



Building Institutional Capacity to Implement the 2030 Agenda and the Sustainable Development Goals



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Structure

- 1** The critical role of public institutions in implementing the 2030 Agenda
- 2** How to strengthen institutions to realize sustainable development
- 3** How can institutional change be promoted and what are its key dimensions?
- 4** What are the necessary elements for institutional change to happen?
- 5** Conclusions





1. The Critical Role of Public Institutions in Implementing the 2030 Agenda

The 2030 Agenda for Sustainable Development is a collective aspiration of all member states and their people to promote more prosperous, inclusive and environmentally conscious present and future societies. It is built on the values of dignity, respect for all, inter-generational accountability, equality, peace, dialogue and partnerships, among others.





The integration of SDGs call for a new social contract

- **At the national and sub-national levels based on the 2030 Agenda values and how they are adapted and localized in each country's context.**
- A social contract is an agreement among members of society on shared fundamental values and how society should be organized to regulate relations among its members in pursuance of those values.





Realizing the SDGs requires a new understanding of what progress is and how it is measured



- Focusing on GDP alone as a measure of progress has not allowed countries to promote development that is sustainable.
- Increasingly, countries are focusing on new ways to measure development going beyond indicators of economic progress, encompassing other dimensions that focus on the concept of individual well-being, social welfare and sustainability.
- The countries that in 2019 topped the World Happiness Report ranking are those with the most inclusive institutions, trust in government and a strong sense of community.



The importance of good governance and effective institutions-lessons learnt from the MDGs

- Experience has shown that a lack of good governance and weak institutions are a barrier to development.
- Former UN Secretary-General Kofi Annan noted that “good governance is perhaps the single most important factor in eradicating poverty and promoting development”.



SDG 16 commits to promoting effective, accountable and inclusive institutions - critical to realize the SDGs

The realization of the 2030 Agenda critically depends on effective, accountable and inclusive public institutions that promote policy coherence and deliver services that address in an integrated manner complex challenges, such as poverty eradication and climate action.

16 PEACE, JUSTICE
AND STRONG
INSTITUTIONS



Safeguarding the environment for present and future generations and ensuring that no one is left behind requires a strong role of the State in regulating public goods, such as the environment, and in redistributing resources.

It also calls for a governance paradigm shift in the way societal actors cooperate towards the common goal of preserving our planet while ensuring inclusive and prosperous societies.



Good governance and effective, accountable and inclusive institutions are critical to delivering on the SDGs

- Turning sustainable development from concept into practice has presented countries with new governance and institutional challenges.
- How can institutions be strengthened in pursuit of sustainable development, and how can greater coordination among government ministries be promoted for enhanced policy coherence and service delivery?



Complex nature of institutions

**Shaping
Effective
institutions:
Changing the
formal rules of
institutions
does not always
produce desired
results**

**Institutional Norms, Rules
and Regulations -
The Choice Architecture**

**The Public Servant's Mindset -
Values, Attitudes, Behaviors**





How Institutional Change Occurs

- Institutional change does not occur in a vacuum and cannot be de-linked from the context in which it takes place.
- Institutional change does not mean change of rules per se. It implies changing the rules, goals and behaviors to reorient action for the attainment of those goals.
- Due to the dual nature of institutions, modifying only the visible structure of institutional systems cannot by itself change the way people interact. New rules will, like structures, be grafted on to super-structures or old patterns of behavior and this, in turn, may lead to perverse consequences.



3. How can Institutional Change be Promoted and What are its Key Dimensions?

- 4 structural dimensions that governments need to consider in their efforts to promote institutional change and build relevant capacities

VALUES

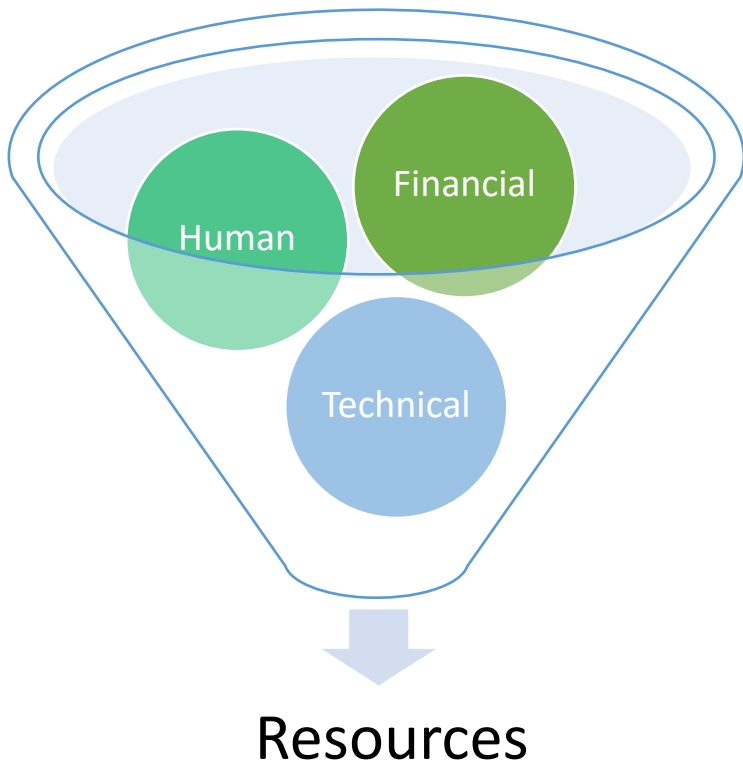
RULES

GOALS

RESOURCES



(v) Aligning resources to accomplish the desired goals



Resources include human, financial and technical resources. It is essential to understand what **new resources** are required for the new institutions to operate according to the values agreed upon by all actors. Approaches to mapping existing human, financial, and technological resources to achieve specific objectives are useful in getting a clear picture of what gaps exist.



