

PUBLIC SERVICE 2030

**Making the
Sustainable Development Goals
happen _____**



Table of contents

© 2018 UNDP Global Centre for Public Service Excellence
#08-01, Block A, 29 Heng Mui Keng Terrace, 119620
Singapore

UNDP partners with people at all levels of society to help build nations that can withstand crisis, and drive and sustain the kind of growth that improves the quality of life for everyone. On the ground in more than 170 countries and territories, we offer global perspective and local insight to help empower lives and build resilient nations.

The Global Centre for Public Service Excellence has been UNDP's catalyst for new thinking, strategy and action in the area of public service, promoting innovation, evidence, and collaboration.

Disclaimer: The analysis and policy recommendations in this publication do not necessarily represent those of the United Nations, including UNDP, or the UN Member States.

04	Foreword	106	SDG 11: Sustainable Cities and Communities
06	Director's Message		
10	Introduction	114	SDG 12: Responsible Consumption and Production
20	SDG 1: No Poverty		
30	SDG 2: Zero Hunger	122	SDG 13: Climate Action
40	SDG 3: Good Health and Well-being	130	SDG 14: Life Below Water
48	SDG 4: Quality Education	138	SDG 15: Life on Land
56	SDG 5: Gender Equality	146	SDG 16: Peace, Justice and Strong Institutions
64	SDG 6: Clean Water and Sanitation	154	SDG 17: Partnerships for the Goals
72	SDG 7: Affordable and Clean Energy	162	Concluding remarks
80	SDG 8: Decent Work and Economic Growth	168	GCPSE Focus Areas
88	SDG 9: Industry, Innovation and Infrastructure	176	Acknowledgements
98	SDG 10: Reduced Inequalities		



FOREWORD

There is general consensus that an effective, efficient and fair public service is essential for achieving the Sustainable Development Goals (SDGs) by 2030. In a highly inter-connected world, in which governments face increasingly complex and cross-cutting issues, it is ever more critical that the public sector is capable, motivated and committed.

There is no doubt that public service is central to good governance. Recognition of the importance of public service to Singapore's success story was central to the

2012 partnership between the Government of the city-state and the United Nations Development Programme (UNDP) to establish the UNDP Global Centre on Public Service Excellence (GCPSE) in Singapore.

The role that the public service played in the development of GCPSE's host country, Singapore, is reflected in international recognition of the excellent performance of its public sector. The 2017-2018 Global Competitiveness Report, for example, ranks Singapore first out of 137 countries

worldwide for public sector performance. This achievement has been the result of relentless efforts since self-rule in 1959 and independence in 1965 to achieve the highest standards of probity, efficiency and accountability amongst its public officials.

The aim of the GCPSE was to promote awareness of the importance of the highest standards in public service for achieving development. The success of the GCPSE in doing that has helped many partner governments draw lessons that Singapore had itself learnt in part from UNDP. During the early years of its own development, when facing pressing issues such as inadequate infrastructure, economic shocks and poor provision of public goods, UNDP provided invaluable technical assistance, sharing developmental knowledge and expertise that helped to transform Singapore from a small, struggling developing with no natural resources, into the modern city-state it is today.

Having benefited from the technical assistance in its early years of independence, Singapore has been keen to share its own developmental experiences with partners around the world. The success of the GCPSE is a fitting testament to an enduring commitment to this objective.

In this context, this book on Public Service 2030 and beyond, written by GCPSE at the request of Singapore's Ministry of

Foreign Affairs, is a most timely resource. The book not only distils some of UNDP's key achievements in each of the 17 SDGs, but also marks the six successful years of the GCPSE.

From a review of the case studies in this book, however, it is clear that the issues that public sectors grapple with are similar around the world. Granted that model solutions to these problems may not exist, it is my hope that this book can provide useful insights to some challenges, contribute to the evidence on how public service can best serve the people, and inspire us all towards 2030, and beyond.

Professor Margaret Kobia,
PhD, MGH,
Cabinet Secretary for Public Service,
Youth and Gender Affairs
Kenya



DIRECTOR'S MESSAGE

In 1955, the Canadian poet Patrick Anderson (1915-1979) published *Snake Wine*, an account of the two years between 1950 and 1952 that he spent living in Singapore, while teaching English at the University. The book startlingly states that Anderson resided in “a lonely house on the edge of bandit-infested jungle.”

