



Platforms to accelerate the achievement of SDGs

Integrated framework for SDGs
acceleration at national and local level

Timor-Leste





Participatory planning process in Bobonaro municipality.

Context

The establishment of strong institutions and capacities at all levels of the government is key to ensure delivery and quality of public services, participation in democracy and opportunities for all.

UNDP has supported Timor-Leste's development at the local level since 2005 with the implementation of numerous projects (e.g. local infrastructure for water, development of local plans for development, support to economic development, etc.) and the support to the development of decentralization laws in the country under the Municipal and Sucos level development frameworks (PDM and PNDS).

With 70% of the population living in rural areas, the current governance and institutional setup requires a renewed focus in order to meet the SDP and SDG objectives by 2030. The Government of Timor-Leste current decentralization policy includes strengthening municipal development as a means to deliver services to the rural population. This requires the development of improved capacities within local administrations through the introduction of management systems, processes and procedures of local governance and through the design and execution of capacity building actions mainly in public financial management, planning, and the monitoring and evaluation of public programs. How do we ensure the right balance between Suco plans and a territorial approach? How do we improve evidence and needs based planning to accelerate progress and improve targeting of development priorities? How do we deliver a Platform approach capable of horizontal and vertical integration?

The National Strategic Development Plan 2011-2030 for Timor-Leste established four main objectives through administrative decentralization policies:

- The development of the private sector in rural areas;
- The creation of new opportunities for democratic participation;
- The promotion of strong institutions; and the establishment of more effective,
- Efficient and equitable provision of public services.



Integrating the SDGs at local level

The integration of SDGs at the local level is key in ensuring the development of all.

“Cities and territories are where women and men, girls and boys, live, where they work to create their livelihoods and where dreams are made. They are where poverty and inequalities are tackled, where health and education services are provided, where ecosystems are protected, and human rights must be guaranteed.”

The integration of the SDGs is the process by which local authorities and local stakeholders will adapt and implement these targets within urban and rural areas. Almost all the SDGs have targets that will depend on local government action, including SDG 11.

Most countries, including Timor-Leste, have multi-level governance structures, meaning that municipal, regional and local governments are directly responsible for delivering a large part of the development commitments. As a matter of fact, it is known that 65 per cent of the 2030 agenda may not be fully achieved without the involvement of urban and local actors. Given their critical role, local governments cannot be mere spectators of a global or national 2030 agenda, but must be partners in co-creating and defining

policy and programmatic responses, and in the implementation and monitoring of progress against the goals and targets.

Local actors, as the municipalities are key to ensure service delivery and development in general:

- Local governments are responsible bodies to ensure service delivery.
- Local authorities are closer to the people and therefore can ensure that investments are adapted to the local needs and characteristics.
- Municipalities can be a node to ensure coordination between national agencies and communities (Sucos – villages)
- They can help to reduce disparities in the access to services within the territory: ensure that all members of the local community have access to at least the minimum level of basic municipal services.

They also face many challenges:

- Lack of skilled human resources.
- A large number of responsibilities and functions – small team/resources
- Weak coordination with other governmental levels (national-village)

Our objectives

Platforms can be a useful framework to integrate and leverage the network for donors supporting municipal and local governments. Our main objectives are:

- To stimulate improvements in the strategic planning processes at local level by improving the prioritization and allocation of resources
- To support the integration of the SDG agenda at local level.

- To allow progress in the identification of inequality gaps (no one left behind) and develop data to inform policy and planning.
- To promote innovative investments at local level – SDGs Accelerators

Methodology

TERRITORIAL APPROACH

Territorial development refers to integrated multi-sector development across a specific portion of territory (municipalities, regions, subregions), guided by a spatial vision for the desirable future and supported by strategic investments.