(i) Understanding values and belief systems

**MINDSETS AND
BEHAVIORS**

STRUCTURES

PROCESSES



(iv) Structures and (vi) Processes

Structures

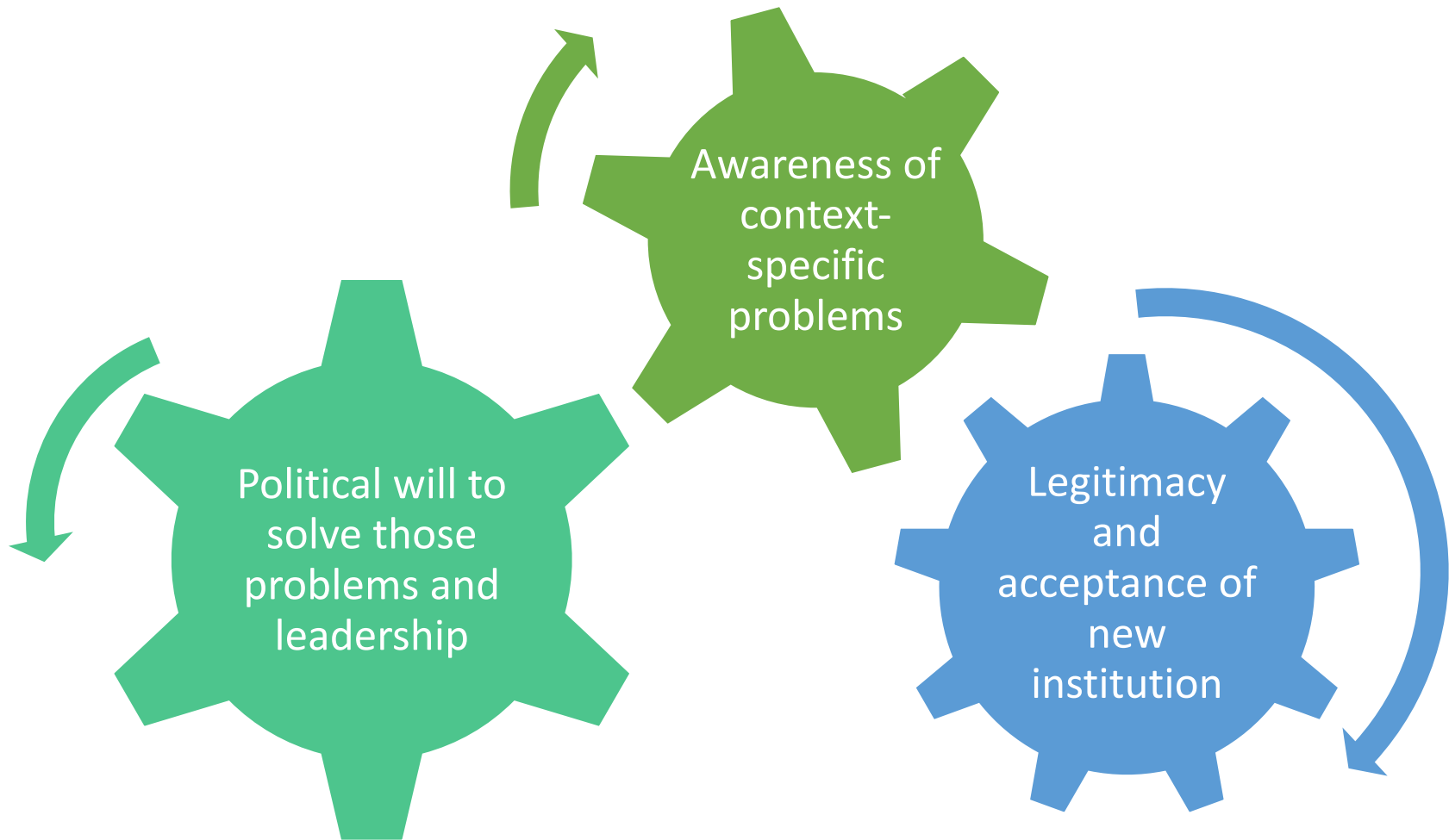
- A structure is stated sometimes as mandates, mission statements, and programmes.
- A structure defines relationship between, or among, the various clusters of objectives or scope of authority of each unit is being defined. The relationship may be hierarchical (as between a superior and a subordinate), or horizontal.
- A structure defines the scope and limit of authority vested in an office is clearly defined, rather than left to chance.

Processes

- Putting in place processes by which the underlying values of new institutions are advanced is critical (processes of knowledge sharing, engagement, work-flows, etc.).



4. What are the necessary elements for institutional change to happen?





Conclusion

Four Main Messages:

1. Institutions are complex entities which are constituted by a visible and hidden structure.
2. Institutional change is usually incremental and small changes usually produce greater results than grand scale reforms.
3. A number of reforms in the area of governance and public administration have not achieved the desired outcomes since little attention has been given to the embedded behaviors and internal consolidated practices.
4. The realization of the 2030 Agenda will depend upon effective, accountable and inclusive institutions..



Thank You

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