18 April 2017

Committee of Experts on Public Administration
Sixteenth session, 24-28 April 2017
Item 3 (c) of the provisional agenda
Institutional arrangements for the Sustainable Development Goals

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Institutionalism re-invented in sustainable development: developing institutions for implementation of the 2030 Agenda and achievement of SDGs

This conference room paper was prepared by the Secretariat.

Institutions can be distinguished between formal and informal institutions where the former are understood as laws, rules and regulations, and the latter as culture, norms, values and behaviour. They are different but complementary sides of the same coin. This distinction will be important when it comes to developing institutions for achievement of SDGs. It will be important to both enumerate the organisational structures (institutions), laws and other texts, put in place to implement the SDGs and examine readjustments in values, systems, and societal norms as well as behaviour that buttress certain SDGs in the society in question.

In the context of the urgent need for effective implementation of the 2030 Agenda for Sustainable Development (2030 Agenda) to achieve Sustainable Development Goals (SDGs), the problematic of developing institutions has been re-invented. One could say that interest in "institutionalism" has resurfaced with the 2030 Agenda. Developing effective, inclusive, accountable institutions are critical for the 2030 Agenda. The whole 2030 Agenda will need capable institutions to be effectively implemented. Institutional capacities (including structures, systems, processes, legal foundations, norms, values, resources, networks, leadership, human resource, governance and policy environment etc) will be needed to effectively implement the 2030 agenda and achieve the SDGs. All the 17 SDG depend on effectiveness, inclusiveness, capability and accountability of institutions. This applies not only in the public sector but also in the private sector and civil society. Institutions matter in the delivery of services. They are to undertake forecasting, planning, implementation, monitoring and evaluation to achieve results and a lasting impact on sustainable development. This applies to services such as health, education, justice, information, data and statistics, border protection, diplomacy, agricultural extension, leisure parks, water and sanitation, garbage collection and environment protection, cultural heritage, etc.

Countries aiming to develop institutions for effective implementation of the 2030 Agenda will need to pay attention to the inadequacy or weakness of institutions. Existing institutions have weaknesses which must be corrected in the process of developing institutions thus means addressing the weakness in some institutions. It also means identifying areas of the implementation of the 2030 Agenda where institutions do not exist in the country concerned or are too few. Countries will also need to consider the symbiotic relationship between institutions, people, leadership and the environment.

Institutions matter and so do people who create and operate them. Leadership, people and the governance environment situation have a key role in creating, operating, developing and ensuring the dynamism of institutions. Institutions can only be as effective, as inclusive, and as accountable as the leaders and people who operate them. Institutions are created and changed by people.

Symbiotic relationship between leaders and people on one hand and institutions on the other

There is a symbiotic relationship between leadership and institutions whereby leaders create and sustain institutions and institutions guide the work of leaders and support implementation of their vision. Therefore, in the whole process of interrogating on the role of institutions in achieving SDGs, there is need to also take a look at the issue of leadership. The commitment of leaders to the well-being of the people and their behavior permeates throughout the entire public service institutional edifice and influences its effectiveness and impact on the people it is intended to serve. Leadership and human resources need to possess the appropriate competences, values and mind-sets for institutions to support the SDGs.

Bringing the Public back into Public Administration

As part of good governance, the people or the public should be the central focus of public administration. Over time, especially in reforms of public sector, the tendency has been to emphasize structures, processes, and internal capacities of bureaucratic organizations. One consequence may be that bureaucracies tend to be self-serving and service delivery to the public has declined. For the SDGs to be achieved, the public must be brought back into public administration. This requires people's participation in policy, decision, and strategy making, and in holding public officials accountable. Whether it is in the area of peace and security, service delivery, (quality, quantity, equity, accessibility, affordability, etc.), the public should be engaged. The question is: what institutional arrangements in terms of structures, laws, rules, regulations, as well as norms and values need to be put in place in order to ensure effective participation and involvement of the people?

