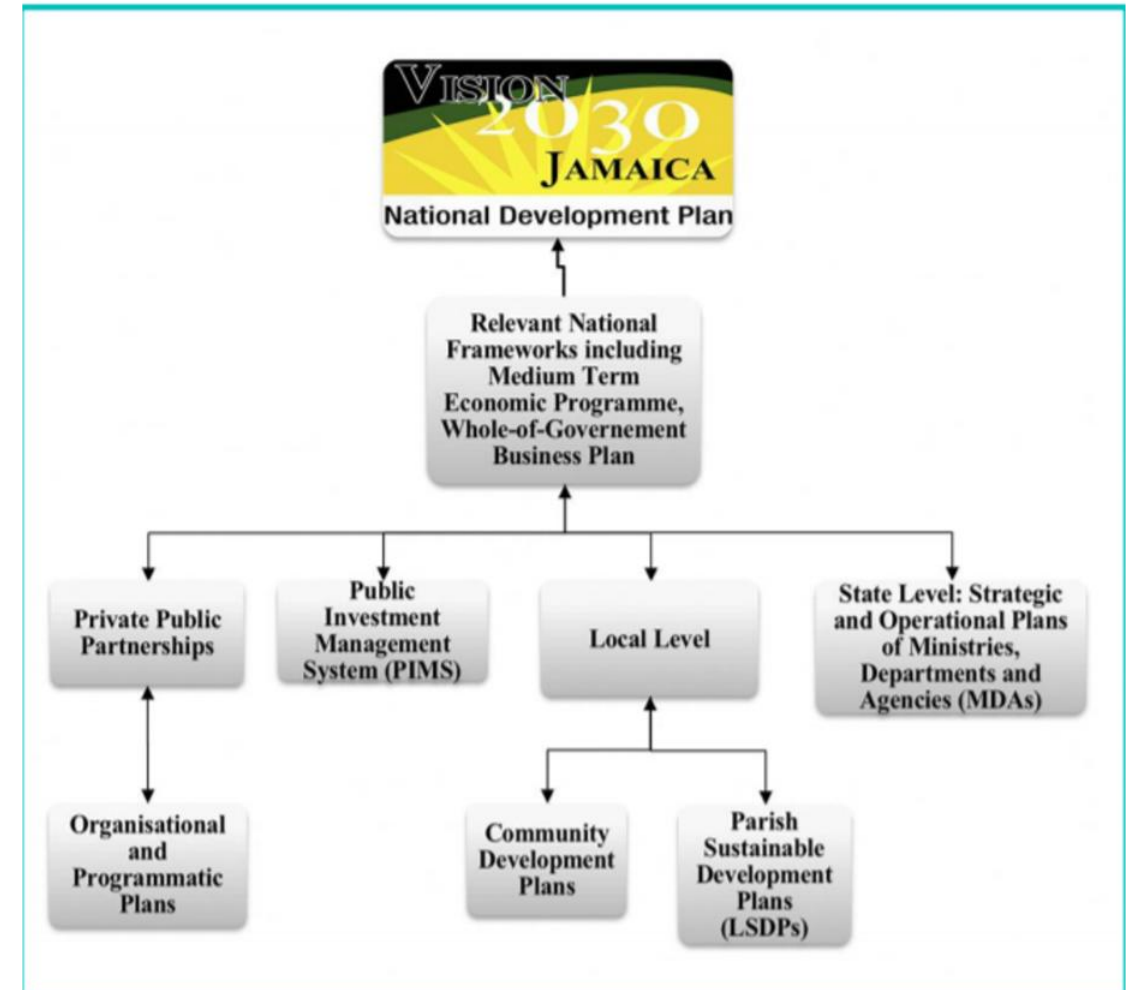
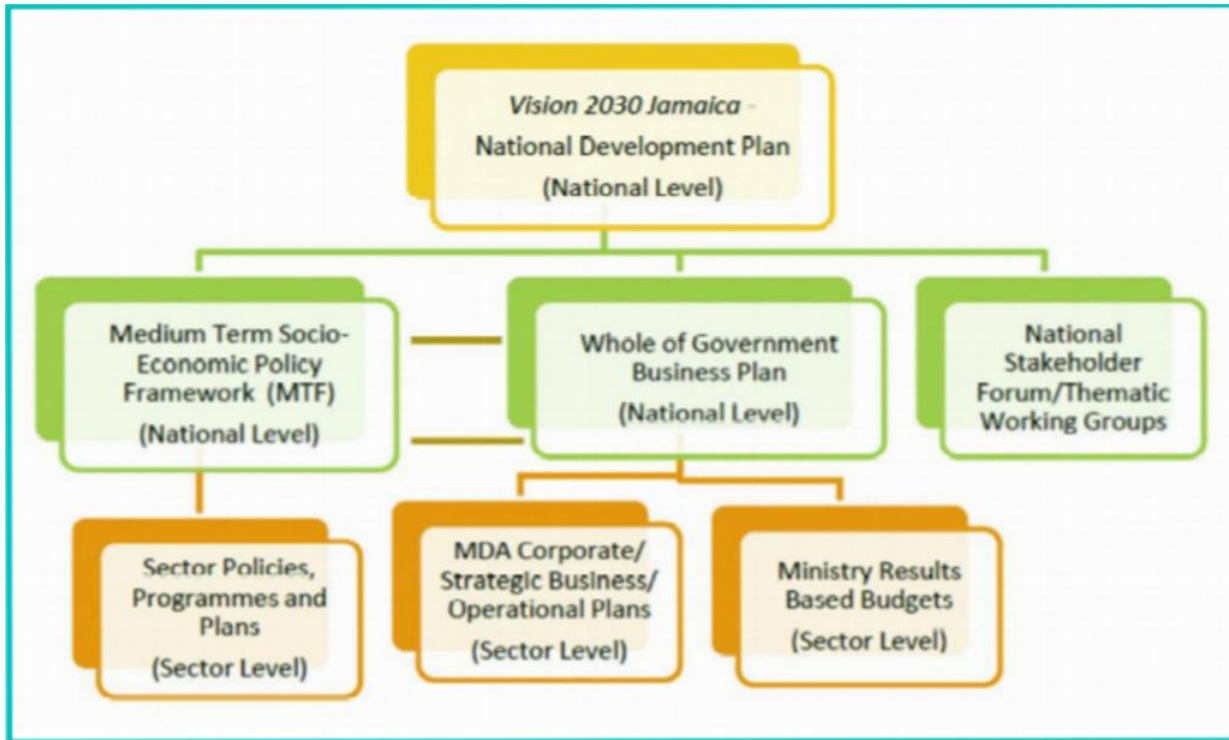
Organizational structure for SDG coordination in Indonesia



