



# Public Institutions for Effective Implementation of the Sustainable Development Goals

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# GLOBAL SUSTAINABLE DEVELOPMENT REPORT

TIMES OF CRISIS,  
TIMES OF CHANGE  
SCIENCE FOR ACCELERATING  
TRANSFORMATIONS  
TO SUSTAINABLE  
DEVELOPMENT



# KEY MESSAGES FOR SOUND POLICYMAKING

## **POLICY COHERENCE**

integrated approaches operating at a systemic level that address multiple goals simultaneously. Interventions toward progress on a given target must also generate positive synergies with other targets, while resolving tradeoffs.

## **APPLY SYSTEMS THINKING TO NAVIGATE COMPLEXITY**

Transformative change does not follow a linear path.

## **STRATEGIC FORESIGHT**

Capacity development in strategic foresight for resilient, long term inclusive sustainable Development

## **INVEST IN SCIENCE – SCIENCE-POLICY INTERFACE**

“socially robust” science that speaks to contemporary social challenges and that engages diverse stakeholders.

## **CHANGING MINDSETS**

Beliefs and attitudes that are key for the implementation of the SDGs- “why what worked in some regions may not work in the Arab region”.





# 11 Principles of Effective Governance for Sustainable Development\*

Sound  
Policymaking

**Principles of Effective Governance for Sustainable Development**

- Effectiveness**
  - › Competence
  - › Sound policymaking
  - › Collaboration
- Accountability**
  - › Integrity
  - › Transparency
  - › Independent oversight
- Inclusiveness**
  - › Leaving no one behind
  - › Non-discrimination
  - › Participation
  - › Subsidiarity
  - › Intergenerational equity

**SUSTAINABLE DEVELOPMENT GOALS**

**Principles of effective governance for sustainable development**

**What are they for?**

- › Building strong institutions at all levels
- › Serving as a reference point that brings together relevant standards and technical guidelines
- › Informing public sector reform initiatives for the SDGs

**Where do they come from?**

- › Developed by CEPA specifically for SDG implementation
- › Endorsed by the UN Economic and Social Council
- › Based on United Nations agreements

**How can countries benefit from them?**

- › As an analytical framework in policy formulation
- › As a guide in assessing institutional capacities, processes and culture
- › As a foundation of SDG awareness raising and training initiatives

**CEPA** >> **Committee of Experts on Public Administration**  
CEPA is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.

- Available at <https://publicadministration.desa.un.org/sites/default/files/old-site/Images/CEPA/booklet.pdf>



# CEPA Strategy Guidance Notes\*

## Sound Policymaking

### [CEPA Guidance Note on strategic planning and foresight](#)

- CEPA Guidance Note on regulatory impact analysis
- CEPA Guidance Note on promotion of coherent policymaking
- CEPA Guidance Note on strengthening national statistical systems
- CEPA Guidance Note on monitoring and evaluation systems
- CEPA Guidance Note on science-policy interface
- CEPA Guidance Note on risk management frameworks
- CEPA Guidance Note on data sharing

## Transparency

- CEPA Guidance Note on fiscal and budget transparency

## Leaving No One Behind

- CEPA Guidance Note on promotion of social equity
- CEPA Guidance Note on promotion of systematic follow-up and review

## Non-discrimination

- CEPA Guidance Note on promotion of public sector workforce diversity

## Participation

- CEPA Guidance Note on participatory budgeting

## Subsidiarity

- CEPA Guidance Note on fiscal federalism and decentralization
- CEPA Guidance Note on strengthening urban governance
- CEPA Guidance Note on strengthening municipal finance and local finance systems
- CEPA Guidance Note on enhancement of local capacity for prevention, adaptation and mitigation of external shocks
- CEPA Guidance Note on multi-level governance