One of the institutional and structural measures countries put in place in order to bring the public back into public administration to get people engaged in their governance and public administration is decentralization; both vertical and horizontal. This refers to local governance and local governments or local authorities as they may be called in some countries. A quick analysis of the SDGs, shows that, as was the case with the MDGs, SDGs will be best achieved when local governments (both urban and rural) get to execute their mandates and responsibilities effectively. Not only all SDGs are linked to local government mandates and responsibilities, Goal 11 is directly about Cities. Whichever way we look at it, people live at local level. The SDGs are about people. And the involvement of local governments in implementing SDGs is critical because local governments/authorities are the public sector institutions closest to the people. Looking at the role of local governments in implementing the SDGs, one can say that local governments have got themselves a huge job for the next 15 years. But then has it not always been the job of local governments to work with and develop their communities in all sense and dimension of development? "All SDGs are local" and "The achievement of all SDGs requires local action".[1] One of the challenges that governments will face in the implementation of the 2030 Agenda to achieve SDGs

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[1] Statement delivered by representatives of local and regional governments Networks gathered around the global taskforce, New York 27 September 2015

concerns how to put in place local level institutional structures that would promote and support the participation of the people in governance and public administration to determine the direction and content of their socio-politico-economic sustainable development.This is part and parcel of the problematic of developing institutions for the 2030 Agenda and achievement of the SDGs.
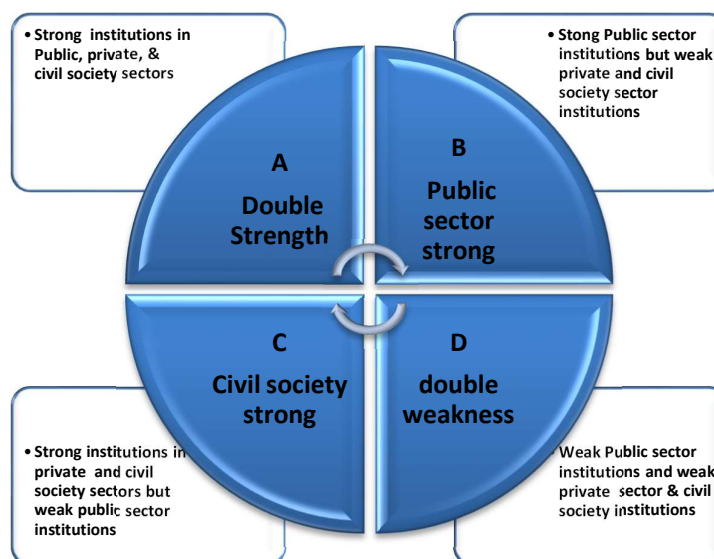
Institutional Development

In the context of the 2030 Agenda, institutional development may refer to the establishment/creation or strengthening of an organisation or a network of organisations with the objective of enabling them to effectively support the implementation of the SDGs. Institutional development therefore is, work that involves organisational and systems design, policy, laws, rules and regulations, leadership development, human resources development. It also includes efforts for changing mind-sets and inculcating norms and values to positively change behaviour and culture not only in the organisation in question but in society as well. This means that issues related to resources including human, financial and other resources is all part and parcel of institutional development to achieve the SDGs.

For effective implementation of the 2030 Agenda there needs to be a systematic diagnostic analysis of the institutional situation (both formal and informal) in the public, private and civil society sectors. Strong institutions are those whereby laws, rules and regulations are successfully enforced and complied with and which have been tested by the passage of time and changing conditions. These various aspects define the strength of institutions and consequently institutional development challenges. However, the most telling indicators on institutional strength lie in the norms and values as well as culture and behaviours that over time become enshrined in the institution and society such that the society cherishes and defends its institutions.

This aspect makes developing institutions a very difficult undertaking. Since the implementation of the 2030 Agenda was adopted, countries have undertaken to develop institutions. They have been established as organisational structures, systems, procedures and processes, or rules and laws in some cases. Changing norms, values, culture and behaviours is a major challenge ahead. It has to be accomplished by the leaders and people of the country and takes a relatively long time. This should be borne in mind in the context of development cooperation.

