



## Localizing the Sustainable Development Goals (SDGs) and Agenda 2063 in Sierra Leone: Advancing the Principle of Subsidiarity in Practice

**9-11 September 2025**

Venue: New Brookfields Hotel,  
Freetown, Sierra Leone

### Overview

A Capacity Development Workshop on **“Localizing the Sustainable Development Goals: Advancing Principles of Subsidiarity in Practice”** to be held in Freetown, Sierra Leone from 9 to 11 September 2025 is being jointly organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government, and the African Peer Review Mechanism (APRM) – African Union.

The 2030 Agenda for Sustainable Development and Agenda 2063 recognize that many of the transformations needed to achieve the Sustainable Development Goals (SDGs) will take place at the local level. Local governments are not only at the frontline of service delivery but are also uniquely positioned to translate national commitments into concrete results. When the SDGs are embedded in local plans, budgets, and institutions, and when local stakeholders are empowered and resourced to take ownership, progress on the achievement of the SDGs accelerates and no one is left behind.

The Second Ten-year Implementation Plan (STYIP) of Agenda 2063, which has a strong congruence with the SDGs, emphasises the importance of responsive public institutions, as endorsed in Moonshot 3, to ensure that citizens are involved in decision making along with the implementation of national development programmes. Accelerators including multi-level governance, e-governance and coordination are identified to fast-track achieving Agenda 2063 at national and sub-regional levels.



Localization of the SDGs and Agenda 2063 strengthen the relevance of development planning, enhances accountability, and promotes innovation and public engagement. Effective localization also supports greater coherence between national and local policies and ensures that investments and interventions reflect the priorities of those they are intended to serve.

This workshop is supported by the Government of Italy as part of a regional initiative entitled “Strengthening Local and National Government Capacities for SDG Localization in Africa”, implemented by UN-DESA. The project aims to enhance the institutional capacities of local and national governments to accelerate SDG implementation and to deepen the quality and impact of local planning, budgeting, and service delivery. It also contributes to raising awareness about Agenda 2063. The national workshop will be convened to support national and local stakeholders in Sierra Leone in translating the SDGs and Agenda 2063 priorities into actionable local development strategies.

Sierra Leone is part of this initiative given its continued efforts to localize the SDGs and strengthen multilevel governance. It has been actively involved continental initiatives such as the APRM-UN DESA continental capacity building programme on the UN Principles of Effective Governance for Sustainable Development. The country’s experience with Voluntary Local Reviews (VLRs) in three municipalities also offers a strong entry point for scaling up action, promoting inclusive planning, and aligning local development with national priorities and continental and global commitments.

## Objectives

The workshop will focus on strengthening the application of the principle of subsidiarity, one of the 11 principles of effective governance for sustainable development which was developed by the UN Committee of Experts on Public Administration (CEPA) and endorsed by ECOSOC in 2018. Subsidiarity emphasizes the importance of assigning responsibilities to the lowest effective level of government and ensuring coherence across governance levels.

Through a mix of presentations, peer-learning, working group discussions, the workshop will support participants to:

- Deepen their understanding of the Voluntary Local Review (VLR) process and its potential to guide local SDG planning and stocktaking.
- Apply the subsidiarity principle to clarify roles and responsibilities across levels of government.
- Strengthen the integration of the SDGs and Agenda 2063 into local development plans and budgets and align them with national frameworks.
- Explore strategies for improving municipal finance and intergovernmental fiscal transfers, including reforms to enhance predictability and equality.



- Promote better urban governance and service delivery aligned with sustainable development objectives.
- Identify practical ways to build local capacity for managing external shocks and risks through resilience planning and early warning systems.
- Strengthen local monitoring and evaluation systems to improve accountability and support national reporting.
- Enhance partnerships with civil society, the private sector, and the UN system for more inclusive and effective localization.

A self-assessment exercise based on the CEPA subsidiarity guidance notes will help participants reflect on current practices, identify gaps, and develop concrete steps for improving SDG implementation.

## Target Audience

- Municipalities that have previously conducted VLRs as well as new local governments interested in initiating the process
- Line ministries
- Development partners
- UN Agencies, African Union including national structures of APRM
- Representatives of civil society, and other major groups

## Expected Accomplishments

1. Increased awareness and application of the subsidiarity principle in the implementation of the SDGs, Agenda 2063, and Voluntary Local Reviews (VLRs).
2. Enhanced national–local coordination mechanisms, strengthened policy coherence, and a more integrated governance ecosystem for the SDGs and Agenda 2063.
3. Enhanced local capacity to plan, finance, implement and monitor the SDGs and Agenda 2063.
4. Improved service delivery and resilience planning through strengthened local governance and infrastructure asset management.