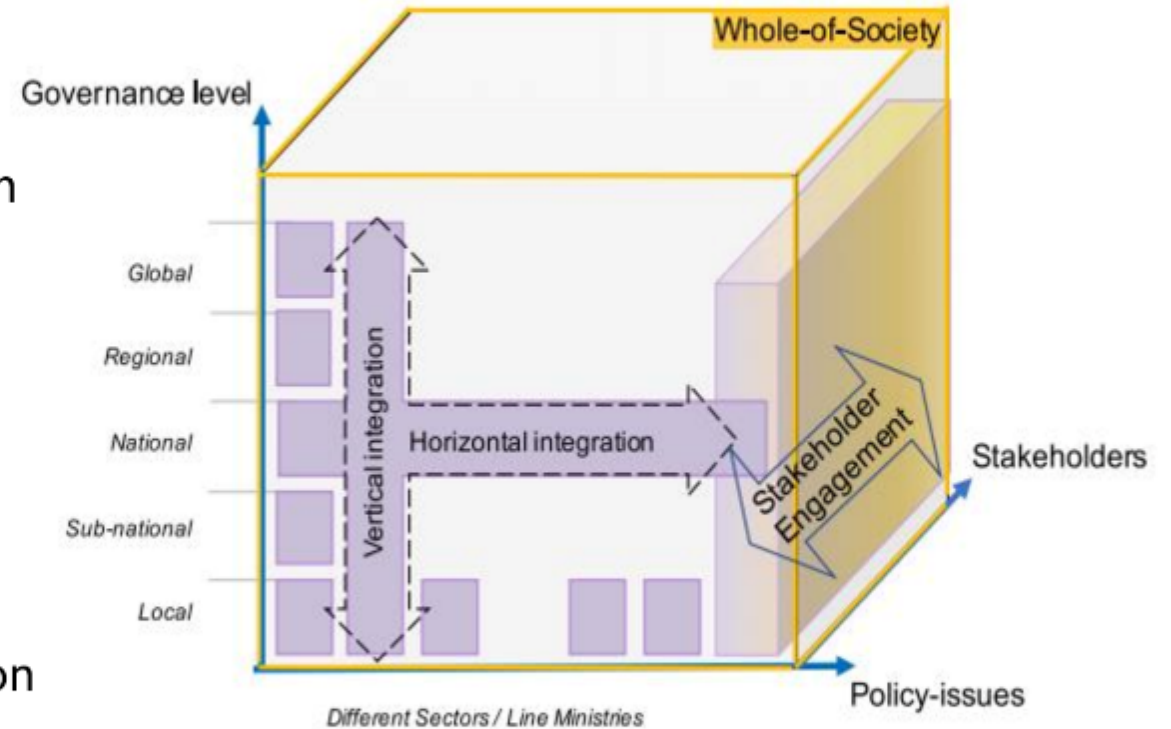
## Intergenerational equity

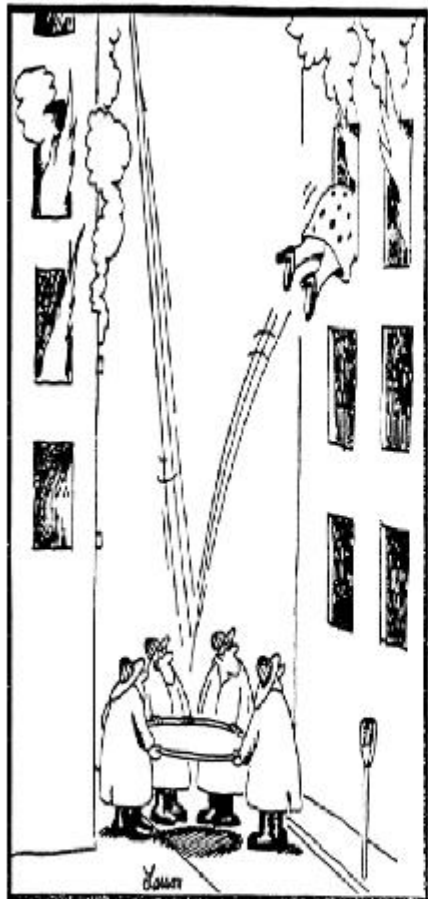
- CEPA Guidance Note on impact assessment for sustainable development
- CEPA Guidance Note on long-term public debt management
- CEPA Guidance Note on long-term territorial planning and spatial development
- CEPA Guidance Note on ecosystem management