Source: Source: Appendix to the Presidential Decree No. 59 (2017).



Examples of Horizontal & Vertical Coordination- Jamaica – Alignment of Planning Mechanisms





Short Discussion on Horizontal and Vertical Coordination

Does the institution/body have a coordination mechanism in place to foster **horizontal coordination across sectors**?

Is there adequate capacity to undertake participatory and integrated planning?

Is there strong institutional commitment within each of the sectors?



Does the institution/body have a coordination mechanism in place to foster **vertical coordination across government levels**?

Is there participation of the local level in national processes, policies, strategies, reporting and planning?

Is there a clear framework for assigning and delegating responsibilities and commensurate resources from the national level to the local level and from the local level to the provincial level and for establishing participatory monitoring systems for resource use?

Does the local government have adequate skills and capacity to support active community involvement in planning, decision-making and service delivery?

Does the local government have adequate capacity for data collection and analysis to enhance monitoring, reporting and decision-making? In this regard, is there a system to inform national government analysis and decision-making?



IV. Multi-stakeholder Approaches



Successful implementation of the SDGs requires the **engagement of many stakeholders, encompassing government and non-government actors**

A more sophisticated alternative to basic consultation is the **institutionalization of multi stakeholder bodies in which key stakeholders are represented**

Ensuring public involvement through institutional arrangements can **strengthen the position of the political leadership** vis à vis influential sectoral interests

Another option entails a **network like structure** with a lesser degree of institutionalization

Several ways of promoting dialogue between multi-stakeholders such as **conducting stakeholder consultations**

Beneficial to **institutionalize partnerships with individual stakeholders or groups** of stakeholders who can make key contributions to the achievement of the Goals



IV. Multi-stakeholder Approaches (Cont.)

Challenges and opportunities in working with government actors and non-government actors

Actors	Challenges	Opportunities
Head of State's Office	<ul style="list-style-type: none"> Has numerous priorities to deal with May face conflicting interests 	<ul style="list-style-type: none"> Turn this actor into an SDG champion Have it take a leading role in coordinating the implementation of the SDGs
Parliament	<ul style="list-style-type: none"> Often not involved in all stages of national development planning May have limited awareness of SDGs May face conflicting interests 	<ul style="list-style-type: none"> Leverage its legislative role Foster its advocacy role, especially for budgeting
Judicial system	<ul style="list-style-type: none"> May have limited awareness of SDGs Enforcement of laws may be lacking May face conflicting interests 	<ul style="list-style-type: none"> Develop synergies with laws related to good governance as well as those necessary for the achievement of the SDGs
Finance and planning bodies	<ul style="list-style-type: none"> Linkages with sector ministries and subnational bodies may be weak Addressing all three dimensions of SD may not be seen as a priority 	<ul style="list-style-type: none"> Turn these bodies into SDG champions Have them play a key role in coordinating SDG implementation Develop synergies with revenue collection measures
Sector ministries & subnational bodies	<ul style="list-style-type: none"> May have weak capacities Lack of funding Some sector ministries are not well-connected DP 	<ul style="list-style-type: none"> Support them in fulfilling their roles in DP Encourage them to integrate SD objectives into plans/budget