Different countries have different institutional development challenges which can be understood only after thorough diagnostic analysis. A variety of situations can be envisaged as in the diagram bellow.

Framework for integrated analysis of institutional strength of a country

- Strong institutions in Public, private, & civil society sectors

- Stong Public sector institutions but weak private and civil society sector institutions

A
Double Strength

B
Public sector strong

C
Civil society strong

D
double weakness

- Strong institutions in private and civil society sectors but weak public sector institutions

Weak Public sector institutions and weak private sector & civil society institutions

In some countries (situation A) institutions in the public, private and civil society sectors are strong. In others (situations B and C) institutions may be weak in the public sector and strong in the public sector or vice versa. Yet in others, institutional weakness can be spread in all sectors (public, private and civil society). In contexts where the public sector is weak with civil society and private sectors weak as well, institutional development becomes a formidable challenge.

While the process of developing institutions is usually an on-going one, guided in part by responses to development challenges, the 2030 Agenda has accentuated the need for the creation, readjustment, transformation and the need to strengthen institutions. This results from the notions of integration, leaving no one behind, partnerships and effective, inclusive and accountable institutions and the aspiration to transform the world.

Transformation

Though SDG 16 refers to "developing effective, inclusive, accountable institutions", the whole agenda is about taking "the bold and transformative steps which are urgently needed to shift the world to sustainable and resilient path". The 2030 Agenda sets "out a supremely ambitious and transformational vision" for the world. Therefore implementing SDG 16 requires "transforming" rather than just "developing" institutions. The challenge is thus not solely institutional development which has been an on-going concern in many countries and development cooperation programs.

Integration

The first Rio Conference in 1992 brought the concept of integrating economic, social and environmental dimensions in decision making and policies. Rio+20 outcome document

from 2012 calls for "….more coherent and integrated planning and decision-making at the national, sub national and local levels" to this end, calls "upon countries to strengthen national, sub-national and/or local institutions or relevant multi-stakeholder bodies and processes, as appropriate, dealing with sustainable development, including to coordinate on matters of sustainable development and to enable effective integration of the three dimensions of sustainable development." The 2030 Agenda puts similar emphasis on "integration." This is at the heart of the creation, development, strengthening or transformation of institutions. However, integration must be understood in a wider way to include:(i) integration of the three pillars of sustainable development (economic, social, and environment) into one coherent sustainable development strategy. The Agenda states that "The challenges and commitments contained in these major conferences and summits are interrelated and call for integrated solutions. To address them effectively, a new approach is needed. Sustainable development recognizes that eradicating poverty in all its forms and dimensions, combating inequality within and among countries, preserving the planet, creating sustained, inclusive and sustainable economic growth and fostering social inclusion are linked to each other and are interdependent". (ii) integration between the targets under the SDGs and the sectoral subsectors they relate to.(iii) integration in form of coordination and coherence between various institutions, organizations and public administration. Public administration in many countries being structured around departmentalized entities, integrating institutions, policies, and strategies to implement the 2030 Agenda is going to be necessary and will involve transformation of the institutions themselves. (iv) Integration between finding solutions for today's problem and the concern for the well being and rights of future generations. Therefore, a process of anticipatory governance, policy risk assessment and disaster prevention strategies is required. (v) vertical integration of the different levels of government (central government and local government (or local authorities as they may be called). For a country to move in the same direction towards sustainable development all levels of government need to be integrated and coordinated in the planning, implementation, monitoring and evaluation of the 2030 Agenda. For some countries this is easier than for others. Large countries with multi-level political administrative structures with relative autonomy are likely to face difficulties in integration because of subsidiarity and the sharing of mandates and competences. However efforts have to be made to ensure that no part of the country is left behind in the implementation of the 2030 Agenda. (vi)Integration of modern state/government institutions with traditional institutions so that the two join forces to promote sustainable development especially in grassroots communities. (vii) Integration of government, private sector and civil society efforts so that all three sectors work in the direction of sustainable development. This broad meaning of integration has to pervade efforts to implement the 2030 Agenda. It is important to combine efforts to improve coordination and collaboration with efforts to engage local government and civil society. Many countries have been pursuing such efforts as the High-Level Political Forum on Sustainable Development showed. This should go hand in hand with efforts to strengthen and equip institutions and public administrations, building skills to integrate policies and actions and look to the future.