- Available at <https://publicadministration.desa.un.org/intergovernmental-support/cepa/strategy-guidance-notes>

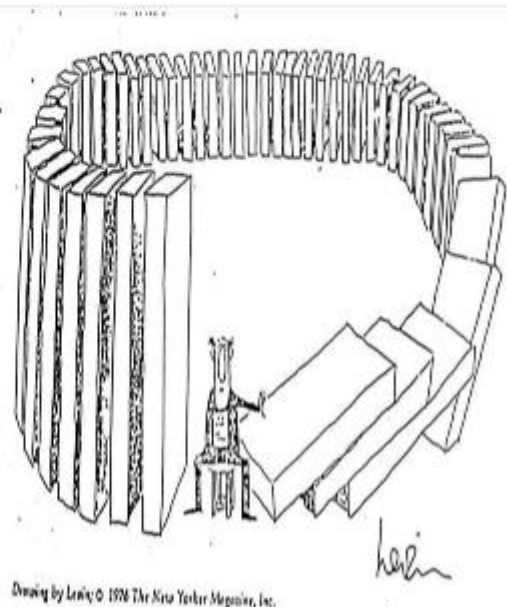
## Institutional coherence as a precondition for policy coherence

- Systematically identify relevant linkages across the sectors and domains and consider those linkages in design of policies;
- Policies need to be consistent across sectors and scales (from local to global);
- Engagement of relevant stakeholders in design, implementation, monitoring and evaluation;
- Adequate resources are provided for implementation at all levels and at all scales





With systems, there are  
always surprises



Drawing by Leary © 1978 The New Yorker Magazine, Inc.

**Systems thinking is a discipline  
for seeing relationships,  
patterns of change and  
trends rather than static  
snapshots**









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## Strategic Foresight



- From a command-and control hierarchical center towards an organized systematic way of looking beyond the expected to engage with uncertainty and complexity
- Common understanding of the future based on a comprehensive scan of what drives change currently
- Multi-stakeholder perspective
- Consensus building towards joint vision of a common desirable future
- Explore possible futures

