



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





Resource Allocation and Capacity Building

Module 3.7





Financing for Sustainable Development

Financing Frameworks from National to Local

Financial Innovations for SDG Localization

Financing SD in an Era of Transformative Digital Technologies

Local Government Finance for COVID -19 Emergency Response

Mechanisms for Building Capacity of Local Government

Effective Civil Service for SDG Localization

Key Takeaways





Learning Outcomes



Reshaping both national and local financial systems in line with sustainable development



Learn various financing mechanisms for SDG localization



Putting basic building blocks in place: investing in infrastructure and skills to be digital-ready



Understand different mechanisms for building capacity of local government



Develop civil service skills for public value



I. Financing for Sustainable Development

"expenditures and investments in sustainable development are being devolved to the subnational level, which often lacks adequate technical and technological capacity, financing and support"

SDG 17 Partnerships for the goals: Financing for SDGs

TARGET	17-1	TARGET	17-2	TARGET	17-3	TARGET	17-4	TARGET	17-5
MOBILIZE RESOURCES TO IMPROVE DOMESTIC REVENUE COLLECTION		IMPLEMENT ALL DEVELOPMENT ASSISTANCE COMMITMENTS		MOBILIZE FINANCIAL RESOURCES FOR DEVELOPING COUNTRIES		ASSIST DEVELOPING COUNTRIES IN ATTAINING DEBT SUSTAINABILITY		INVEST IN LEAST DEVELOPED COUNTRIES	

Five targets are related to Financing





I. Financing for Sustainable Development (Cont.)

Key steps to boost financing for SDGs



- 1 Provide leadership** - setting guiding principles, galvanizing action, and ensuring policy
- 2 Mobilize investment** - raising finance and reorienting financial markets towards investment in SDG sectors
- 3 Channel investment** - promoting and facilitating investment into SDG sectors
- 4 Maximize investment impact** – increasing the sustainable development benefits and minimizing the risks of investment in SDG sectors



I. Financing for Sustainable Development (Cont.)

Challenges

At National Level

1. Gap in financing to achieve the SDGs at \$2.5 trillion per in developing countries alone
2. How to channel global financial assets into SDG sectors
3. Structurally weak economies
4. Uneven growth
5. Significant downside risks
6. Slowing economic growth
7. Declining Assistance
8. Growing Financial Risks
9. High Debt Risk
10. Increasing Trade Restrictions
11. Increasing Environmental Shocks

At Local Level

1. National government restrictions on local powers of revenue generation
2. Limited local capacity to collect revenues and/or deliver services
3. Local revenue generation disincentives from poorly designed fiscal transfer programs, and
4. Inadequate funding as a result of inadequate financial planning
5. Low political credibility/accountability of local governments, weakening revenue compliance
6. Climate change requires resilient planning and infrastructure





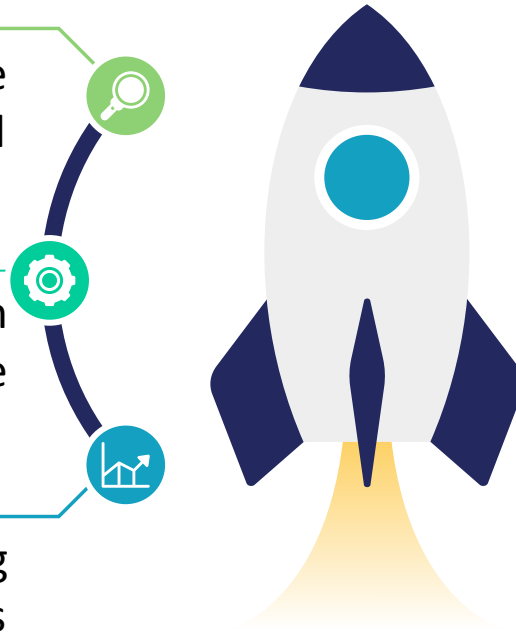
I. Financing for Sustainable Development (Cont.)

Addressing the challenges

Promote collaboration between the banking sector, national and local governments and financial regulators

Build partnerships and strengthen engagement with public and private stakeholders

Strengthen the capacity of developing countries to replicate proven solutions in local contexts



Strengthen national, local and city government capacity to improve long-term climate resilient infrastructure planning

Build project finance and implementation capacity at national and local levels

Support countries to apply methodologies to local contexts and develop integrated national financing frameworks (INFFs)

Strengthen the capacity of sub-national governments to improve tax revenue collection and mobilize other resources at local levels



I. Financing for Sustainable Development (Cont.)

Main source of finance

External

- ODA Grants and Concessional Loans
- Other Official Flows (OOFs)
- South-South and Triangular Cooperation
- INGO donations (on-budget)
- Public borrowing from capital markets

- Private borrowing from Capital Markets
- Foreign Direct Investment
- INGO donations (off-budget)

Domestic

- Tax Revenues
- Non-Tax Revenues
- Mineral Related Taxation
- Public Private Partnerships
- Public Domestic Borrowing
- Sovereign Wealth Funds

- Private Borrowing
- Inclusive Business Finance
- Domestic Philanthropy and NGOs
- Corporate Social Responsibility

Public

Private

Source: [UNDP \(2018\)](#)



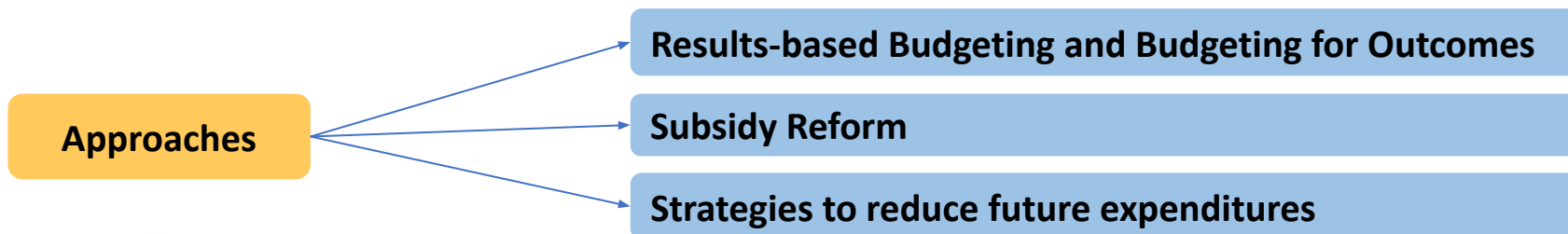
I. Financing for Sustainable Development (Cont.)

Effective Use of Financing

The assumption is that finance should not be mobilized only by expanding the financial envelope but also by spending current resources more effectively.



Similarly, by taking actions to avoid future expenditures, scarce public and private resources will be freed for development spending.





I. Financing for Sustainable Development (Cont.)

The Financing Tool-Box

Bonds	<ul style="list-style-type: none"> - Sovereign bonds issued on international and domestic markets - GDP-linked bonds - Social impact bonds - Diaspora bonds - Green/blue bonds - Development impact bonds
Loans and guarantees	<p>Loans (Including: Multilateral and bilateral development banks, other official flows (OOFs), counter-cyclical loans, contingent credit facilities, development policy loan deferred drawdown options, catastrophe risk deferred, drawdown options, debt buy backs, debt-swaps, blended finance, public-private partnerships, guarantees)</p>
Public Revenue	<p>Taxes and levies (Including: income taxes, value added/consumption tax, property taxes, tariffs, green taxes, domestic financial transaction tax, airline ticket tax)</p>
Insurance	<ul style="list-style-type: none"> - Weather index-based insurance - Catastrophe Risk Insurance Facility
Funds	<ul style="list-style-type: none"> - Vertical Funds (e.g. GAVI Alliance, Global Fund and UNITAID, Adaptation Fund, Global Environment Facility, Green Climate Fund, Securities and structured funds) - Microfinance investment funds
Grants	<ul style="list-style-type: none"> - Official Development Assistance (ODA) - Philanthropic and other private donations