**Programme: Localizing the SDGs in Sierra Leone – Advancing Subsidiarity in Practice**  
**New Brookfields Hotel**  
**Freetown, 9 – 11 September 2025**

\*Speakers to be confirmed

**Day 1: Subsidiarity and Local Ownership of the SDGs and Agenda 2063**

<p><b>9:00 – 10:00 AM</b></p>	<p><b>Welcome and Opening Remarks</b></p> <p><u>Facilitator:</u> <b>Mr. Ambrose James</b>, Development Secretary, Ministry of Planning and Economic Development</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>Ms. Adriana Alberti</b>, Chief, Programme Management and Capacity Development Unit, Division for Public Institutions and Digital Government (DPIDG), UN Department of Economic and Social Affairs (DESA)</li> <li>• <b>Mr. Fredrick Ampiah</b>, Resident Representative UNDP and Resident Coordinator AI, Sierra Leone</li> <li>• <b>H. E. Mr. Tamba Lamina</b>, Minister of Local Government and Rural Development, Sierra Leone</li> <li>• <b>H.E. Ms. Kenyeh Barlay</b>, Minister of Planning and Economic Development, Sierra Leone and APRM Focal Point</li> </ul> <p>Keynote Speaker</p> <ul style="list-style-type: none"> <li>• <b>H.E. Dr. David Moinina Sengeh</b>, Chief Minister, Sierra Leone</li> </ul> <p>Group Photo</p>
<p><b>10: 00 – 10:15 AM</b></p>	<p><b>Objectives of the Workshop and Participant Introductions</b></p> <p><u>Facilitator:</u> <b>Ms. Nosipho Dhladhla</b>, Division for Public Institutions and Digital Government (DPIDG) UN DESA</p>
<p><b>10:15– 11:30 AM</b></p>	<p><b>Session 1: Localizing the Sustainable Development Goals: Advancing the Principle of Subsidiarity in Practice</b></p> <p><i>This session will explore how the principle of subsidiarity can strengthen local governance and accelerate SDG implementation together with Agenda 2063. It will also discuss the role of Voluntary Local Reviews (VLRs) as a tool for stocktaking,</i></p>



	<p><i>promoting local ownership, and aligning local priorities with national and global commitments. Participants will gain practical insights and strategies for applying subsidiarity in their local contexts to enhance achievement of the Sustainable Development Goals (SDGs).</i></p> <p><u>Facilitator:</u> <b>Mr. Joseph Samah</b>, Ministry of Planning and Economic Development, Sierra Leone</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>Ms. Saras Jagwanth</b>, Division for Public Institutions and Digital Government (DPIDG), UN DESA: <i>The Principle of Subsidiarity and the SDGs</i></li> <li>• <b>Dr. Sheka Bangura</b>, Director of Planning, Ministry of Planning and Economic Development, Sierra Leone</li> <li>• <b>Experience Sharing on Pilot VLRs: Representatives from district councils in Sierra Leone</b> <ul style="list-style-type: none"> <li>○ Former DPO, Kambia District Council</li> <li>○ Acting CA, Bonthe District Council</li> <li>○ Sierra Leone Integrated CSO platform on the SDGs</li> </ul> </li> </ul> <p><b>Plenary discussion</b></p>
<b>11:30 – 11:45 AM</b>	<b>Tea/Coffee Break</b>
<b>11:45 – 1: 15 PM</b>	<p><b>Session 2: Multi-level Governance and Integrating the SDGs and Agenda 2063 into National and Local Development Plans</b></p> <p><i>This session aims to deepen participants’ understanding of how multi-level governance can be harnessed to accelerate the localization of the SDGs and Agenda 2063. It will explore the mechanisms through which national priorities and local development plans can be aligned, highlighting both the opportunities and challenges of coordination across levels of government.</i></p> <p><u>Facilitator:</u> <b>Ms. Nosipho Dhladhla</b>, Division for Public Institutions and Digital Government (DPIDG) UN DESA</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>Prof. Tinashe Chigwata</b>, Head, Multi-Level Government, Dullah Omar Institute, University of the Western Cape, South Africa: <i>Challenges and Opportunities of Multi-level Government and Integrating the SDGs into Local Development Plans: An African perspective</i></li> <li>• <b>Ms. Sara Hamouda</b>, Senior Continental Governance officer, APRM Continental Secretariat, <i>Governance Eco-system of SDGs and Agenda 2063: An African perspective</i></li> </ul>