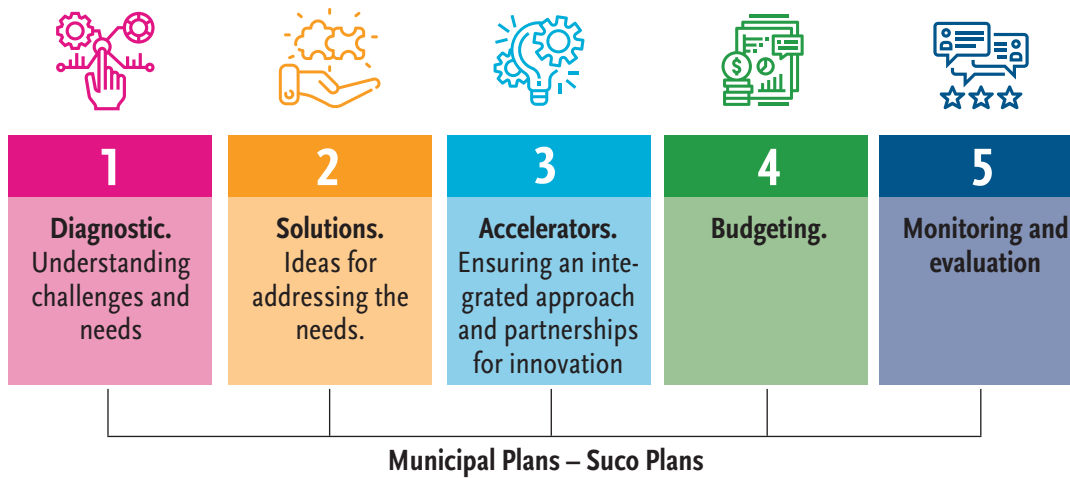
Territorial development is a process of socially constructing a particular area, driven by the interaction between geophysical characteristics, individual and collective initiatives and economic, technological, sociopolitical, cultural and environmental forces within the territory (CEPAL 2017).

This innovative modality promoted is based on a multi-actor and multi-sector approach, where the plurality of actors of a given territory – local authorities, CSOs, academia, the private sector, traditionally excluded groups - work jointly to define priorities, plan and implement sustainable human development strategies at local level. Promoting coordination and joint work of different institution, allows greater coherence among those development actors operating in the same space, instead of each actor working in his sector.

THE POWER OF PLATFORMS AND WORKING GROUPS - ENHANCING PARTICIPATION AND OPEN DEMOCRACY

These platforms are key instruments for promoting policy innovation that

Steps:



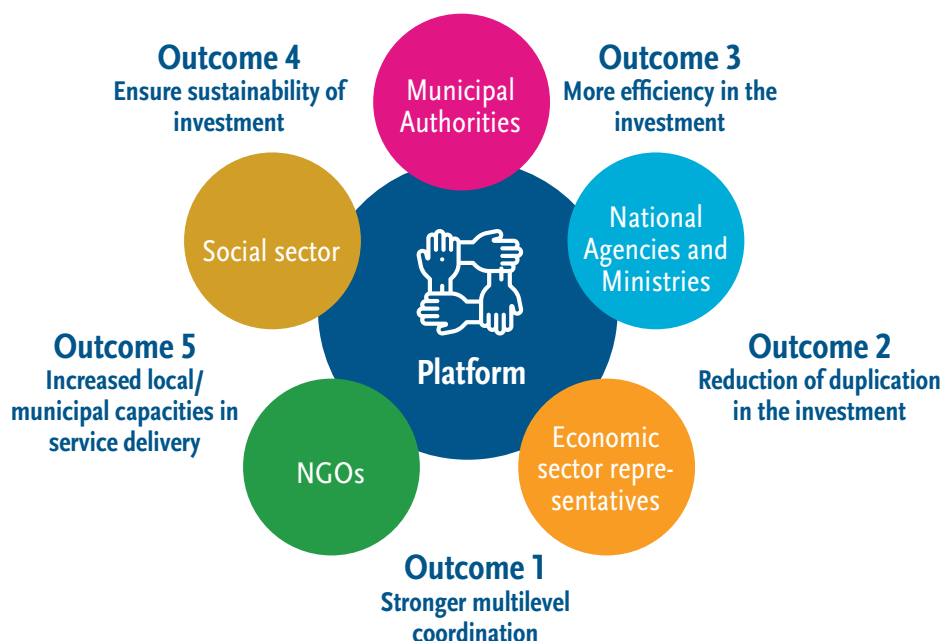
strengthens national and local stakeholders' capacities and facilitate horizontal and vertical policy dialogue among stakeholders and across local and central levels.