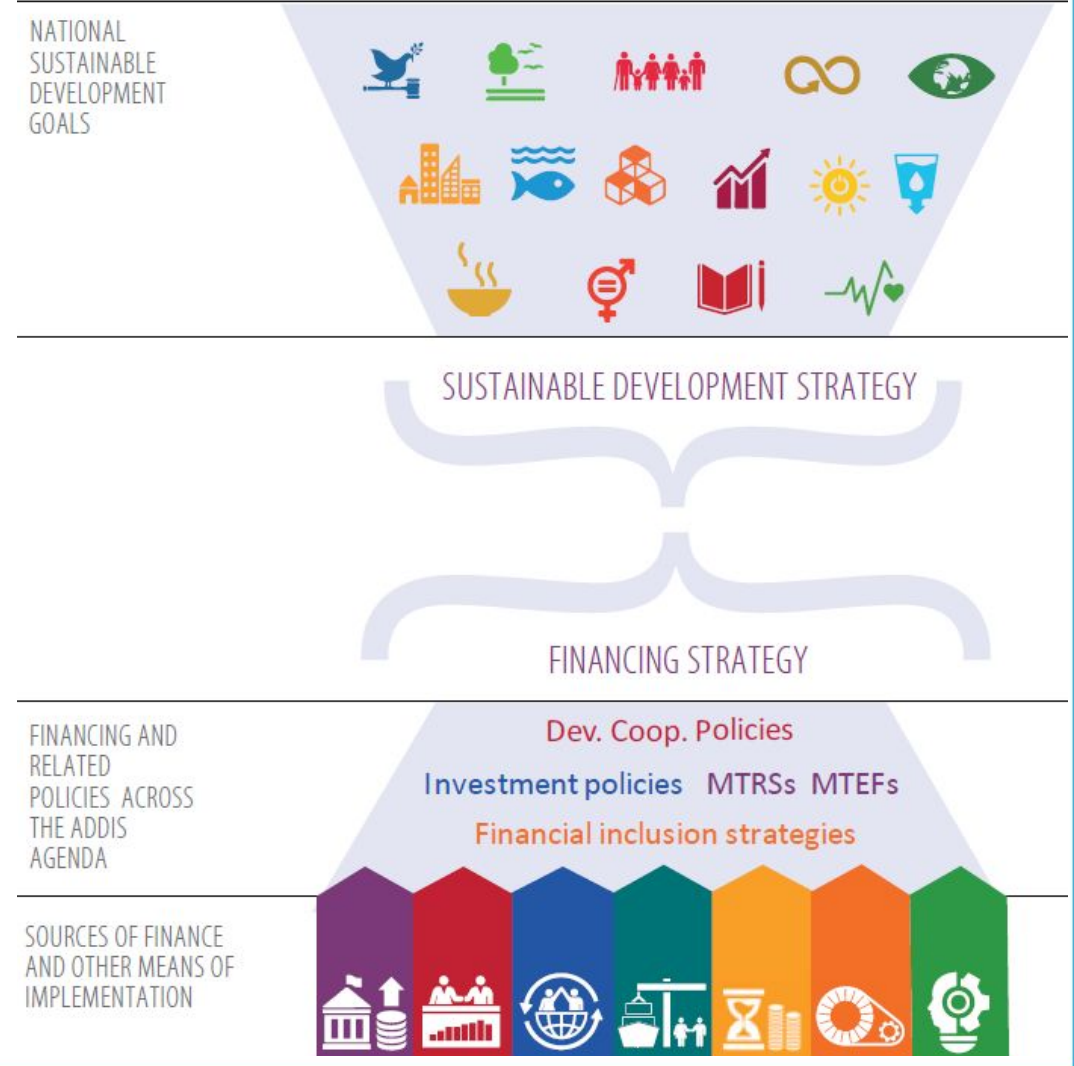
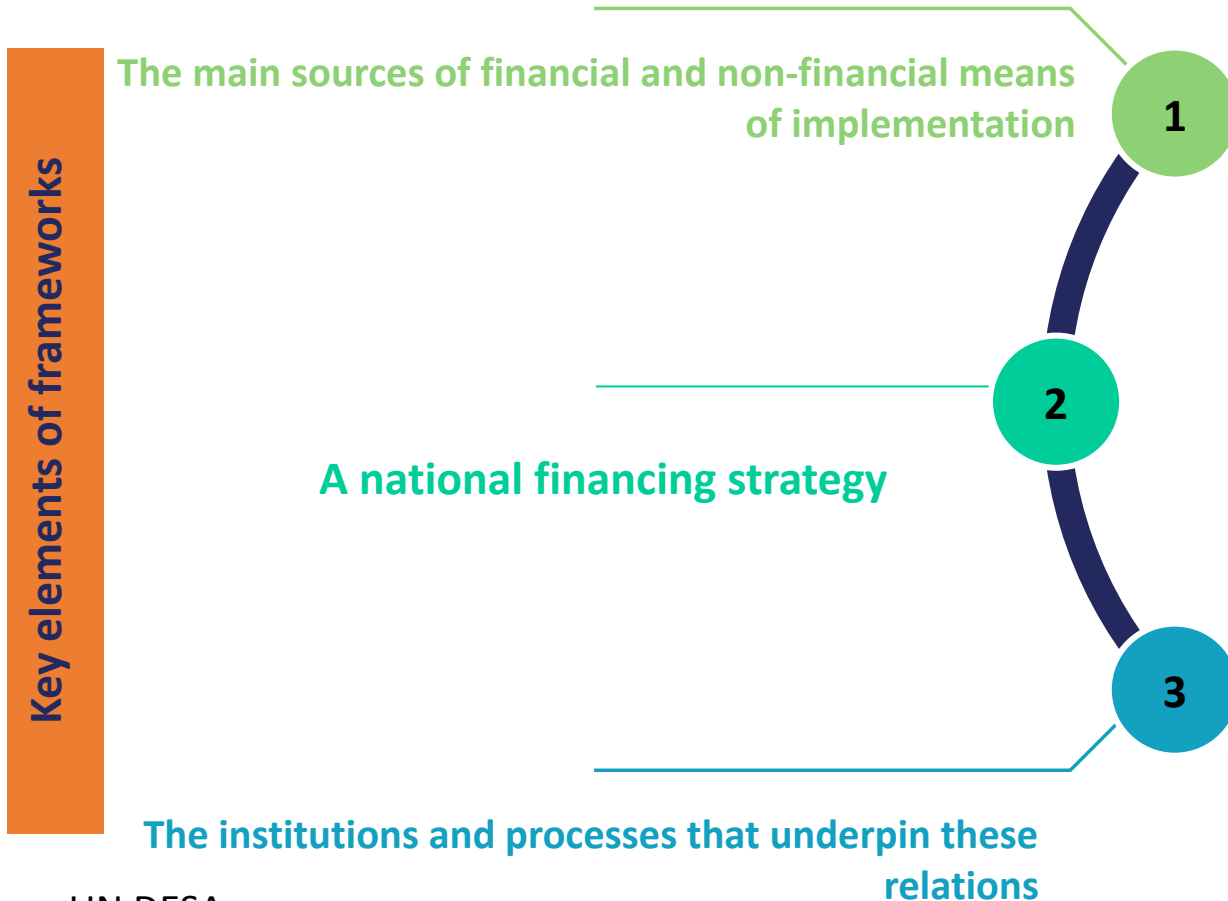
Source: [UNDP \(2018\)](#)





I. Financing for Sustainable Development (Cont.)

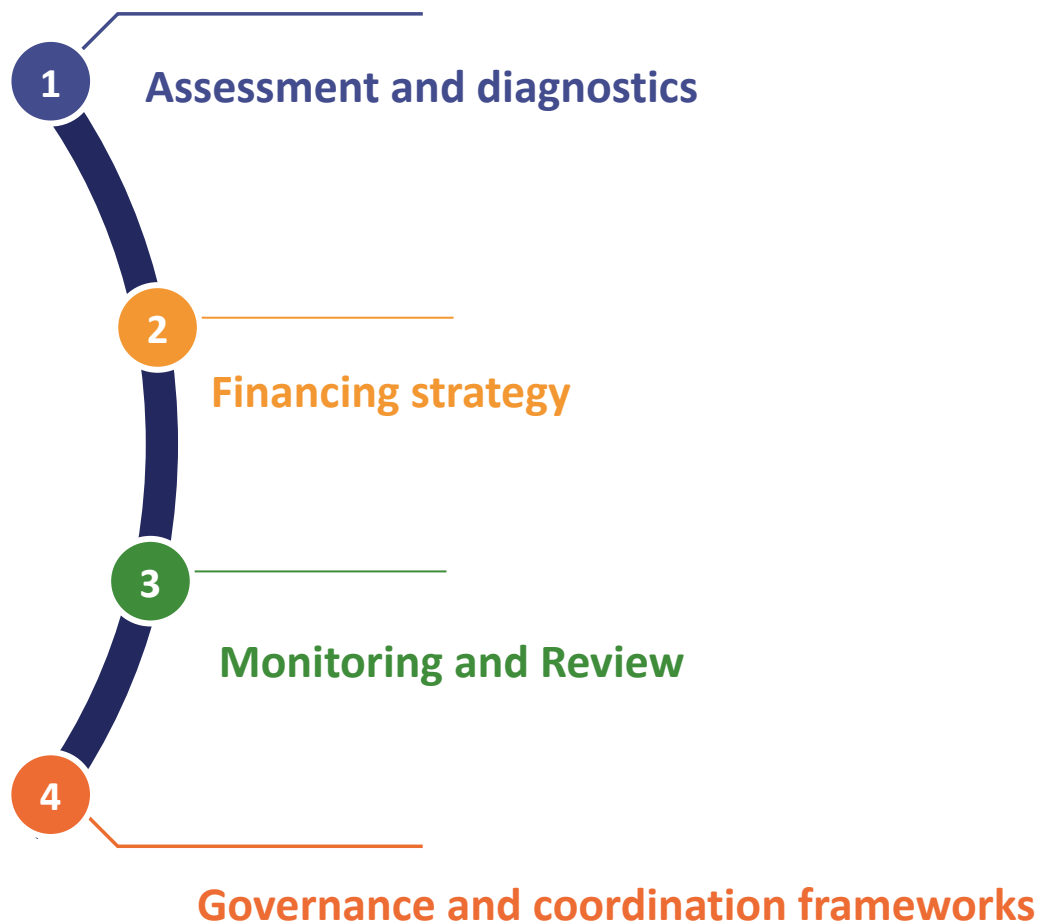
Financing Framework for Sustainable Development