	<ul style="list-style-type: none"> <li>• Former CA, Pujehun District Council</li> <li>• <b>Mr. Alex Jusufu Bhonapha</b>, Director of Decentralisation Secretariat, Sierra Leone</li> </ul> <p><b>Plenary discussion</b></p> <p><b>Round-table discussions and self-assessment survey</b></p> <p><b>Report back to plenary</b></p>
<b>1:15 – 2.30 PM</b>	<b>Lunch Break</b>
<b>2:30 – 4:30 PM</b>	<p><b>Session 3: Urban Governance and Public Service Delivery</b></p> <p><i>This session will explore ways to strengthen urban governance to ensure public services are inclusive, efficient, and sustainable. It will look at how urban planning can be better aligned with the SDGs and Agenda 2063, highlight innovations and digital solutions emerging from African cities, and provide space for participants to reflect on practical strategies for enhancing service delivery in their own contexts, with attention to lessons learned and good practices that can be adapted across different urban settings.</i></p> <p><u>Facilitator:</u> <b>Ms. Kadi Jumu-Peters</b>, Team Lead, Governance, UNDP, Sierra Leone</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>H.E. Mr. Amara Kallon</b>, Minister of Public Administration and Political Affairs, Sierra Leone</li> <li>• <b>Mr. Pietro Ceppi</b>, Associate Expert, SDG Localization and Local Governments Team, UN Habitat (virtual presentation)</li> <li>• <b>Mr. Deniz Susar</b>, Division for Public Institutions and Digital Government (DPIDG) UN DESA: <i>An African perspective on the Local Online Service Index (LOSI)</i> (virtual presentation)</li> </ul> <p><b>Plenary discussion</b></p> <p><b>Round-table discussions and self-assessment survey</b></p> <p><b>Report back to plenary</b></p>

## Day 2: Financing and Governance for Localization of SDGs



<p><b>9:30 – 11:00 AM</b></p>	<p><b>Session 4: Intergovernmental Fiscal Transfers</b></p> <p><i>This session will examine the structure and functioning of intergovernmental fiscal transfers, highlight the importance of predictability for effective service delivery, and discuss key challenges in their design and implementation. It will also explore potential reform options, draw on good practices and consider how stronger fiscal transfer systems can enhance accountability and overall effectiveness while improving alignment between national and local priorities.</i></p> <p><u>Facilitator:</u> <b>Mr. Alex Jusufu Bhonapha</b>, Director of Decentralisation Secretariat, Republic of Sierra Leone</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>Mr. Adams Sanpha Kargbo</b>, Director, Fiscal Decentralisation Division (FDD), Sierra Leone</li> <li>• <b>Prof. Tinashe Chigwata</b>, Head, Multi-Level Government, Dullah Omar Institute, University of the Western Cape, South Africa</li> <li>• <b>Dr. Saidu Swarray</b>, Assistant Director, Policy Analysis Division at Bank of Sierra Leone, Research and Statistics Department, Bank of Sierra Leone</li> <li>• <b>Mr. Augustine Sahr Sheku</b>, Chairman, Kono District Council</li> </ul> <p><b>Plenary discussion</b></p> <p><b>Round-table discussions and self-assessment survey</b></p> <p><b>Report back to plenary</b></p>
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11:00 – 13.00 AM	<p><b>Session 5: Municipal and Local Finance</b></p> <p><i>This session will explore how municipal and local governments can strengthen revenue generation, fiscal autonomy, and accountability to support effective service delivery and SDG implementation. Participants will learn from practical experiences in Sierra Leone and other contexts, reflect on the challenges and opportunities in local finance, and use self-assessment to identify gaps and strategies for more sustainable and accountable municipal financial systems.</i></p> <p><u>Facilitator:</u> <b>Ms. Mabulara Tsuene</b>, Economic Advisor, UNDP Sierra Leone</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>Mr Sahr Lamin</b>, President, Local Councils Association of Sierra Leone (LoCASL)</li> <li>• <b>Mr. Adams Sanpha Kargbo</b>, Director, Fiscal Decentralisation Division (FDD), Sierra Leone</li> <li>• <b>Mr. Abou Bakarr Kamara</b>, Senior Country Economist, International Growth Centre, Sierra Leone</li> <li>• <b>Prof. Tinashe Chigwata</b>, Head, Multi-Level Government, Dullah Omar Institute, University of the Western Cape, South Africa</li> </ul> <p><b>Plenary discussion</b></p> <p><b>Round-table discussions and self-assessment survey lead by Prof. Tinashe Chigwata (30 mins)</b></p> <p><b>Report back to plenary</b></p>
1:00– 2:00 PM	<p><b>Lunch Break</b></p>
2:00– 4.30 PM	<p><b>Session 7: Strengthening Local Capacity to Manage External Shocks and Risks</b></p> <p>This session will explore how local governments can strengthen their capacity to prevent, adapt and mitigate external shocks and risks, including by enhancing resilience planning, developing effective early warning mechanisms, and building responsive systems that protect communities. Participants will reflect on practical approaches to risk management, the role of local leadership in coordinating preparedness and response, and strategies for fostering collaboration across levels of government and with communities.</p> <p><u>Facilitator:</u> <b>Ms. Sara Hamouda</b>, Senior Continental Governance officer, APRM Continental Secretariat</p>