A generation later, the same university job was held by the American writer Paul Theroux. In 1973 he published a novel called *Saint Jack*. Drawing on his experiences of life here, the story depicts the country's then violent underworld of the triads, Chinese secret society criminal gangs.

Most Singaporeans and certainly all the foreign participants of the many well-received courses and conferences we have



run at the UNDP's Global Centre for Public Service Excellence (GCPSE), may find such descriptions of Singapore, even though written now long ago, still difficult to believe.

That our offices near the National University are no longer “lonely” (although Heng Mui Keng Terrace is notably quiet) nor violent and “bandit-infested” owes much to former Prime Minister Lee Kuan Yew (LKY) and the excellence of public administration that he fostered. That “Singapore Story” inspired the establishment of the Centre in 2012, and still has much to teach today's developing countries aspiring to emulate its success.

Yet LKY's political career was nearly derailed less than a year before he took up the post of prime minister in 1959.

“LONELY HOUSE ON THE EDGE OF A BANDIT INFESTED JUNGLE”



An investigation had discovered that gangsters had played an active part in his successful 1957 by-election campaign.¹ LKY obliquely confessed to this collusion with the Triads, acknowledging that “there may be a substratum of truth in all these allegations, and in fact I am

2030 AGENDA

fairly confident that in most of these cases there was.”²

That a country’s founding father had admitted, just before assuming high office, to being the beneficiary of “strong arm” help from criminal gangs to secure his election is astonishing. The fact that this nefarious connection did not mire the country in grand corruption but rather resulted, in due course, in Singapore

successfully suppressing organised crime is even more astonishing, and considerable credit to the future premier.

That episode reminds us that state-building is often a messy, chaotic process, but essential for constructing the effective, efficient and equitable institutions on which development depends. Indeed, the Sustainable Development Goals (SDGs) agreed at the United Nations by the international community

in 2015, are overtly and inherently concerned with building up the reach and capacity of the state. Legitimate public authority and effective public service become the end as well as the means.

The GCPSE, jointly funded by UNDP and Singapore’s Ministry of Foreign Affairs, has aimed over its six years to advance development objectives by doing three

things: i) informing public service around the world about “what works”; ii) promoting progress to that end; and iii) advising countries on how to emulate success in delivering development.

Since 2012, one head of state, one vice-president, various prime ministers, many ministers and innumerable senior officials from around the world have visited the Centre, received evidence-based advice, and departed hopefully with a new or renewed

interest in public service reform. Our many publications on topics including foresight, public service motivation, leadership and innovation are increasingly reflected in development thinking, not least the latest UNDP Strategic Plan.

Our work has flourished through international partnerships, such as with the Astana Civil Service Hub, and through

friendships with big-hearted Singaporeans, in public service and beyond, who kindly contributed their help and good humour.

This book celebrates the successful completion of GCPSE’s second phase (2015-2018). It commemorates the achievements, as described in this book, of public service from every region of the globe in progress on each of the 17 SDGs. Our aspiration is that all countries will emulate those successes.

I hope, therefore, that you will find this book to be an inspiring read.

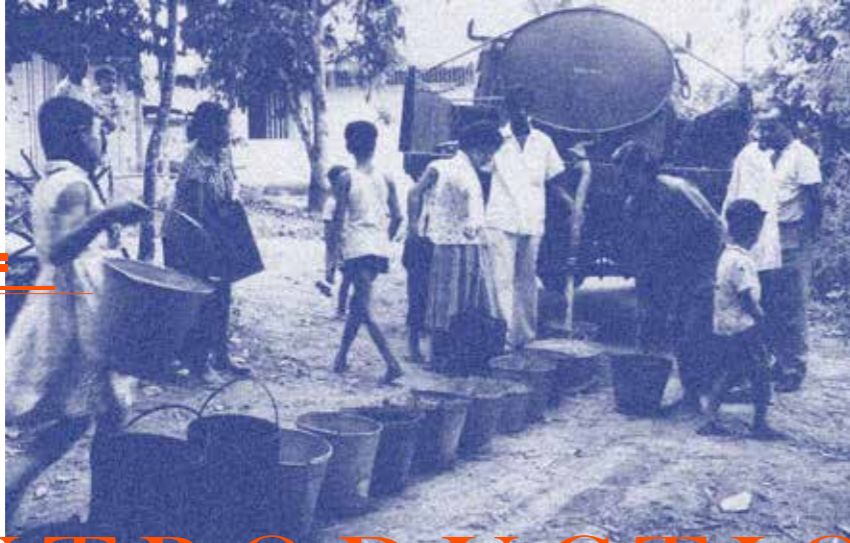
*Max Everest-Phillips
Director, GCPSE,
Singapore*



17 SDGs

¹Report of the Commission of Inquiry into Corrupt, Illegal or Undesirable Practices at Elections. Singapore: the Government Printing Office 1958, especially page 18, paragraph 35.