Source: UN DESA



I. Financing for Sustainable Development (Cont.)



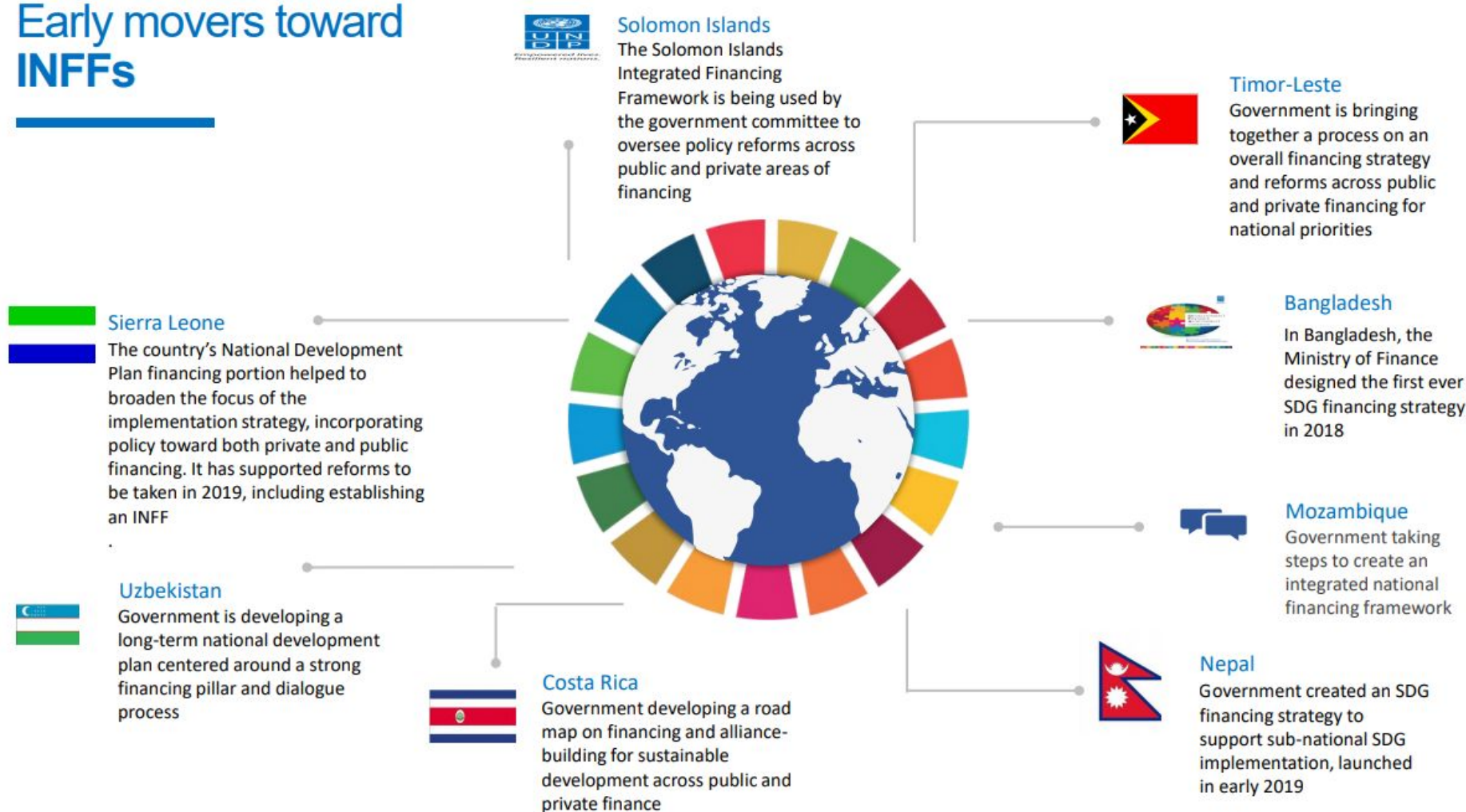
Building blocks to operationalize integrated financing frameworks

Source: UN DESA



I. Financing for Sustainable Development (Cont.)

Early movers toward INFFs



Source: UNDP



I. Financing for Sustainable Development (Cont.)

Be opportunistic. Situations may change rapidly. No-regrets investments and preparedness for opportunity can deliver substantial returns

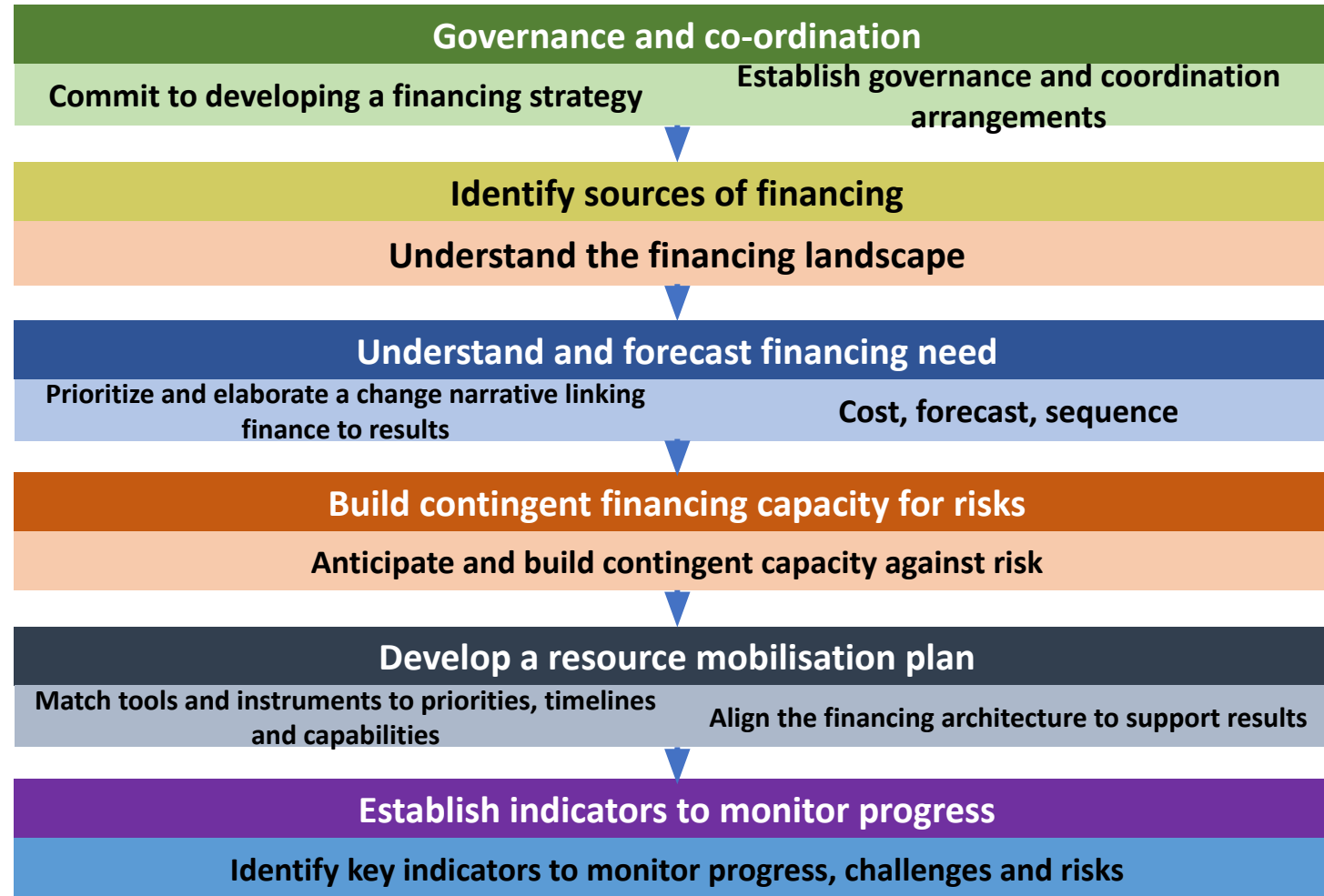
Work collaboratively. Curb self-interest and the need to own results

Accept risk. Learn to manage risk, rather than avoid it.

Invest in public goods. Including evidence, standards, codes and guidance

Aim high but be realistic. Achieving results without change is common - achieving change requires long term commitment

Financing for Stability: Country Level Strategies



Be creative. Allow staff and programmes to innovate and adapt

Provide flexibility and adaptability. Learn to learn, and adapt to new evidence and circumstances

Be self-critical. Be vigilant about doing no harm

Use financing strategically. Create incentives to promote priority behaviours and investments

Invest in enablers. Test and pilot new approaches, fund analysis, and invest in platforms for dialogue

Source: UN DESA.



I. Financing for Sustainable Development (Cont.)

Key Trends to Accelerate the Transition Toward Sustainable Finance

First Accelerator: Harness digital technologies in support of sustainable finance

- Prioritize inclusion
- Prioritize labour

Actions

1. *Build Basic Digital Access*
2. *Coordinate Regulation Across Sectors*
3. *Cooperate across borders*

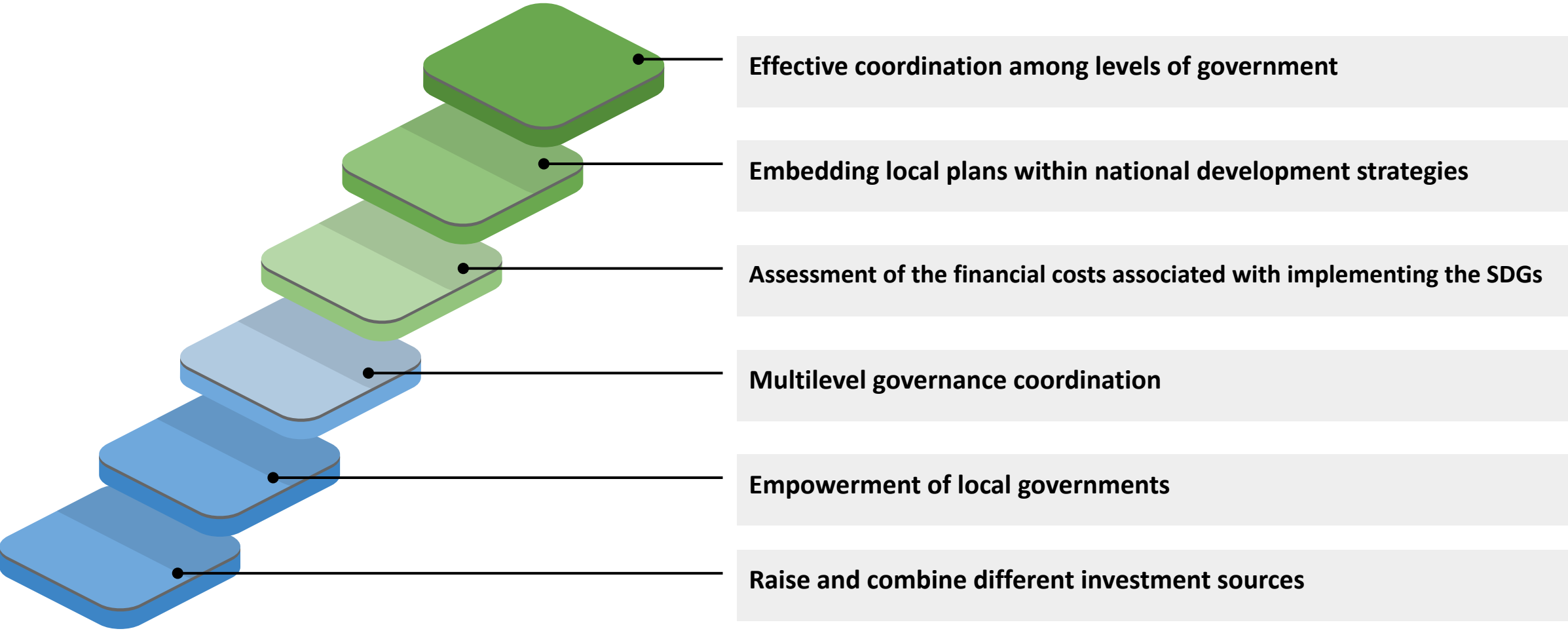
Second Accelerator: Nurture the growing interest in sustainable investment

- Policymakers must encourage the growing interest in sustainable investment and help to implement the following three measures

1. *Adopt Sustainability Risk Disclosures*
2. *Establish Sustainability Standards*
3. *Require Sustainability Preference Solicitation*



II. Financing Frameworks from National to Local





II. Financing Frameworks from National to Local

Discussion - National strategies for financing the SDGs at the local level

In your country, is there a dialogue between central and local governments about how to finance Agenda 2030?