	<p>Speakers:</p> <ul style="list-style-type: none"> <li>• <b>Prof. George Scott</b>, Secretary General of the African Association for Public Administration and Management (AAPAM), and Extraordinary Professor, School of Public Leadership, Stellenbosch University, South Africa (virtual presentation)</li> <li>• <b>Mr. Braima Koroma</b>, Director of Research and Training at the Sierra Leone Urban Research Centre (SLURC)</li> <li>• <b>Mr. Alfred Moi Jamiru</b>, Deputy minister of Local Government and Community Affairs, Sierra Leone</li> <li>• <b>Mr. Andrew Lavalie</b>, Executive Director of the Institute for Governance Reform, Sierra Leone</li> </ul> <p>Plenary discussion</p> <p>Round-table discussions and self-assessment survey</p> <p>Report back to plenary</p>
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### Day 3: Monitoring, Partnerships, and Moving Forward

<p><b>9:30 – 10:30 AM</b></p>	<p><b>Session 8: Monitoring and Evaluation at the Local Level</b></p> <p><i>This session will focus on how local governments can design and apply effective monitoring and evaluation (M&amp;E) systems to track progress on local priorities. Participants will examine tools and approaches that enable data collection and analysis at the local level, explore ways to align local reporting with national and continental frameworks, and discuss how inclusive M&amp;E practices can support evidence-based decision-making and enhance coherence across levels of government.</i></p> <p><u>Facilitator:</u> <b>Prof. Ezekiel Duramany Lakkoh</b>, Chairman, APRM National Governance Council, Sierra Leone</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>Mr. Joseph Samah</b>, Deputy Director of Planning, Ministry of Planning, National Framework for reporting on SDGs and Agenda 2063 in Sierra Leone</li> <li>• <b>Ms. Sara Hamouda</b>, Senior Continental Governance Officer, APRM Continental Secretariat: <i>Agenda 2063 Reporting Framework and APRM Innovative Tools</i></li> </ul>
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<b>10:30– 10:45 AM</b>	<b>Tea/Coffee Break</b>
<b>10:45 – 12.45 PM</b>	<p><b>Session 9: Developing Local Action Plans and Key Takeaways</b></p> <p><i>The objective of this session is to guide participants in translating the insights and lessons from the workshop into concrete and actionable next steps. Participants will work collaboratively to identify priorities, set realistic goals, and outline practical measures for strengthening local governance and advancing localization in their own contexts.</i></p> <p><u>Facilitators:</u> <b>Ms. Saras Jagwanth</b>, DPIDG, UN DESA and <b>Prof. Tinashe Chigwata</b>, UWC</p>
<b>12:45– 1:00 PM</b>	<p><b>Session 10: Closing</b></p> <p><u>Facilitator:</u> <b>Mr. Ambrose James</b>, Development Secretary, Ministry of Planning and Economic Development, Republic of Sierra Leone</p> <p><u>Speakers:</u></p> <ul style="list-style-type: none"> <li>• <b>H.E Ambassador Marie Antoinette Rose Quatre</b>, CEO, APRM Continental Secretariat (virtual)</li> <li>• <b>H.E. Ms. Kenyeh Barlay</b>, Minister of Planning and Economic Development, Sierra Leone and APRM Focal Point</li> </ul>

Virtual presentations:

- **Ms. Carol Pollack**, Division for Sustainable Development Goals (DSDG), UN DESA  
*Promoting Local Ownership of the SDGs: Voluntary Local Reviews (VLRs) — What They Are and What They Can Achieve* (virtual presentation)



- **Ms. Cristina Alicia Rodriguez Acosta** DPIDG/ DESA, *Innovative Practices in Local Government* (virtual presentation)
- **Mr. Prabin Maharjan**, DPIDG UN DESA: *Effective National to Local Public Governance for SDG Implementation* (virtual presentation)