²LKY, speech in the Assembly, 16 July 1958.



Singapore residents queuing up with pails to collect water during water rationing from 1963 – 1964; a period of 10 months.

INTRODUCTION

Importance of Public Service

Good governance remains critical for both developing and developed countries. In a globalised world, governments are faced with increasingly complex and cross-cutting issues. Public service remains critical to national development and democratic stability; an efficient public service acts as a catalyst in the development of nations. Singapore's public service is regarded as one of the most disciplined bureaucracies in the world, and its contribution since independence to the success of Singapore is widely recognised.

However, Singapore's achievements over the past 50 years did not come easy. Against this backdrop, the provision of public services and infrastructure has taken on new dimensions. It is no longer sufficient for governments to formulate and implement policies in silos – the problems that face the public sector now require effective engagement of citizens, as well as an integrated and adaptable public service that can anticipate and rapidly respond to changes in the global environment. Today, Singapore's bureaucracy is renowned for being impartial, responsive and often innovative, always working for the betterment of the nation, with the public good at heart. The following sections detail Singapore's journey for water sustainability, to help provide a comprehensive picture of the workings of public service.

WATER SUSTAINABILITY





C A
S E

S T U
D Y

The lack of natural resources after Singapore achieved self-governance in 1959 was painfully obvious. An insufficient water supply for the population and the economy, as well as reliance on imported water, had always been one of Singapore's weaknesses.

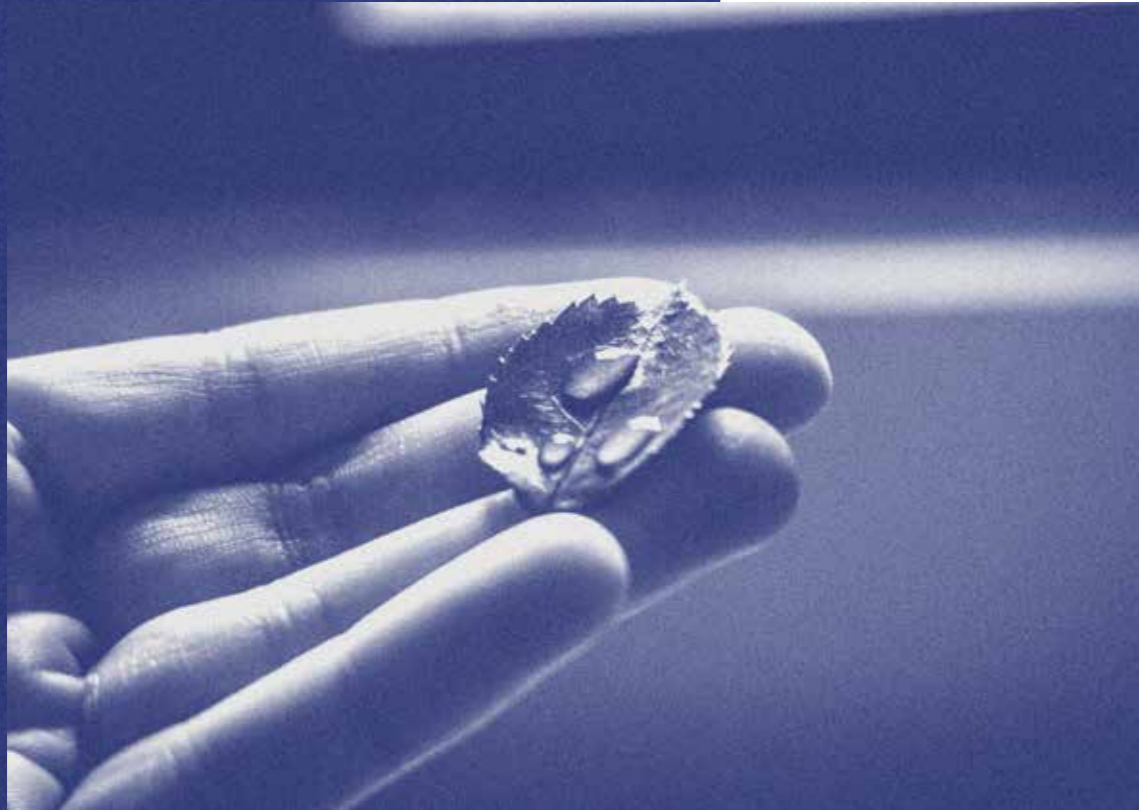
“Waking up to find no water running from your taps was the norm. Water access to your home would be cut for four days a week, six hours a stretch. Nobody showered; people wiped themselves with a wet towel occasionally and spent the rest of the day bathed in perspiration. There would be a furious rush to fill every available container in the house with water when the water supply comes back on.”