Leaving no one behind

Institutions reflect the dominant values and norms of their society. The emphasis the 2030 Agenda places on "leaving no one behind" brings to the fore the concern for equality, equity, participation, inclusiveness, collaboration, social security, and socio-economic welfare. These values are necessary to realize the targets for the disadvantaged, people living with disabilities, the children, the women, the youth, people living in abject poverty, people

displaced by wars and conflict, people in remote areas, generations of the future, etc. The Agenda will only be considered realized if the targets are met for all segments of the population. This requires ensuring the delivery of services to all as well as ensuring social security and welfare. The provision of services to achieve the SDGs brings to the fore the role of the welfare state. Ensuring people's welfare and well being and bolstering the related values and norms will require the development and transformation of institutions; not only in the Public sector but also in the private and civil society sectors.

Institutions that ensure the well-being of all people

The emphasis on "leaving no one behind" calls for serving all people, and not only those who can pay for the services or contribute to the production and delivery of services. In fact, serving such deprived people should be a special focus of institutions people centred and rights-based approach. The achievement of the SDGs will require some social protection and social security especially for children, the elderly, the unemployed, the very poor, people living with disability and all disadvantaged and vulnerable members of society. One target actually calls for implementation nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable. Social security as an institution needs to be strengthened.

The Role of Social Security institutions in the achievement of SDGs

As a form of social protection, social security must be a priority in order to reach the SDGs, notably poverty eradication, ending hunger, education, health, gender equality, etc. This requires a major effort since 80% of the world population does not have access to social protection. Countries implementing the 2030 Agenda and achieving SDGs leaving no one behind require policies, laws and institutionalized frameworks that will guarantee social protection to all people without exception. As was noted about the USA, "Social Security is the nation's most successful anti-poverty program and it remains a fundamental pillar of the American economy—one that is critical to the long-term economic security of today's young people"[2].

Social security and social protection will be organised and provided in the different ways in various countries. Social protection should be governed through capable, effective, transparent, inclusive, responsive and accountable institutions.

Leaving no one behind can mean various things.

The Agenda defines it as reaching the furthest behind first. It also means ensuring everyone especially the poorest and most vulnerable share in. This requires identifying and lifting up first those furthest behind. It also requires identifying and targeting the most vulnerable

Also necessary is:

i.   Taking a multidimensional and bottom-up approach and giving voice to the vulnerable and furthest behind

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[2]Kathryn Anne Edwards, Anna Turner, and Alexander Hertel-Fernandez: A Young Person's Guide to Social Security (National Academy of Social Insurance, Third edition, January 2016)

ii.   Involving and engaging everyone especially the poorest and most vulnerable in searching for and creating solutions to the development problems and challenges.
iii.   Avoiding measuring progress in averages which mask who is left behind
iv.   Collecting the kind of data that can enable governments to know who the most vulnerable are, where they live and what their needs are (the needs as determined through the situation analysis involving the vulnerable).
v.   Putting in place legal frameworks, policies, strategies and programs which are directly targeting the vulnerable populations

As Mahatma Gandhi said "a nation's greatness is measured by how it treats its weakest members." How countries improve the well being of the furthest behind will determine success in realizing the SDGs, as the Agenda itself states.

Institutions of State

The Public Service as an Institution for implementing the 2030 Agenda and achieving the SDGs

The State is a critical actor in the development of any country. The State and its institutions are therefore critical in achieving the SDGs. One of the most critical in this regard is the Public Service. Whether the State works alone or collaborates with non-State actors, it is the Public Service –the public servants- who elaborate and implement its policies including service delivery. The 2030 Agenda calls for a capable public service. Therefore the public service must be developed and transformed to make it fit for the purpose of achieving the SDGs.