# Change of mindsets to embed approaches effectively

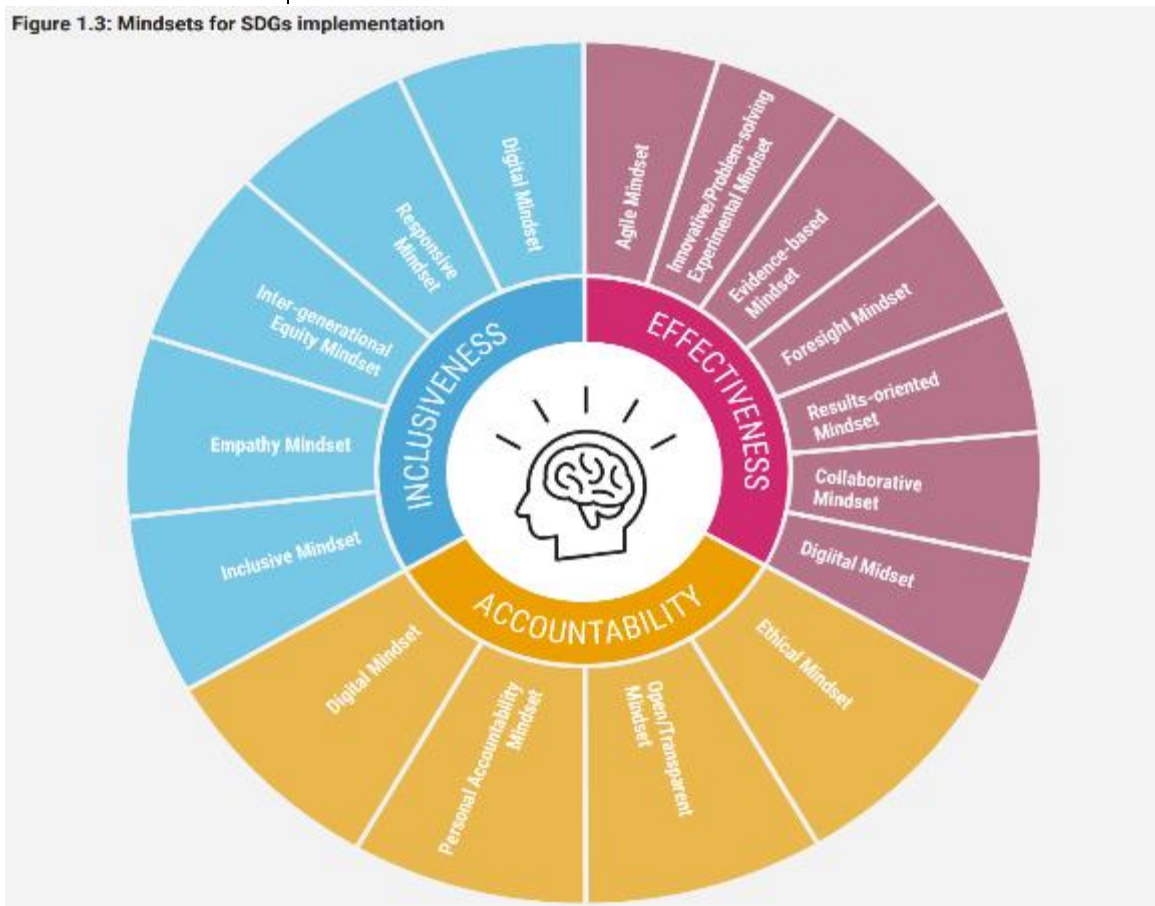
## Understanding the nature of institutions and institutional change



**Institutional change** does not mean a change of rules and goals per se. It also implies changing the beliefs and attitudes (mindsets), and values of public servants to reorient behavior to attain those goals. Above all, it means **behavioral changes as mindsets also impact actions and decision making.**



Figure 1.3: Mindsets for SDGs implementation



**Agile – Problem-solving – Experimental – Evidence-based - Foresight – collaborative – digital – results-oriented**



## Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

How to promote new mindsets and behaviors in public institutions to implement the Sustainable Development Goals

MINDSET



# Reference Material

- CEPA strategy guidance note on strategic planning and foresight <https://publicadministration.desa.un.org/intergovernmental-support/cepa/strategy-guidance-notes>
- CEPA strategy guidance note on science policy interface: [Strategy note science policy interface March 2021.pdf \(un.org\)](#)
- Integrated and coherent national recovery strategies for selected small island developing states, including Mauritius, Seychelles, Dominican Republic and Fiji <https://publicadministration.desa.un.org/projects/national-recovery-strategies-selected-small-island-developing-states-january-2023-june>
- Massive open on-line course on “Integrated Recovery Planning and Policy coherence towards the SDGs”, ready by end 2024.
- Curriculum on Governance for the Sustainable Development Goals: consists of several Toolkits on key topics such as changing mindsets in public institutions to implement the 2030 Agenda; transparency, accountability and ethics in public institutions; effective national to local public governance for SDG implementation; government innovation for social inclusion of vulnerable groups and risk-informed governance and innovative technologies for disaster risk reduction and resilience: [Curriculum on Governance for the Sustainable Development Goals | UNPAN](#)
- Publication on Changing Mindsets to realize the 2030 Agenda for Sustainable Development, companion document to the Curriculum on Governance for the Sustainable Development Goals and its Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development developed by UN DESA, Division for Public Institutions and Digital Government (DPIDG): [UNPOG : Knowledge Platform – Publications](#)

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# Thank you.

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