In addition, another key element is to foster strategic partnerships between local actors in Timor-Leste and development partners from the North and the South (south-south and triangular cooperation) in order to facilitate the exchange and promotion of innovative solutions.

The plurality of actors of a territory (local authorities, CSOs, academia, the private sector, traditionally excluded groups) work jointly to define priorities, plan and implement innovative strategies at local level.

Local platforms use an **open governance model** and have some essential features:

- Address multidimensional challenges that are complex, persistent, and difficult to solve through the scale and reach of traditional, sector-based, modalities or projects.
- Fix a 'market failure' where actors with valuable contributions to make, are unable to connect and co-operate in the current development environment.
- Capitalise on 'network effects' by attracting non-traditional partners – especially from the private sector and civil society – and enabling increasing levels of participation, quality of interaction and collaboration.
- Facilitate a range of mutually beneficial transactions, from the exchange of knowledge and skills, to data-sharing, matching of capital with opportunities for socially responsible investing, and much more.
- Use research and innovative techniques such as futures thinking and scenario-planning to test new methods and solutions.
- Expand the scale and quality of resources – financial, technical, material - flowing into a country, or mobilised within it, to address complex problems.¹⁾



STRATEGIC TERRITORIAL PLANNING

“Failing to plan is planning to fail”

Unlike reactive planning that is focused in addressing issues when there is an emergency, strategic planning is a process focused in analysing and proposing solutions for complex and dynamic challenges, where the involvement of different actors at all levels is key. It provides a more comprehensive, long-term and holistic approach.

We are currently supporting two municipalities to update their Municipal Development Plans using the strategic approach.

Strategic planning involves looking at a number of different processes:

- Setting a common vision and goals of the territory,
- Developing strategies,

- Outlining the implementation arrangements
- Identifying and allocating resources to achieve those goals.