IV. Multi-stakeholder Approaches (Cont.)

Challenges and opportunities in working with government actors and non-government actors

Actors	Challenges	Opportunities
National statistics office	<ul style="list-style-type: none"> Data collection and management often weak Data not generally captured by regular surveys Capacity to produce policy-relevant information may be weak 	<ul style="list-style-type: none"> Increase investments in data and national statistical systems Build statistical capacity to monitor the SDGs
CSOs	<ul style="list-style-type: none"> Capacities may be weak, especially with respect to engagement in national development planning Often not involved in all stages of development planning 	<ul style="list-style-type: none"> Engage them as SDG Champions Involve them in all stages of DP Encourage them in their watchdog role Foster their role in information collection
Business and industry	<ul style="list-style-type: none"> May perceive SD as a barrier to their activities Often not involved in development planning 	<ul style="list-style-type: none"> Mitigate the effect of their activities Provide effective and innovative solutions Make use of this major source for financing the SDGs
Academic and research institutions	<ul style="list-style-type: none"> May be disconnected from the DP process Capacity to produce policy-relevant information may be weak 	<ul style="list-style-type: none"> Leverage their innovative ideas Work with them to enhance the science policy link to find sustainable solutions to development problems
Media	<ul style="list-style-type: none"> May lack knowledge of and attention to sustainable development issues May lack freedom of expression 	<ul style="list-style-type: none"> Make use of their role in shaping the opinions of decision-makers and the general public Work with them to encourage public involvement



V. Institutional Principles of SDG 16

Institutional Dimension	Access to information
Inputs and processes	<ul style="list-style-type: none"> • Adoption of access to information laws and creation of related institutions • Adaptation of organizations to meet the requirement of access to information laws, including resources and capacity building
Outputs	<ul style="list-style-type: none"> • Number of requests made to public institutions • Outcomes of the requests for information • Measures of compliance with the law for different institutions
Outcomes	<ul style="list-style-type: none"> • Volume of information disclosed • Use of information made by requesters • Changes in public officials' and public agencies' behaviors
Impacts	<ul style="list-style-type: none"> • Do citizens feel empowered to request information from the government? • Has information contributed to improved public debate? • Has information contributed to enhanced public sector accountability? • Has information contributed to better public services, enhanced the effectiveness of public institutions?



V. Institutional Principles of SDG 16 (Cont.)

Institutional Dimension	Transparency
Inputs and processes	<ul style="list-style-type: none"> • National OGD initiatives • Adoption of legal framework mandating or encouraging disclosure (targeted or not)
Outputs	<ul style="list-style-type: none"> • Information produced and published by government agencies • Measures of compliance with the law
Outcomes	<ul style="list-style-type: none"> • What type of information is more (less) available than in the past? • Changes in perceptions of transparency
Impacts	<ul style="list-style-type: none"> • Is the information published through OGD initiatives and mandated disclosure relevant and useful to citizens, NGOs and firms? • Has disclosure contributed to improved public services? • Has information disclosure contributed to better government accountability?



V. Institutional Principles of SDG 16 (Cont.)

Institutional Dimension	Inclusive and participatory decision-making
Inputs and processes	<ul style="list-style-type: none"> • Changes in legal framework with respect to participation • Creation of participatory channels and mechanisms • Organizational change to accommodate and manage participatory mechanisms in public institutions
Outputs	<ul style="list-style-type: none"> • Number of participatory events and channels created • Number of people from different social groups who engage in participatory mechanisms
Outcomes	<ul style="list-style-type: none"> • How has participation impacted decision-making and resource allocation? • Has participation contributed to more responsive and higher quality public services? • Have public officials' behavior changed in the way they interface with citizens? • Changes in citizen's perceptions of participation, empowerment
Impacts	<ul style="list-style-type: none"> • How significant is the civic space for participatory processes? • How are participatory processes changing social dynamics, including civic engagement? • How are power relations affected by participatory processes? • Have participatory processes contributed to enhance trust in government?