How can a local government finance the SDGs implementation? Should central government add a new line of budget to be accessed by local governments to implement Agenda 2030? Or should another mechanism be considered?

What are the biggest challenges to define a financial strategy for financing the SDGs at local level? What could be done differently?

What is the added value of aligning international funding opportunities with the SDGs? Has your institution allocated any specific budget line to help countries to achieve the 2030 Agenda?





II. Subnational Financing for Sustainable Development





II. Subnational Financing for Sustainable Development (Cont.)

Subnational lending mechanisms / external source revenue

Management and finance	Ownership			
	Government agency	Government owned	Mixed public-private	Private entity
Lead institution	Ministry of Finance or local government	Development bank, fund or utility	Development bank or fund	Commercial banks, financial markets, private investors
Source(s) of finance	National budget or external donors	National budget, Local Government contributions, external donors or financial institutions	National budget, Local Government contributions, private investors, depositors, external investors	Private finance

Source: UN DESA



II. Subnational Financing for Sustainable Development (Cont.)

Action areas for SDG Localization

1. Promoting revenue raising authorities

- Empowering subnational authorities
- Capitalizing on the revenue potential of municipal assets

2. Strengthening institutional framework for national/subnational interface

- Formal and clear assignment of functions and revenue generation responsibility
- Transparent and accountable capacity and incentives to function effectively
- Intergovernmental transfers should be made more predictable and transparent
- Contribute to global, national, and local development goals

3. Fostering access to sustainable long-term finance

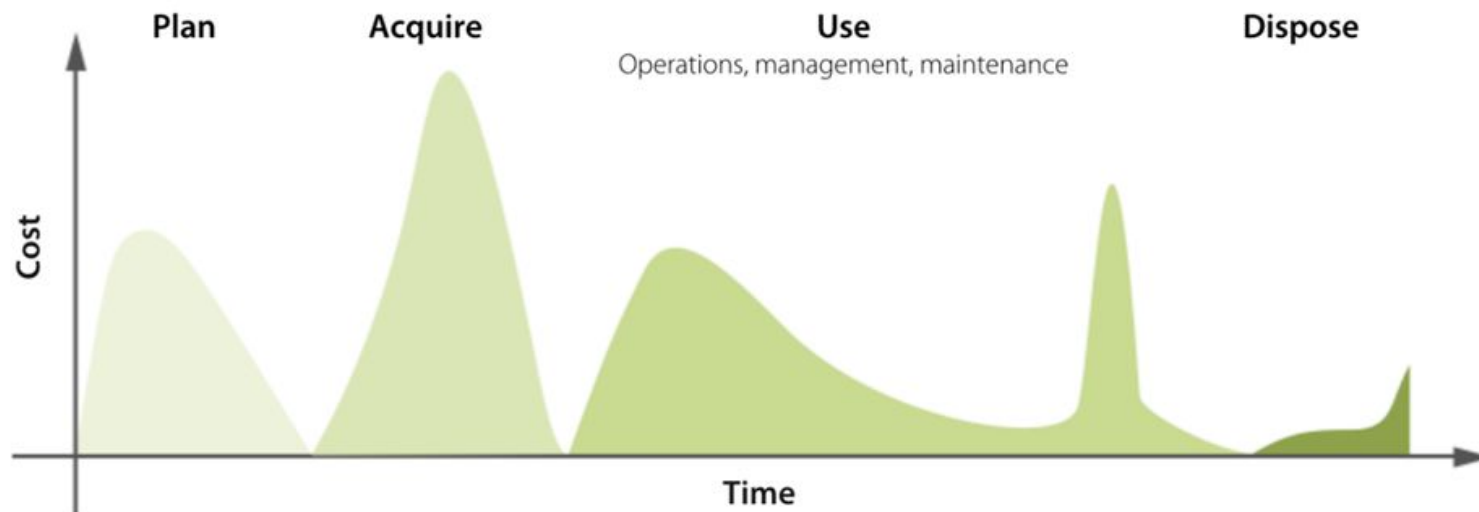
- International public finance
- Enhancing access to commercial finance
- Public-private partnerships (PPPs)



II. Subnational Financing for Sustainable Development (Cont.)

Budget Preparation: Why is Asset Management important?

- Most budgets do not consider the entire lifecycle of assets, which account for up to 70%-85% of their total budget.



Asset Management in short
 The right assets, in the right place, at the right time, managed by the right people

To refresh:

An Asset: is something that is of value to a person or an organization. Can be tangible or not.

Physical public assets: are tangible assets (infrastructure, buildings, equipment, property and natural assets) that are owned and/or managed by the government



II. Subnational Financing for Sustainable Development (Cont.)

Budget Preparation: Examples of good and poor Asset Management

Good asset management	Poor asset management
<p> Undertaking regularly scheduled maintenance, like oiling machinery, painting buildings or grading roads, ensures that assets last</p>	<p> Not maintaining assets reduces service value and requires expensive replacements</p>
<p> Redeveloping or selling under-used land generates revenue and financial value for the community</p>	<p> Neglecting infrastructure disrupts water and sanitation services, resulting in health hazards and possibly social unrest</p>
<p> Open, competitive procurement and contracting enhance public confidence</p>	<p> Starting construction with insufficient funding jeopardizes its completion. A local school sits unfinished and deteriorates -- and so does public confidence</p>



II. Subnational Financing for Sustainable Development (Cont.)

A tool to assess Budget Preparation: UN Asset Management Diagnostic Tool

1. Self-Assessment	2. On-site Assessment	3. Evaluation
<ul style="list-style-type: none"> ✓ Internal dialogue on goals, assets and challenges ✓ Determination of key stakeholders ✓ Recording of main physical assets 	<ul style="list-style-type: none"> ✓ Inclusion of external experts ✓ Reviewal of asset management enablers (people, technology, resources) ✓ Interviews to discern processes 	<ul style="list-style-type: none"> ✓ Strengths ✓ Weaknesses ✓ Areas of potential improvement

Increased awareness of what must be done

Source IAM Handbook (2021)



II. Subnational Financing for Sustainable Development (Cont.)

Land-based finance

Land-based financing aims to enhance the availability of resources for local development.

The instruments included are the annual tax on immovable property, public land leases and sales, developer exactions, classical land value sharing, betterment charges and special assessments, the sale of development rights, and transfer taxes.

- can be adapted to a variety of institutional and cultural contexts
- aims to enhance the availability of resources for local development Far-reaching social and economic benefits.
- Tends to have fewer negative impacts on private investment than other types of revenue tools and can even have positive spatial and social impacts.

Expenditure efficiency

Addressing the infrastructure gap and the SDGs is not just about increasing the resources available to local governments, but also the efficiency with which existing resources are spent

Increased resources may result in increased government salaries or significant losses in the procurement of third-party suppliers

Political will

- The needed further increases in revenue will require application of political will to tax policy and administrative reform, expanding the tax base and improving compliance.



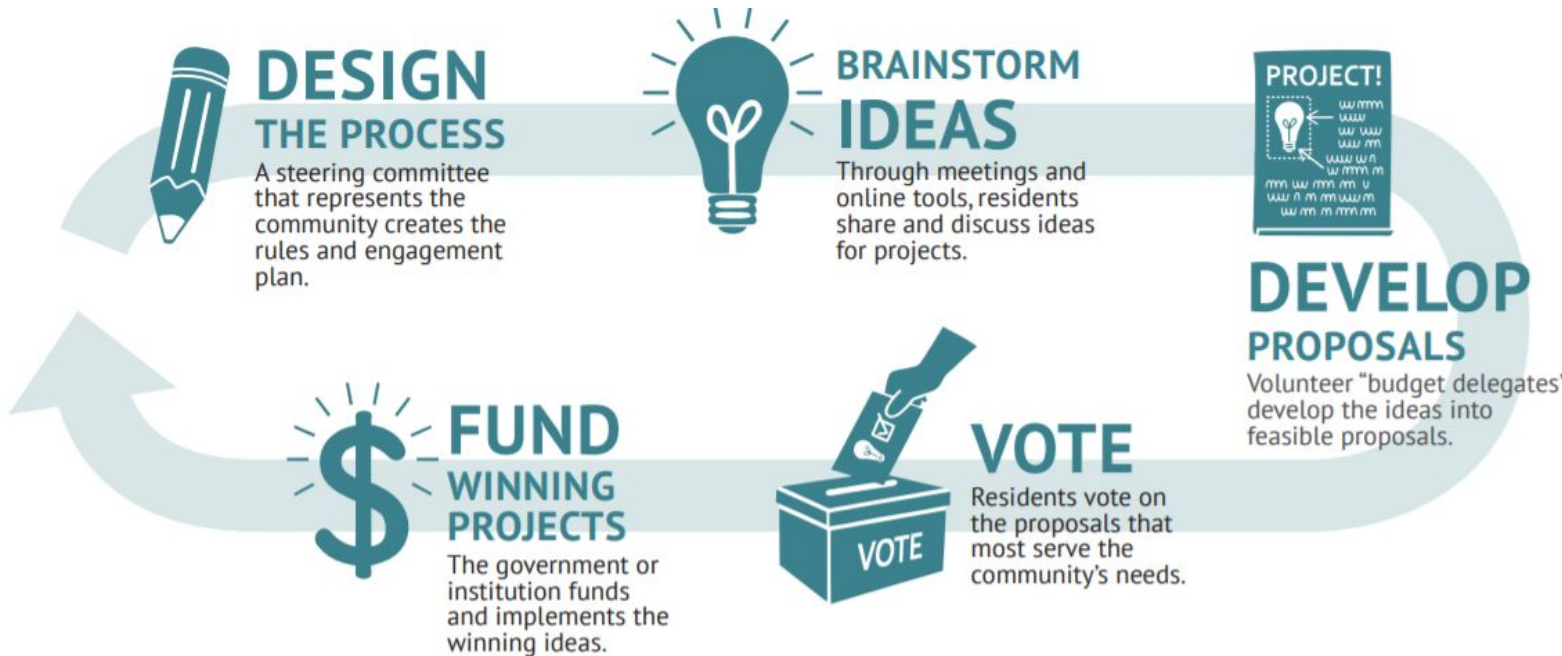


III. Financial Innovations for SDG Localization

Participatory Budgeting at the Local Level

Participatory Budgeting (PB) is a democratic process in which community members decide how to spend part of a public budget. It gives people real power over real money.