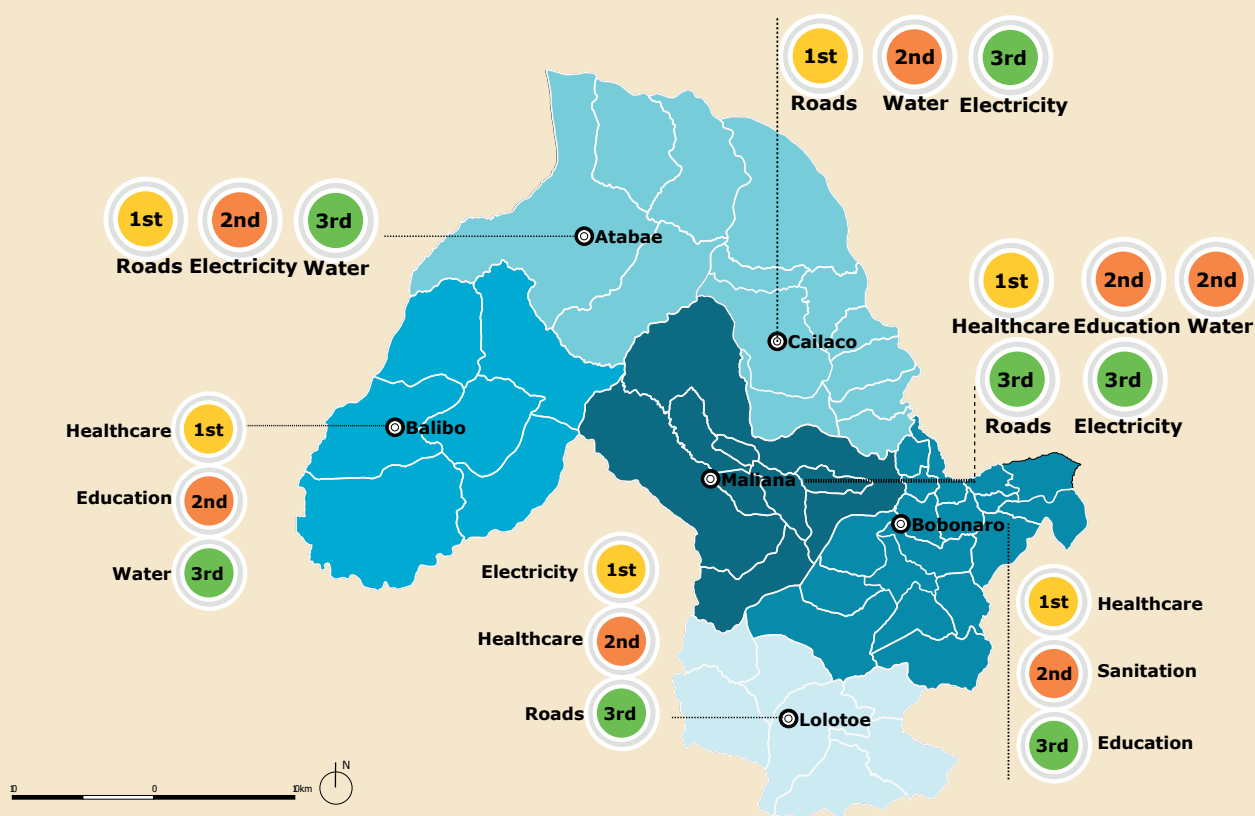
PARTICIPATORY DIAGNOSTIC – IMPROVED DATA TO INFORM POLICY DEVELOPMENT

In order to set local priorities, a diagnosis of the current situation should be developed. With the aim of identifying the main needs, priorities, gaps and cross-sectoral linkages of the territory and their relationship with the SDGs and national priorities, it is necessary to review existing strategies and plans, identify areas for change and then compare against the global SDGs and targets to identify gaps and provide the basis for these areas for change.

The analysis is primarily focused on Demographics; Social Development; Infrastructure Development; Economic Development; and Governance and institutional capacity.

Case 1: Participatory prioritization of key problems – Municipality of Bobonaro.

Participants voted and prioritised the most important problems the communities are facing in each sub district.

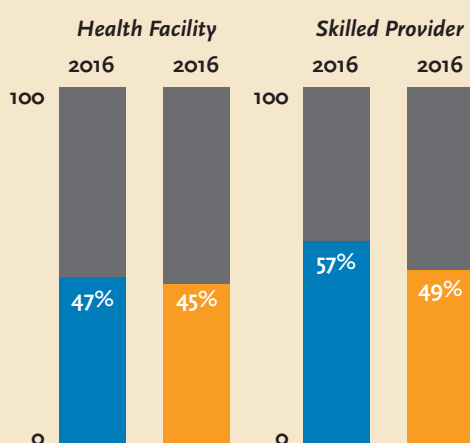


Case 2: Municipal diagnostic for the Municipalities for Baucau and Bobonaro.

Setting up a good governance of public service delivery requires a detailed analysis and policy evaluation. Data analysis facilitates the implementation of evidence-based interventions and development strategies and guides governmental decision and policy-making processes.