The development of the public service as an institution has been ongoing in many countries in form of public service reform with varying degrees of success. The experience of public service reform during the implementation of the MDGs showed that downsizing, lean governments, retrenchments, recruitment freezes, and budget cuts, can leave people, especially the poorest and vulnerable (eg children, people with disabilities, the extreme poor, displaced people, people in disaster stricken areas, etc) deprived of critical services such as health, education, clean water, energy, information, justice, etc. Efficiency and the concern for effectiveness and maximizing results should not be pursued at the expense of wellbeing of the society and its most vulnerable members. "Public services are not just "serving" us as citizens – they form much of the fabric that keeps us together, as a society and as a state. Our individual dependency on public services and our expectations with regards to the level of their provision may vary. Yet we all expect them to be there for us at some stage or another – and in most cases even on a daily basis. If public services fail us, the consequences for our individual lives can be serious; and if this happens on a larger scale, the survival of governments and the stability of our societies can be at stake"[3]. Public service is thus critical to leaving no one behind in achieving Sustainable Development. The current reality is that in many countries, especially poor developing countries with public sector capacity limitations, the public service is not ready for achieving the SDGs. In developing the public service, the values of equity, equality, openness, transparency, accountability, service to the public, selflessness, ethics, integrity, professionalism, and respect for the public good and others must be at the forefront while also pursuing efficiency.

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[3] By Professor Jörg Monar Director of Political and Administrative Studies, College of Europe; in <u>Raising the Game of Public-Service Delivery: Toward a More Sustainable Future.</u> (College of Europe, Student Case Studies Final Report 2012,

Developing Legislative institutions

National Parliaments have a critical role to play in the implementation of the 2030 Agenda for Sustainable Development and achievement of the Sustainable Development Goals through: discussion and adoption of legislation and national budgets, oversight of the implementation of government policies and programs, holding public institutions accountable, as well as their representation of the people. "We acknowledge also the essential role of national parliaments through their enactment of legislation and adoption of budgets and their role in ensuring accountability for the effective implementation of our commitments" (Transforming our world: the 2030 Agenda for Sustainable Development). The very first reason is that most of the principles of the 2030 Agenda including, integration, leaving no one behind, inclusion, partnerships, equity, and others will require establishment or change of laws or both. The SDGs need to be localized and translated into national laws as many countries are currently doing. To be successfully implemented, they also need to be included in the budget bill with adequate provisions. As the primary institution for accountability, parliaments also need to be able to monitor budget expenditures to ensure that SDGs have their due share of resources, and that such expenditures have an impact on the achievement of the SDGs. This will ensure that governments are accountable to the people for their respective country's progress on the SDGs. As parliaments themselves stated "Stronger parliaments will have to play a central role in the implementation of the Sustainable Development Goals. This will include ensuring that development policies and plans are drawn up through participatory and inclusive processes, and with regular progress reports submitted to parliament for review." (Quito Declaration adopted at the 128th IPU Assembly in Ecuador, March 2013).

Therefore strengthening the institutional and human capacity of parliaments to perform their core functions is necessary. Some countries have already drawn the attention of their parliaments to this necessity. In some countries, the parliaments themselves took the initiative to examine the SDGs and/or adjust their work accordingly.

- In Norway, the Government has decided to integrate and follow up the SDGs in the annual budget process and documents, which are presented to the Parliament for approval.
- In Pakistan an SDG Task Force was established in the National Assembly to promote debates, engage, and increase awareness of MPs on the SDGs.
- In Trinidad and Tobago the Parliament established a new Joint Select Committee on the Environment and Sustainable Development.
- In Zambia members of Parliament formed an SDGs caucus (July2015).
- In the Pan Africa Parliament, Africa adopted the African Parliamentary Declaration on the Post 2015, assuring their commitment to cooperation towards achieving the SDGs in the region (May 2015)
- In the Republic of Korea, the National Assembly UN SDGs Forum was established by 43 representatives from all parties. It is a consultative group of congressional leaders for the SDGs. The Forum has engaged in diverse congressional activities related to the SDGs including the holding regular forums and campaigns for SDGs.