A typical PB process follows these steps:



PB's Impacts

Increased civic engagement

Stronger and more collaborative relationships between residents, government, and community organizations

More inclusive political participation, especially by historically marginalized communities

New community leaders

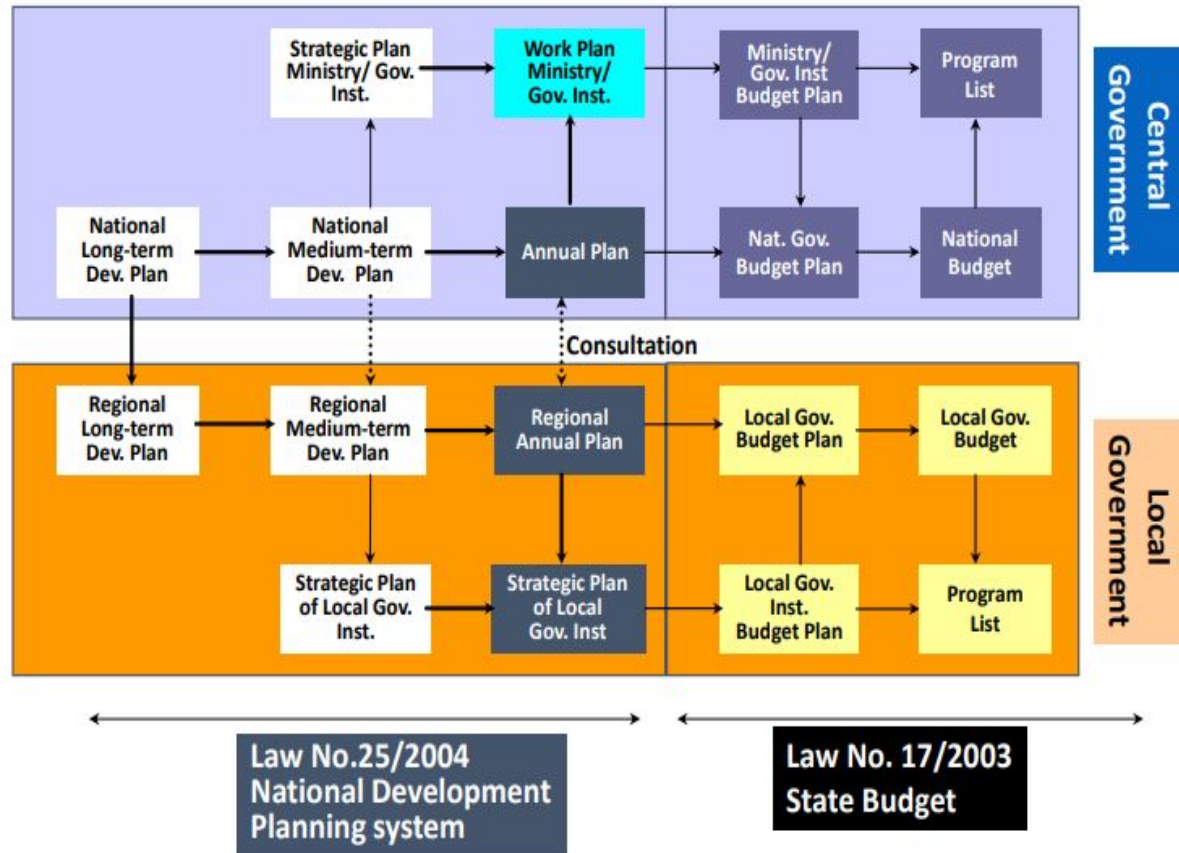
More equitable and effective public spending

<https://www.participatorybudgeting.org/>



III. Financial Innovations for SDG Localization (Cont.)

PLANNING AND BUDGETING MECHANISM - example of Indonesia



E-Planning integrated with e-budgeting increases progress towards a whole-of-government and whole-of-society approach for the SDGs.



III. Financial Innovations for SDG Localization (Cont.)

The spectrum of capital

Social Impact Investing



Source: Bridges Ventures (2015). The Bridges Spectrum of Capital



III. Financial Innovations for SDG Localization (Cont.)

Social Impact Bonds

A model of public–private partnership

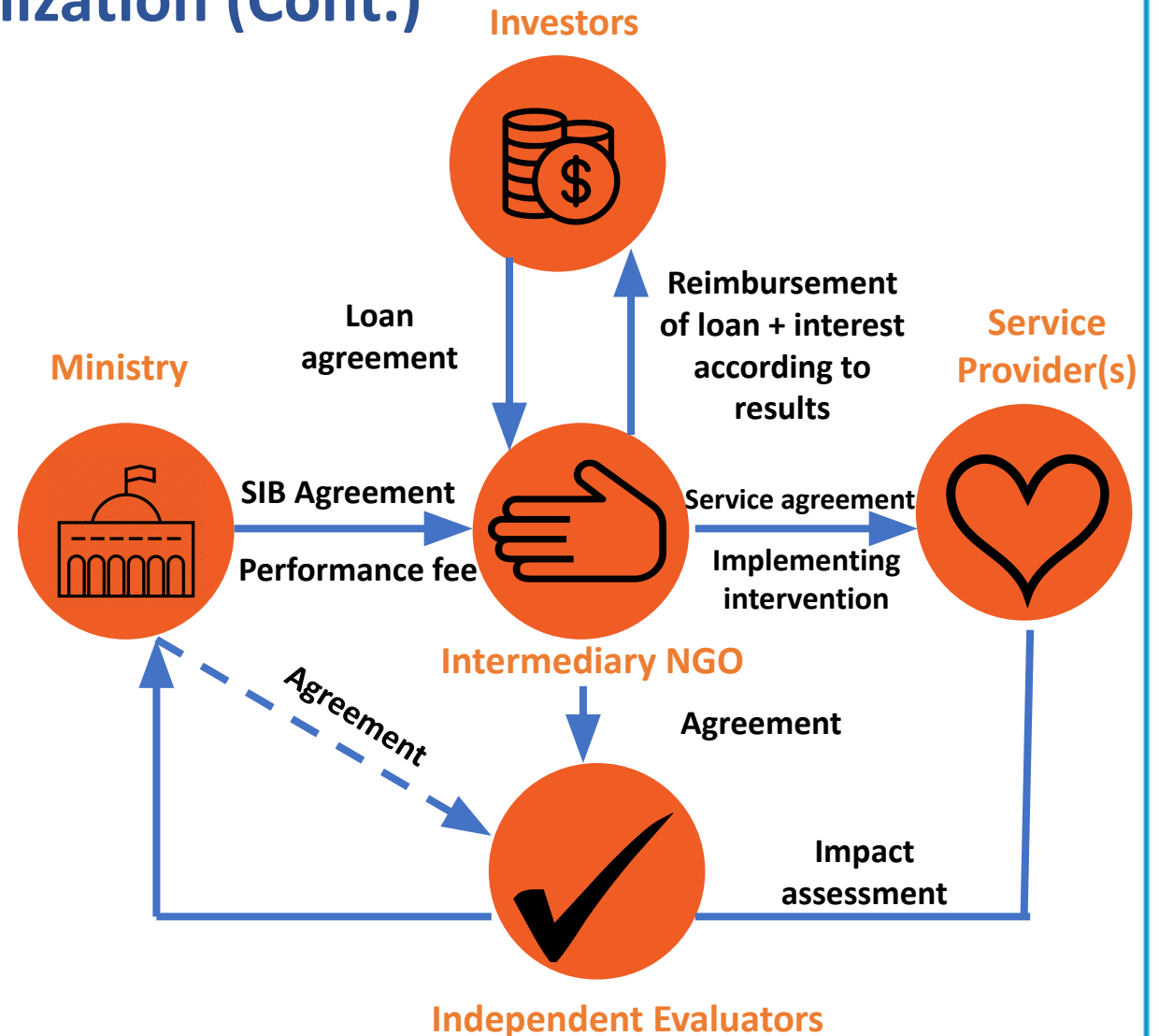
Innovative financing mechanism and outcome-based contracting

Shifting risk from government and to the private sector

Government pays for results

Other terms:

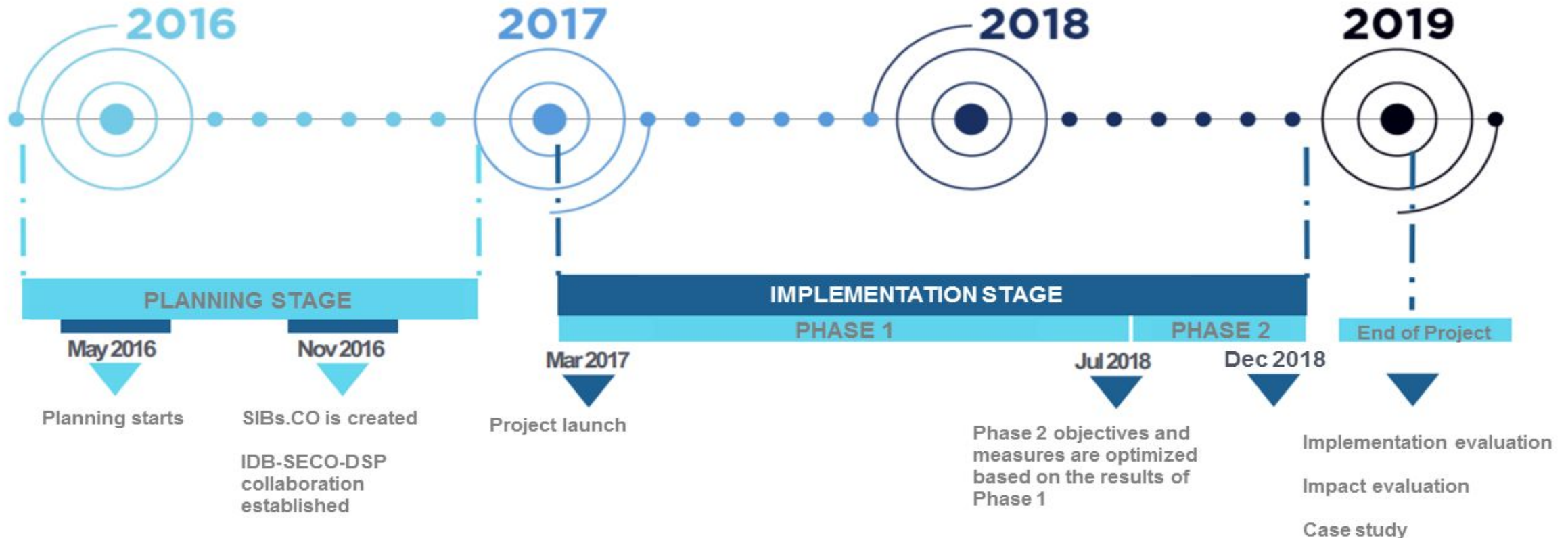
- pay-for-success financing
- pay-for-success bond
- social benefit bond
- social bond
- health bonds, environmental bonds, development bonds





III. Financial Innovations for SDG Localization (Cont.)

Colombia – Social Impact Bonds (SIB) for Employment



(Source: SIBs.CO. Translation by UNESCAP)



III. Financial Innovations for SDG Localization (Cont.)

Environmental Impact Bond (EIB) - Paying for Stormwater Solutions

Let us watch a short video on working with EIB at the Cheseapeake Bay in the United States



Discussion

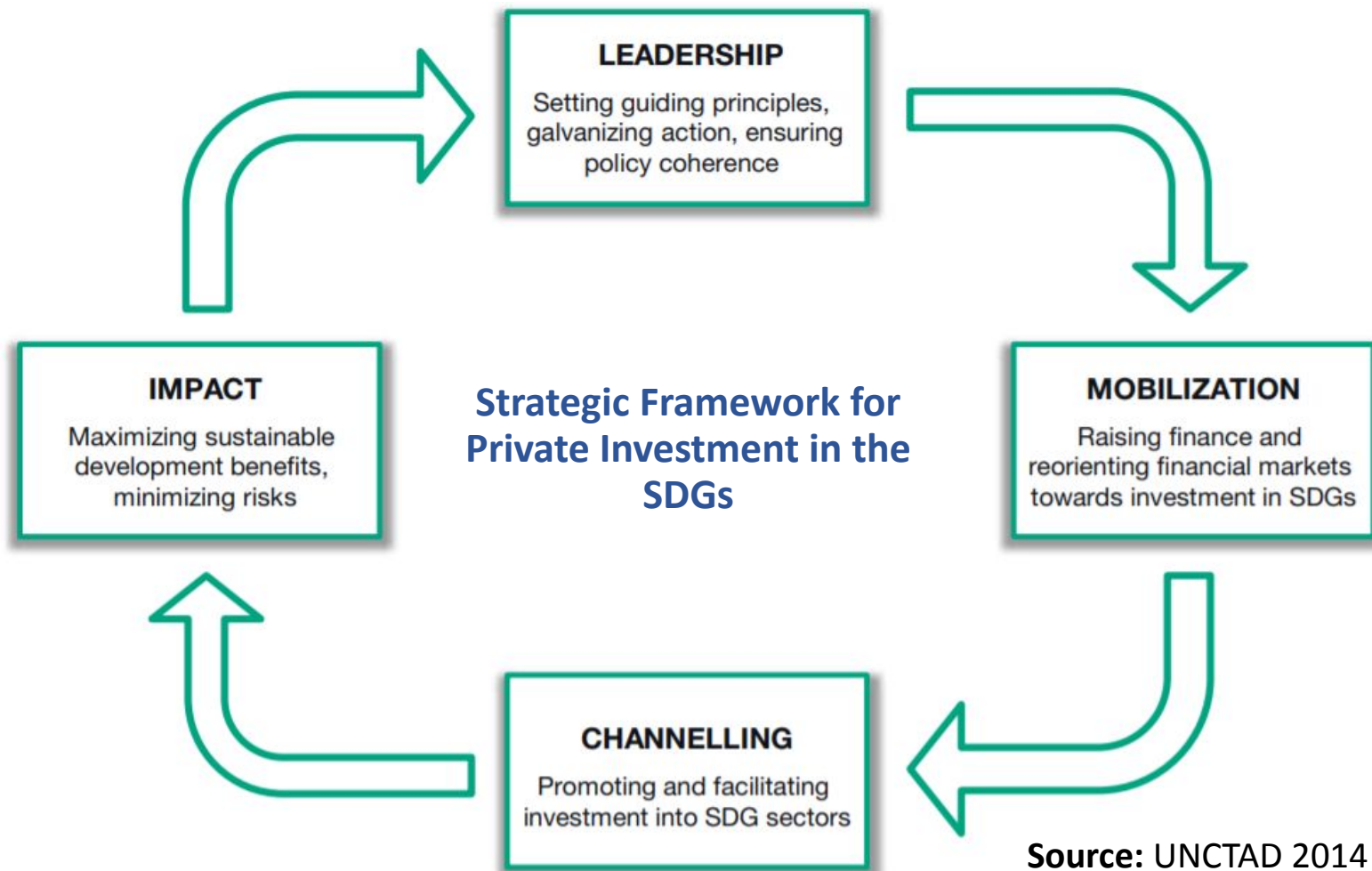
1. Do you feel these types of bonds could be applied to your local context?
2. Have you heard of SIBs, EIBs or similar impact bonds used in your country?
3. What are the key factors to make impact bonds work according to what we have learned so far?
4. Do you think this could be a feasible change project for your institution?



III. Financial Innovations for SDG Localization (Cont.)

Private Sector Financing

Actions for National and Local Governments to Scale Up Private Sector Finance and Investment in Sustainable Development



Source: UNCTAD 2014



III. Financial Innovations for SDG Localization (Cont.)

Investments for Sustainable Development: Why Asset Management improves creditworthiness?



Don't forget that:

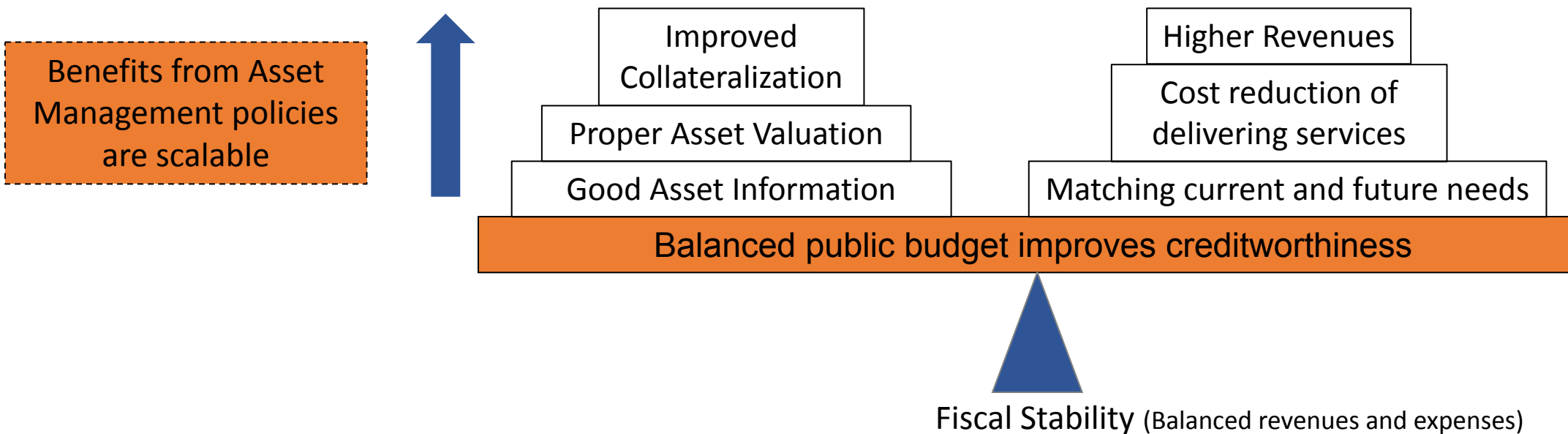
Physical public assets: are tangible assets (infrastructure, buildings, equipment, property and natural assets) that are owned and/or managed by the government



III. Financial Innovations for SDG Localization (Cont.)

Investments for Sustainable Development: Why Asset Management improves Fiscal Stability?

- Because Asset Management helps balancing the fiscal budget of governments; and
- Healthy fiscal budgets also improve creditworthiness.