The baseline analysis contributes to the specific objectives:

1. Strengthen policy frameworks by conducting a participatory assessment to prioritize the investments and inform a Strategic Planning, based on evidence;
2. Capacity building of communities, municipality and civil society to fully engage in all the processes related to development planning and public service delivery and investment cycles;
3. Effective cooperation and coordination for the monitoring and evaluation of public service delivery and local development planning, including the strengthening of resource mobilization through the involvement of international, regional, national, and local actors in the abovementioned processes;
4. Bottom-up development through participatory processes, Sustainable territorial and local development



Description

Percent distribution of live births in the 5 years preceding the survey by percentage delivered in a health facility or assisted by a skilled health provider

Base Year
2016

Source
TLDHS

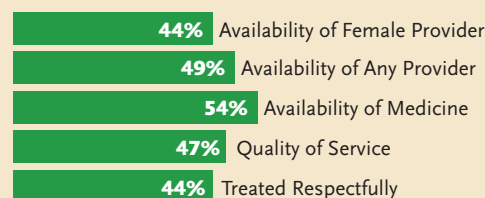
Unit
Percentage

Problems in accessing / concerns about availability of healthcare

Percentage of woman age 15-49 who reported that they have serious problems in accessing health care and serious concerns about the availability of care for themselves when they are sick.

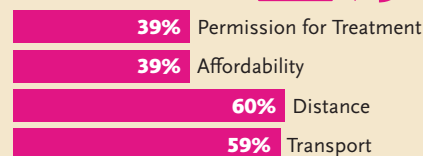
At least one concern about the Healthcare Facilities

62%



At least one problem accessing the Healthcare Facilities

73%



Key factors for the success of the Baseline Assessment includes:

- Critical analysis: moving from data showcase to data analysis: - How malnutrition and access to sanitation services impacts in children school attendance.
- Interconnection analysis, since all sectors in development (health, education, economic dev.) are “in-divisible” and utterly dependent on one another.
- Highlight the territorial disparities in the access to basic services, that allows decision-making process to prioritize those villages and have been neglected in the previous investment processes.
- Solution-oriented analysis to inform decision making process and ensure local actors focus on the “opportunity for action”.

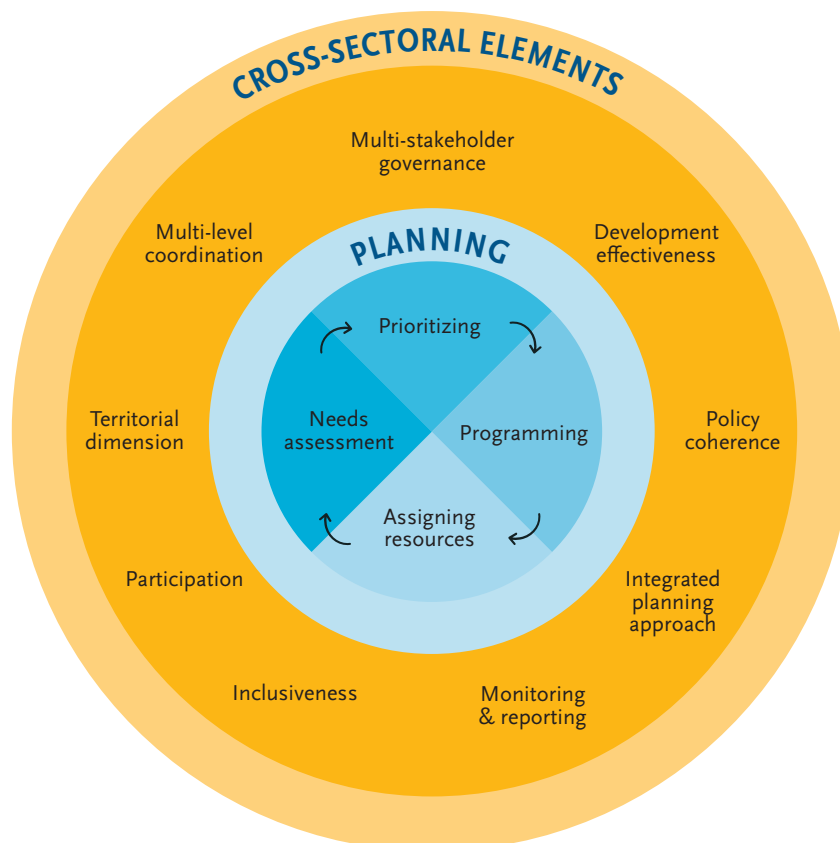
CROSS-CUTTING INTERVENTION

To ensure investments are catalytic we identify the most pressing issues and prioritise solutions that cover different areas. For instance, malnutrition is multicausal problem, to eradicate it, we need to implement action in different areas such as health, sanitation, agriculture, etc.