Developing the judiciary for the 2030 Agenda

The rule of law is critical to the implementation of the SDGs. Not only are the rule of law and justice part of the 17 goals, but it is not possible for any country to achieve the other goals without a functioning and fair judicial system. Consequently, developing the capacities of the institutions of rule of law and justice is critical to the implementation of the 2030 Agenda. Ensuring the rule of law and justice is not a matter of the courts of law alone. It must include the executive, the legislature, the judiciary, law and order and correction institutions, civil society organisations including faith based organisations, private sector organisations and communities including cultural and traditional institutions. It is often realised that traditional courts of law are not fully suitable for the protection of the poorest and vulnerable who may find the judicial processes cumbersome, unaffordable or even not knowledgeable about those furthest behind. Alternative conflict resolution and justice mechanism may be more suitable in some cases.

Valuing traditional institutions

In some societies, there are traditional institutions that may be better positioned to champion the implementation of some of the activities to achieve the SDGs. However, such traditional institutions would need to be valued so that their contribution is recognised, encouraged and promoted. For example in some African countries, including South Africa, Swaziland, Lesotho, Uganda, Nigeria, Cameroun, Ghana, and others, traditional institutions and leaders are relatively strong and command respect. They can play an important role to popularise the SDGs and mobilise local communities to undertake SDGs related activities. "A number of studies have affirmed the resiliency, legitimacy and relevance of African traditional institutions in the socio-cultural, economic and political lives of Africans, particularly in the rural areas........The roles that traditional authorities can play in the process of good governance can broadly be separated into three categories: first, their advisory role to government, as well as their participatory role in the administration of regions and districts; second, their developmental role, complementing government's efforts in mobilizing the population for the implementation of development projects, sensitizing them on health issues such as HIV/AIDS, promoting education, encouraging economic enterprises, inspiring respect for the law and urging participation in the electoral process; and third, their role in conflict resolution, an area where traditional leaders across Africa have already demonstrated success". (ECA, Relevance of African Traditional Institutions of Governance, 2004).

Reviving National Councils for Sustainable Development and Renewing Institutions for Consultation and Participation

At the moment, many countries are considering putting in place institutional mechanisms for coordinating and integrating the implementation of the 2030 Agenda to achieve SDGs, whether they use existing mechanisms or create new ones. There is room to take a look at the National Councils for Sustainable Development (NCSDs) some of which were aimed at achieving integration in decision-making and participation. It should be recalled that the latter were central to sustainable development. The rationale for creating the NCSDs and the challenges that they had to face have not changed much. The need for responsive inclusive participatory and representative decision-making at all levels is more pertinent than ever in the context of the 2030 Agenda and SDGs. SDG 16, notably target 16.7 on "responsive, inclusive, participatory and representative decision-making at all levels" and target 17.14 on "policy coherence" make the NCSDs still very relevant and needed.

However, the mixed success of the NCSDs needs to be examined to determine the factors that supported or hindered their success. It is possible that in cases where the NCSDs did not succeed, part of the explanation is that they were taken as coordination instruments without internalizing the values and norms of responsiveness, inclusiveness, participation, and representativeness which they were supposed to champion and promote in societies and government. It comes back to the difference between formal and informal institutions. For the NCSDs to succeed these values must be taken seriously and promoted in society as expected behaviours and practices.

More generally, it is important to renew the institutions used for promoting participatory decision making and transparency, including laws and Economic and Social Councils. Some governments have also created new institutions for consulting civil society on the implementation of the SDGs, such as committees involving stakeholders and government. Some have convened ad hoc forums for consulting civil society and the private sector or used online platforms. The effectiveness of those various modalities should be kept under review. It is also important to understand whether consultations have a true impact on decisions made.