V. Institutional Principles of SDG 16 (Cont.)

Institutional Dimension	Accountability
Inputs and processes	<ul style="list-style-type: none"> • Constitutional or legal provisions for government accountability • Charters for civil service • Organizational processes for accountability (e.g. performance processes)
Outputs	<ul style="list-style-type: none"> • Compliance with formal processes for government reporting and oversight • Implementation of civil service accountability related measures
Outcomes	<ul style="list-style-type: none"> • Outcomes of formal oversight processes, including possible sanctions • Outcomes of internal accountability mechanisms in public agencies
Impacts	<ul style="list-style-type: none"> • Are institutional checks and balances more robust? • How have work ethics and motivation changed in the public service? • Are civil servants more responsive to the public?



V. Institutional Principles of SDG 16 (Cont.)

Institutional Dimension	Anti-corruption
Inputs and processes	<ul style="list-style-type: none"> • Adoption of anticorruption laws and creation of related institutions • Training and capacity building in public institutions
Outputs	<ul style="list-style-type: none"> • Number of corruption cases brought to justice, to public knowledge • Financial amount exposed or recovered
Outcomes	<ul style="list-style-type: none"> • Sanctions taken against corrupt officials • Amounts of public funds recovered • Changes in administrative processes • Changes in perception of corruption
Impacts	<ul style="list-style-type: none"> • How have channels and mechanisms of corruption morphed in reaction to legal and institutional changes? • Have different actors (public officials, firms, citizens) changed their behaviors?



V. Institutional Principles of SDG 16 (Cont.)

Institutional Dimension	Non-discrimination
Inputs and processes	<ul style="list-style-type: none"> • Adoption of antidiscrimination laws and regulations and related institutions • Universal civil registration • Training and capacity building in public institutions
Outputs	<ul style="list-style-type: none"> • Number of cases brought to justice or public administration • Outcomes of legal cases • Measures of compliance with the law
Outcomes	<ul style="list-style-type: none"> • How have outcomes changed for groups that are often discriminated against? • How has the jurisprudence evolved overtime?
Impacts	<ul style="list-style-type: none"> • Are traditionally discriminated groups empowered? • How are tolerance and sectional divides changing in society as a whole overtime?



VI. Institutional and Coordination Mechanisms for Monitoring SDG Progress

Challenges in Monitoring and Reporting

Lack of communication and coordination within National Statistical Systems (NSS) in many countries, and between the NSS and international agencies, complicates reliable data availability

Lack coordination among national data producers

Recommendations to improve coordination for monitoring and reporting

Coordinating bodies on SDG indicators be established or reinforced

Foster broad, multi-stakeholder participation in national monitoring and reporting

Governments must be committed to the improvement of their NSSs

Periodic monitoring is vital.

Inclusive and participatory consultations, although challenging, should be undertaken

Securing high-level political ownership to ensure collaboration between data-producing government institutions is important