INNOVATION

The working groups work as a laboratory to identify innovative solution for identi-

Key cross-sectoral elements of the planning process



fied problems. During the meetings the participants analyse the problems in each specific sector and play different games to identify solutions.

The innovation process is an important influence on long term economic development, and investment in research, development and new ideas is central to tackle complex problems.

ACCELERATORS

The platforms help identify catalytic policy and/or programme areas or ‘accelerators’ that can trigger positive multiplier effects across the SDGs. Accelerators are identified with the local stakeholders at the moment of prioritizing solution. Platforms play an important role to ensure common understanding of local challenges and the identification of accelerator programmes.

The platforms use the PDIM and PNDS as an input to analyze strengths and weaknesses, developing the social, economic and political citizenship moving away from a silo approach responding to development needs. Balancing customary citizenship with innovative approaches ensuring participation and effective service delivery methodologies.

BUILDING PARTNERSHIPS: CONNECTING RESOURCES WITH CAPACITIES

- One framework for investing at the local level allows multiple donors to invest in local development with one development framework.
- Supporting local governments to

delivery. UNDP is a partner in improving delivery at local level. More than \$5 mm was transferred from the government to UNDP in the last three years.

The programme has built partnerships with national and international institutions in order to connect knowledge and resources. The partnerships were selected to address specific needs from each identified solutions in the platforms.

FUTURE ACTIONS

- Service delivery: “Loja do Cidadão” - Citizen Center, bringing the government closer to the people (possible implementation with EU).
- Data for development: Measuring local development and municipal performance. Online platform for monitoring of municipal development indicators
- Meaningful participation: “Young Champions of sustainable local development” Young people participate in local governance.
- Youth: Improved access to information for young people. Online platform to improve access of all young people to information related to basic services and education. Includes a youth ID card.
- “Connecting knowledge” Virtual platform to connect students from universities in Australia and Europe with farmers and agriculture practitioners in Timor-Leste.
- E-government for municipal development.
- Industrial Center design development for the Special Social Economic Zone of Oé-Cusse.

Case 3: Collaboration between research institutions to improve farmer's incomes.

Innovation in rice production results in 136% increase in yield.

Rice production is key for Oé-Cusse, not only because it is grown by 88% of rural household, but also because it directly affects food security in a region where malnutrition is very high.

The estimated yield is less than 3.5 tons per hectare and, pre- and post-harvest rice losses are high. Pest and diseases alone affect more than 20% rice paddy production. Local farmers were struggling to produce since production was only enough to cover family consumption but was not generating income.