Institutions for government investment for Sustainable Development

While the 2030 Agenda and the SDGs present a great investment opportunity for the private sector, they constitute an obligation and challenge for the public sector. The SDGs are compelling governments to review their policies on public sector investment and to revive the roles of the Public enterprise as an institutional arrangement for leading and delivering public sector investment for the production and provision of public goods and services.

There appears to be a swing back to underscoring the role of the public enterprise after a long period of privatization since the 1980s based on the view that private sector enterprises are more efficient. It is likely that the trend of privatization in the public services is still prevailing worldwide. But it is important to acknowledge that republicization (republicization of formerly privatized firms providing services of general interest) occurs, in different countries, under different political environments, but driven by similar rationales: excessive prices charged to users by private concessionaires, concerns about the sustainability of investment, environmental issues, affordability and quality of service" (Massimo Florio, University of Millan, 2014). The requirement to implement the 2030 Agenda and to achieve the SDGs leaving no one behind is likely to rekindle very strongly the focus on responding to the "public interest" and to encourage many governments to engage in more ownership or operation of public enterprises. Governments, alone or in partnership with other public and private actors, will have to invest in ensuring sustainable development, especially through equitable delivery of essential public services including education, health, water, electricity, information, transportation, judicial services, etc.

The Public enterprise is one of the mechanisms the State will use to ensure investment in areas that are critical to poverty eradication especially in poor countries where the private sector and civil society are too poor to fulfil investment roles. This paper takes "the Public enterprise" to refer to an organization established by government, under public or private law, and which is autonomous or semi-autonomous. It produces/provides goods and services on a full or partial self-financing basis and the Government or a Public body/agency participate by way of having shares or representation in its decision-making structure" (Kauzya 2005).To achieve the SDGs especially the overarching goal of eradicating poverty in all its

forms, and implement the overall national development strategy each government needs to redefine in its own context what would constitute the "commanding heights" of its socio-political economic and environment development ("commanding heights" has been in the literature of the public enterprise a term used to refer to sectors that a government considers as the most important drivers of the national economy). For many countries where private sector and civil society are still too weak to develop such commanding heights, the Government will have to engage heavy investment in these commanding heights in order to stimulate and sustain economic growth and development for the achievement of SDGs and national development priorities. Reinvigorating the public enterprise as a tool through which this can be done is a very pertinent and timely undertaking. There is a need to revisit the problematic of the role of the public enterprise in development and this will be part of the problematic of developing institutions in the implementation of the 2030 Agenda.

Conclusions and recommendations

The development of institutions for effective implementation of the 2030 Agenda ought to take into account institutions as organisational arrangement as well as the norms, culture, values and behaviour that are internalised in society.

Developing institutions for the 2030 Agenda and SDGs should be approached from the point of view of strengthening collaboration and collective impact of institutions in public, private and civil society sectors and strengthening those institutions.

There is no single model for developing institutions for the SDGs and the institutional situation in a given country needs to be taken into account.

For the 2030 Agenda to be realized there is need to bring back the public into public administration institutions not only through decentralised governance but also through participatory governance and decision making, which will enhance impact, transparency and accountability.

Improving institutions also requires enhancing leadership and ensuring that human resources are capable and mobilized around the SDGs.

Unpacking the implications of the principles of leaving no one behind, integration and transformation for institutions is also important.

It is critical to develop the institutions of the executive branch, notably the public service, the legislature and the judiciary. But in many countries, governance and the influence over socio-economic and even environmental development is exercised by traditional institutions (Be it kings, chiefs, traditional leaders, etc). Such institutions must be part of institutional development.

The public enterprise as an institutional structure for government investment needs to be reconsidered and re-invigorated as governments seek to develop institutional mechanisms for investing to implement the 2030 Agenda and achieve the SDGs.

Finally, in addition to promoting coordination and integration in the planning for the implementation of the 2030 Agenda, lot of efforts and resources must go into improving the

performance and results of policies and actions in health, education, agriculture, enterprise production, justice, immigration, security, etc.