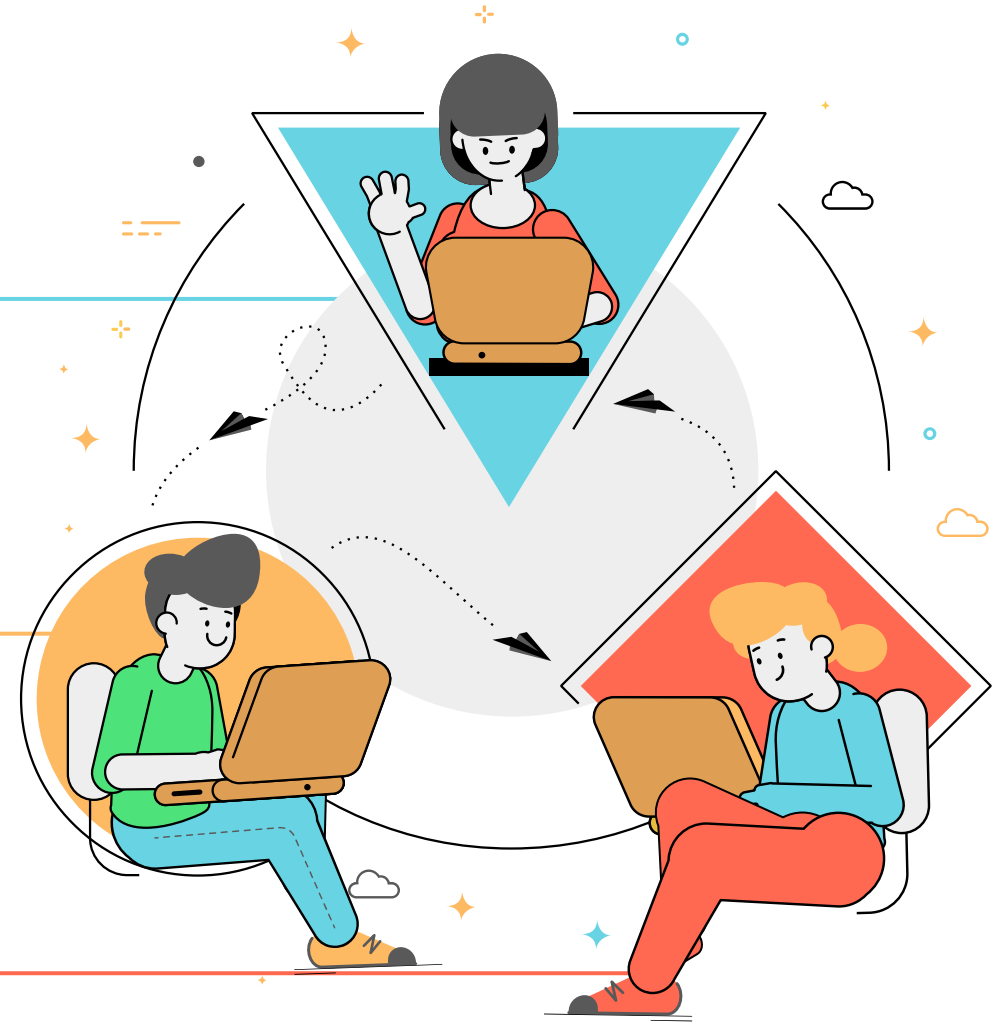


VII. Digital Government in Institutional Arrangements

Failures of governments to make the transition to the new digital environment can have important consequences

Strategies for effective digital government need to reflect public expectations

Digital government institutional framework has become a public sector innovation driver and accelerator





VII. Digital Government in Institutional Arrangements (Cont.)

Dimensions of Digital Government



Source: OECD 2019 Open useful reusable data (ourdata) index © OECD 2020




Promoting Digital Transformation in Public-sector Institutions: Costa Rica



Initiative: The Single Digital Health File (EDUS)



Institution: Caja Costarricense de Seguro Social (CCSS), Costa Rica



Problem: Medical records of the Costa Ricans were not easily accessible or transferable between different offices and regions, impeding the quality of healthcare patients received.

Solution: The Single Digital Health File (EDUS) consists of a set of applications and services that allows the automation of health processes. Using the EDUS, health professionals of the CCSS can review patients' health record from any medical establishment and throughout its network of services. It facilitates better clinical decision making and quality control. The access to clinical information available in real time and the implementation of clinical protocols for the medical care guarantee the standardization of the processes. The system also employs mobile messaging features to directly communicate with people using EDUS.

Impact: The initiative is used in 1,047 Basic Teams of Integral Health Care (Primary Care Establishments) of the Costa Rican Social Security Fund in the 7 provinces.

Source: UNPSA 2019. Promoting Digital Transformation in Public-sector Institutions. Costa Rica



Group Discussion

Is there a mechanism within the institutional framework to include the CSO and private sectors?

Does the institutional mechanism ensure that women and men have equal access to decision-making processes?

Are particular groups (women, youth, people with disabilities, indigenous peoples, minorities, etc.) legally or practically excluded from decision-making processes?

Which 3 actions could your organization take as a priority to improve institutional arrangements for SDG implementation in your country context? Please think from the perspective of horizontal and vertical institutional arrangements.





VIII. Key Takeaways

Sound and Resilient Institutional Foundations

- A government that is resource-efficient with sound public financial management
- A government that is representative, builds consensus and is participatory and inclusive
- A civil service that is effective and capable
- Institutions grounded in the rule of law

Mechanisms for National Ownership and Multi-Stakeholder Engagement

- Formal national multi-stakeholder council or advisory body, e.g., a National Council for Sustainable Development, National Advisory Group, etc., including a dedicated Secretariat or support unit within the planning department

Mechanisms for Institutional Coordination and Implementation

- A multi-tiered governance structure
- Interministerial Planning Commission/Committee and Other Institutional Mechanisms

Mechanisms for Monitoring and Review

- An agreed development strategy
- A capable and well-resourced National Statistical Office
- National Sustainable Development Indicator Framework and Information System
- National Sustainable Development Reports
- Review mechanism
- Authoritative, independent body for reporting and review



To learn more about Institutional Arrangements, please access the following toolkit



Institutional Arrangements and Governance Capacities for Policy Coherence

UN DESA | DPIDG
Training of Trainers | English



[Access the Toolkit](#)



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Thank you



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