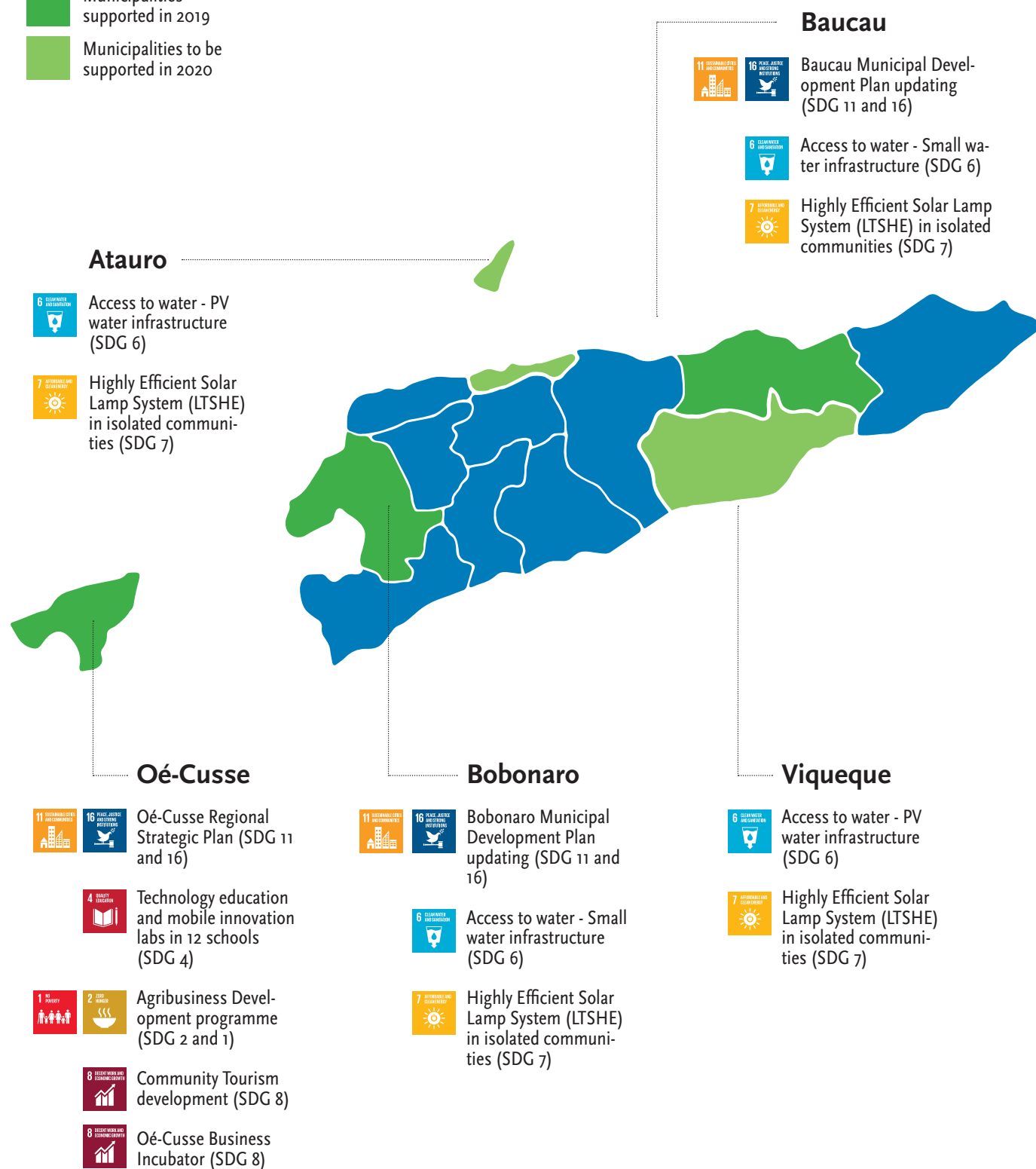
To face this situation, the Regional Government with the support of UNDP implemented a pilot project to introduce innovative techniques in order to increase production. One of the most important actions to start the pilot was to build partnership with institutions that have knowledge and experience in this area. In this line, UNDP signed an agreement with IRRI (Philippines) and specialists from Indonesia (Ministry of Agriculture) to provide technical training and advise to local farmers. The Regional School of Agronomic Engineering of Oé-Cusse (ETARO) has also partnered in the project. More than 60 students were involved in the implementation of the pilot project and in the research process.

After one year of implementation, the results are outstanding. Rice yield has been increased by 136% in the pilot area, reaching 8 tons/ha. Currently, the project is on the scaling up phase to reach in 3 years more than 500 farmers.



Our projects

-  Municipalities supported in 2019
-  Municipalities to be supported in 2020



Partners and donors



SUSTAINABLE DEVELOPMENT GOALS