IV. Financing SD in an Era of Transformative Digital Technologies

Financing policy responses to the digital revolution – a strategic approach



Source: UN DESA





IV. Financing SD in an Era of Transformative Digital Technologies (Cont.)

Traditional financial solutions, fintech solutions, and their underlying technological innovations

(i) Payments	<ul style="list-style-type: none"> ▪ Cash/ATM ▪ Checks -Wire transfers ▪ Debit and credit cards ▪ Centralized settlement 		<ul style="list-style-type: none"> ▪ Virtual currencies ▪ Mobile payments ▪ DLT-based settlement / P2P payments
(ii) Intermediation: saving and borrowing	<ul style="list-style-type: none"> ▪ Bank deposits and loans ▪ Traditional brokerage ▪ Bonds and equities ▪ Mortgages 	Improve efficiency, scope and security in the delivery of financial services	<ul style="list-style-type: none"> ▪ Blockchain bonds, digital assets, mobile market funds ▪ Brokerage platforms ▪ Platform lending ▪ Crowdfunding
(iii) Information management & advisory services	<ul style="list-style-type: none"> ▪ Structured products ▪ Brokerage underwriting ▪ Regulatory compliance ▪ Insurance ▪ -Financial planning and advice 		<ul style="list-style-type: none"> ▪ Automated wealth management, robo-advising ▪ Smart contracts, Regtech ▪ e, KYC
Technological innovations	Artificial intelligence, machine learning platforms, cloud computing, big data analysis Distributed Ledger Technologies, cryptography, blockchain mobile technology, Internet of Things application programme interfaces		
Financial institutions	depository institutions: banks, credit unions, mortgage loan companies investment institutions: investment banks, underwriters, brokerage firms contractual institutions: insurance companies and pension funds		

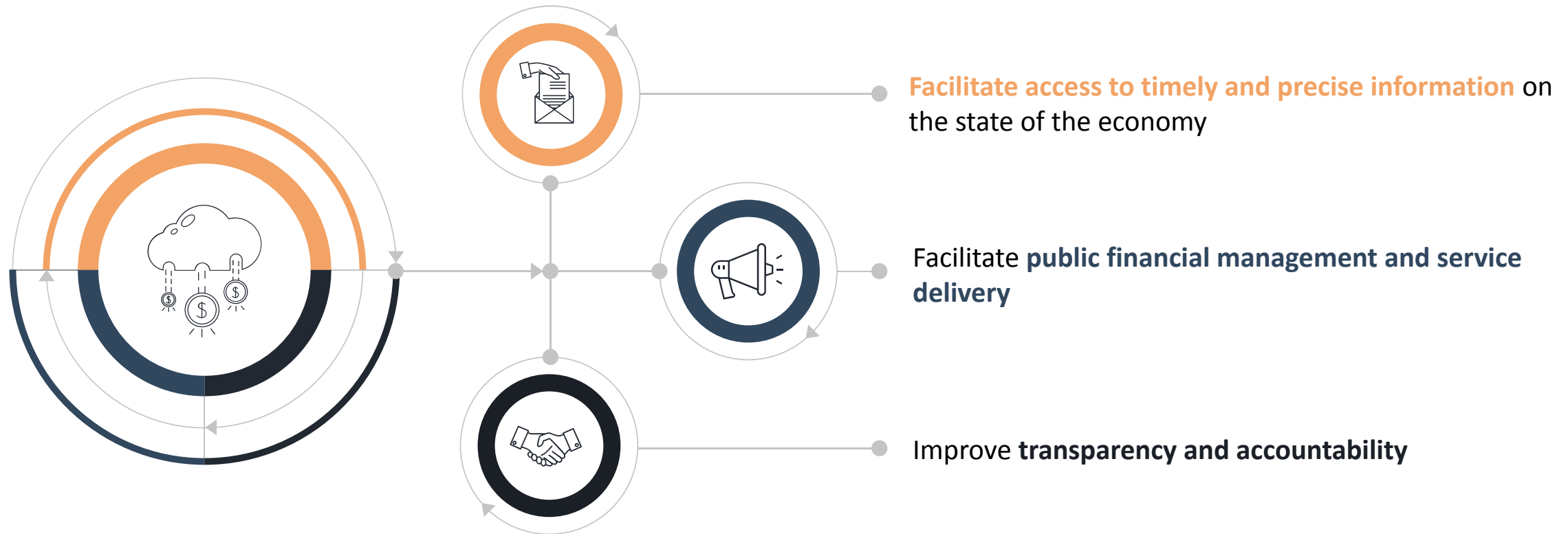
Source: UN DESA





IV. Financing SD in an Era of Transformative Digital Technologies (Cont.)

Digital technology and public financial management





IV. Financing SD in an Era of Transformative Digital Technologies (Cont.)





IV. Financing SD in an Era of Transformative Digital Technologies (Cont.)

Key recommendation for and invest in digital technologies, **always putting people first:**

Take a **strategic approach** to digital technologies and finance

Invest in **basic building blocks** (infrastructure and skills)

Overcome **silos-style regulation**



Enforce competition to harness the power of big tech and support innovation

Incentivize use of digital technologies that support **labor-enhancing development pathways**

Step up global collaboration

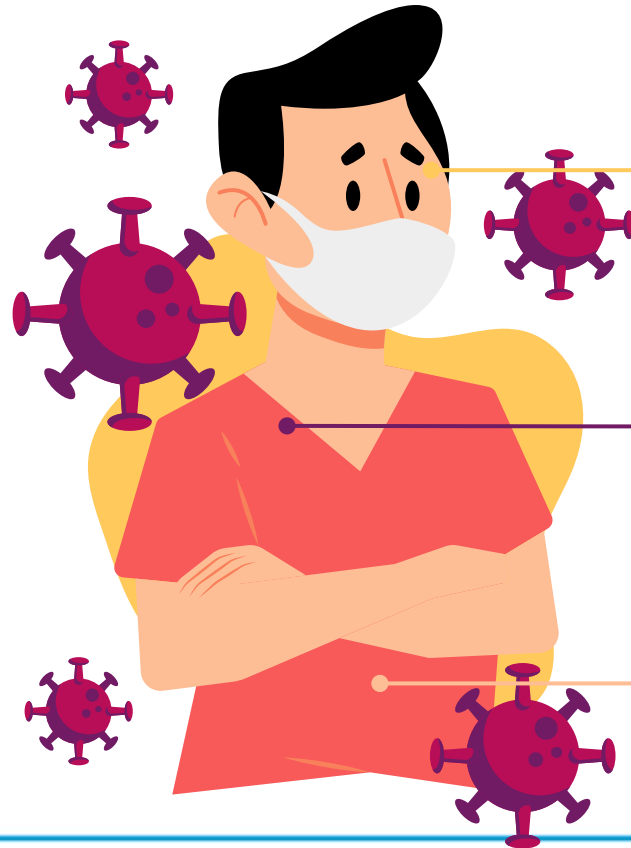


V. Local Government Finance for COVID -19 Emergency Response

“Local governments are uniquely positioned to shape, adapt and deliver a holistic response to epidemics.”

(UNCDF, 2020)

Financing Local Government during Pandemic



1

Own source revenues

2

Intergovernmental transfers

3

Subnational borrowing



V. Local Government Finance for COVID -19 Emergency Response (Cont.)

Why is Asset Management related with public health and Emergency Response?

Your local or national government's tangible **assets**—physical infrastructure, buildings, equipment, property and land—**are the first line of community defense** against the potential harm from communicable person-to-person diseases, vector-borne and zoonotic diseases outbreaks and other acute public health events.

Certain assets can be included in **economic and social recovery** programmes following a major disease out- break or epidemic event.

Vector-borne and zoonotic diseases, such as malaria or avian flu, are caused by the transmission of pathogens that spread through vectors, like mites or mosquitos, or through direct contact between animals and people.



V. Local Government Finance for COVID -19 Emergency Response (Cont.)

How to mitigate future public health crisis via Asset Management?

Backward thinking

01

Hazard assessment



Identification of agent causing adverse health effects

02

Exposure assessment



Recognition of populations exposed to agent

03

Define the Assets' risk



Likelihood of asset failure x Consequences of its failure

04

Identify the Assets availability to at-risk populations



Revise the new needs during the crisis

05

Prevent critical Asset failure



Prioritize maintenance for key assets



Group 1



Local solution, how local governments are making the 2030 Agenda a reality at local level

- What are the specific SDGs and indicators that you have considered as a priority in your city? How have you planned to fund these SDG priorities?
- Have you initiated a budgetary exercise specifically focused on the SDGs?
- What are the relations with regional or central governments related to funding the 2030 Agenda? Is there any opening? What are the difficulties?
- Do you think that the 2030 Agenda is an opportunity for your city to obtain more financial resources? How so?

Group Discussion

Group 2



Dynamic local economies to achieve the 2030 Agenda

- How can the social and economic actors of your city contribute to the 2030 Agenda?
- Is central government opening the debate and involving the private sector in 2030 Agenda related discussions?
- Is there any public sector strategy at national or local level to make sure that the private sector, with a special focus to Small and Medium Enterprises including Social and Solidarity Economy actors, feel part of the process of implementing the 2030 Agenda? What are the main challenges for their involvement? And how could they be addressed?

Measuring impact at local level: the importance of data on budget alignment and tracking indicators



Group 3

- Has your country undertaken any reform process of the national statistics system to monitor the SDGs? In particular, has your country established any particular follow-up mechanism regarding financing the SDGs?
- Has your city established a methodology to measure progress on SDGs locally? Alternatively, how do you plan to measure the impact of public actions to achieve the SDGs locally?
- What is the mechanism that your country/ institution has put in place to measure the impact of public policies? Is your institution aligning its budget with the 2030 Agenda?



VI. Mechanisms for Building Capacity of Local Government



Inadequate human resources or weak capacities, along with limited local interest and/ or awareness are the main challenges facing local and regional governments pursuing the SDGs.

- Capacity building
- Building endogenous capacities
- Peer-to-peer learning and capacity building





VI. Mechanisms for Building Capacity of Local Government



Legislation



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Training Programme



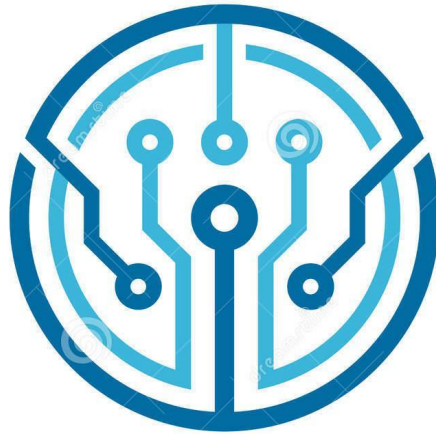
Partnerships



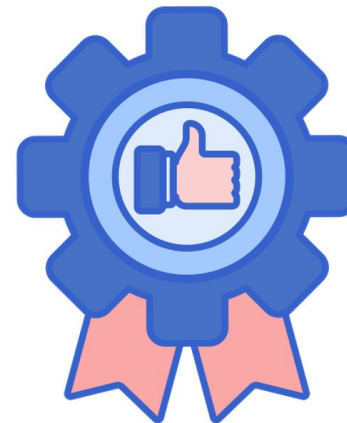
External experts



Accountability



Technology



Best Practices



VII. Effective Civil Service for SDG Localization

Promote awareness, competencies and skills of civil servants at the national and local levels

Better civil service practices can improve front line service delivery



Better civil service practices can lead to better designed and managed policies

Better civil service management can translate to better citizen outcomes

Better civil service practices can create more impact for SDG achievement



VII. Effective Civil Service for SDG Localization (Cont.)

Civil Servants need **“update”** in line with the 2030 Agenda

Breaking down silo mentalities

Building civil service awareness of the SDGs

Strategic human resources management in the context SDGs

Skills and competencies essential for implementation of the SDGs

Reflections on emerging technologies

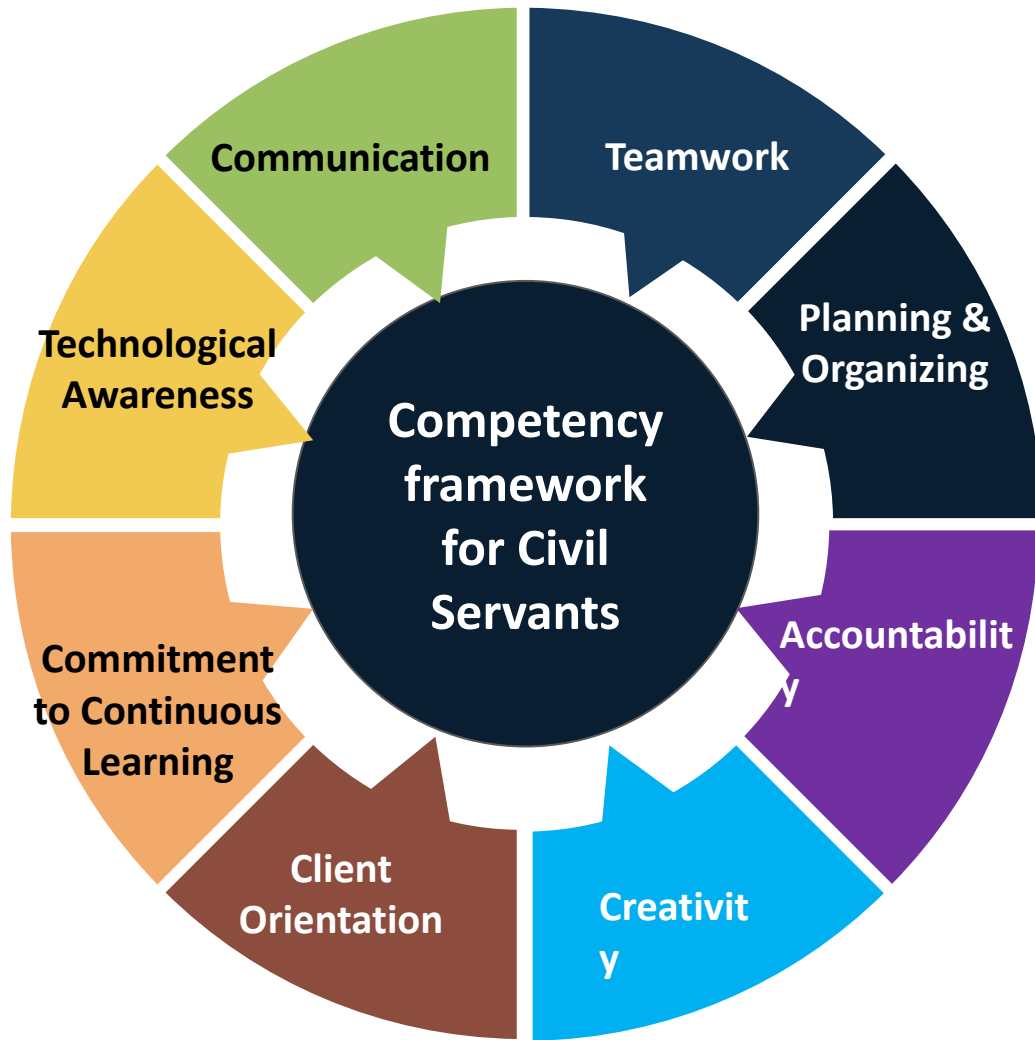
Skills framework for civil servants



Source: United Nations Economic and Social Council. E/C.16/2018/4



VII. Effective Civil Service for SDG Localization (Cont.)





VII. Effective Civil Service for SDG Localization (Cont.)

Civil service skills for public value: a framework

Develop policy

- **Strategic orientation:** Foresight, evidence, resilience
- **Innovation capabilities:** New tools for policy making
- **Professional expertise:** Legal, regulatory, economic...

Commission and contract

- **Strategic orientation:** using and developing markets to improve policy outcomes
- **Innovation capabilities:** Agile development, social finance
- **Professional expertise:** Value for money, business and commercial...

Collaborate in networks

- **Strategic orientation:** Align objectives, resources, actions
- **Innovation capabilities:** Social innovation, government as platform
- **Professional expertise:** Stakeholder relations, partnership development

Work with Citizens

- **Strategic orientation:** Engaging citizens to improve policy outcomes
- **Innovation capabilities:** crowdsourcing, co-creation
- **Professional expertise:** Service, outreach, communications..

Adapted from : [OECD. Skills for a High Performing Civil Service](#)



VII. Effective Civil Service for SDG Localization (Cont.)

The Role of Public servants during the COVID-19 Pandemic

Ensuring continuity of public services

Service before self: courage and humanness in practice

Quick thinking, creativity and innovation

Reliable information and awareness as a critical service

Strategic thinking and planning amidst chaos



Sustaining resilience and building a more effective and responsive public service

Building and enhancing state legitimacy, government credibility and people's trust

Resource allocation and accountability

Collaborative and networked leadership

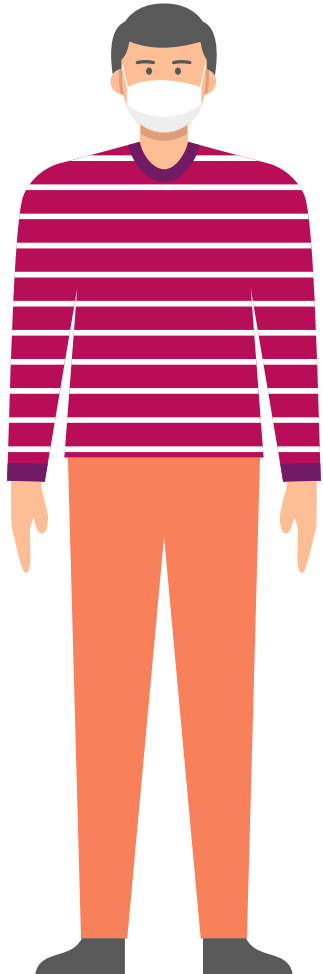
Profile of a public servant who can work effectively in crisis



VII. Effective Civil Service for SDG Localization (Cont.)

The Role of Public servants during the COVID-19 Pandemic

Key messages

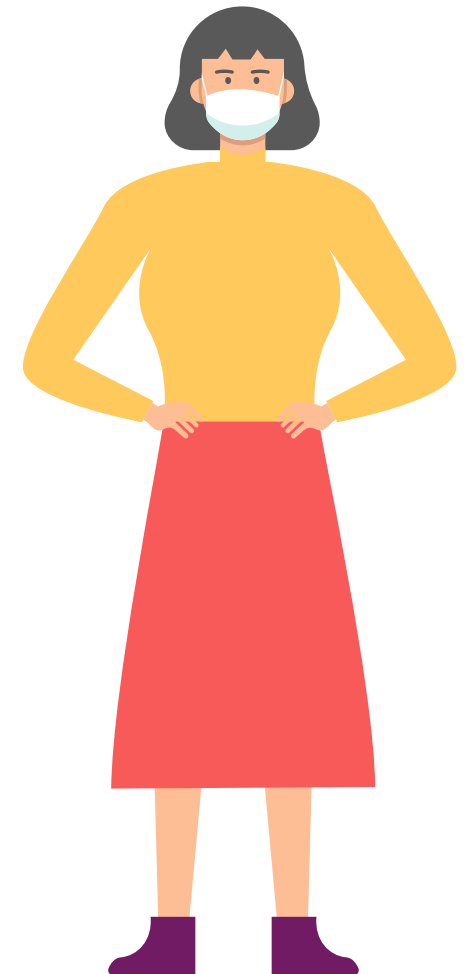


Comprehensive public service capacity development

Institutionalize early warning, emergency planning, preparedness and quick response in the public service:

Network, collaborate, share and learn from successful practices and mistakes to build better and more effective public services for future pandemics and crisis

Sustain development of responsible, responsive, accountable and people-focused leadership in public sector institutions





VIII. Key Takeaways

1

Reshape both national and local financial systems in line with sustainable development. If we fail to do so, we will fail to deliver the 2030 Agenda.

The demands of the 2030 Agenda call for utilizing **a diversity of financing instruments according to their relative strengths and complementarity**

3

Integrated national and local financing frameworks are a powerful tool, which can help overcome many of the existing impediments to financing sustainable development.

There are four main building blocks for the design and operationalization of financing frameworks: **(i) assessment and diagnostics; (ii) the financing strategy; (iii) monitoring, review and accountability; and (iv) governance and coordination**

5

Two key trends that can help accelerate the transition toward sustainable finance: **(1) the rapid growth of digital technologies and (2) the growing interest in sustainable investing.**

Civil servants need an “update” in line with the 2030 Agenda that ensures they have the latest knowledge and key competencies at their fingertips

2

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