This was the reality as recalled by Lai Tuck Chong, a Singapore resident whom experienced the water rationing exercise in the 1960s. Back then, Singapore experienced a severe drought, forcing authorities to start a water rationing exercise that lasted more than 10 months.

Besides the issue of water supply, the lack of clean sanitation proved to be a barrier towards public health. People living in the slum areas were housed next to their pigsties and toilets, making people vulnerable to frequent outbreak of diseases³ like, cholera, polio, tuberculosis and malaria. There were neither household taps nor proper sewage systems. It became clear that the island nation needed a sustainable system of water management.

³The number of outbreaks for cholera, polio, tuberculosis and malaria for 1966 were 0, 10, 4163 and 216 respectively. In 1980, the numbers were 18, 0, 2710, and 200 respectively.

**VISION,
BOLDNESS
AND TENACITY –
QUALITIES
THAT
HELPED
SINGAPORE
ACHIEVE
SUSTAINABILITY
OF WATER**



STEPS TOWARDS WATER SUSTAINABILITY SINGAPORE'S WATER SUPPLY SYSTEM

Bigger countries often have larger resources of water, so they seldom know thirst on a national scale. This wasn't the case for Singapore. To counter this, the public agency in charge of water, the Public Utilities Board (PUB), drew up its water supply strategy, known as the Four National Taps. These were set out in the 1972 Water Master Plan:

the local catchment water, imported water, NEWater and desalinated water. PUB manages the whole water cycle as a system: the collection of rainwater from catchments, drains, canals and ponds for storage in reservoirs; the treatment and distribution of drinking water; an island-wide sewerage system which collects all used water for treatment; and the reclamation of used water to produce NEWater.

The development of NEWater, in particular, was a key innovation in Singapore's water sustainability strategy. The NEWater process recycles treated used water into ultra-clean, high-grade reclaimed water, using a combination of technologies including microfiltration, reverse osmosis, and ultraviolet disinfection. The process has taken years of testing and refining; today, there are five NEWater plants supplying up to 40 per cent of Singapore's water needs⁴, and by 2060, NEWater is expected to meet up to 55 per cent of Singapore's future needs.

Tan Gee Paw, one of the pioneering engineers and former Chairman of PUB, said, "Short-term planning will never work in areas like water. You've got to plan 50, 100 years ahead". It was a historic moment

⁴Statistics taken from PUB Corporate Brochure 2017

when the first NEWater plants opened in 2003, effectively closing the water loop. However, the work did not end there. PUB continues to ensure the sustainability of Singapore's water supply through the Deep Tunnel Sewerage System, which collects used water from every part of Singapore for efficient, large-scale water recycling. It also invests heavily in the research and development of water and environmental technologies through the WaterHub centre, a collaborative platform for water companies to innovate and tackle major water challenges on a global scale.

The commitment and participation of the community is pivotal in achieving a sustainable level of water consumption and managing the impact of water on the environment. To engage the community to value water, PUB launched the Active, Beautiful and Clean (ABC) Waters programme in April 2006. By beautifying drainage canals and reservoirs to draw members of the public closer to the water, the project sought to forge a stronger bond between the community and Singapore's water. PUB encouraged water conservation further through initiatives such as water pricing, water conservation measures, efficient water distribution and public education.



THE IMPORTANCE OF A FUTURE READY PUBLIC SERVICE

Effective public administration and the efficient delivery of public services play a critical role in the development of nations. A 2005 UN Report concluded that “no matter how organised and constitutional a government is, it would not get very far in the absence of public administration system capable of translating its broad political intentions, enforcing its laws and delivering services needed by the people.”⁵

Public services are what make the state visible and accessible to its people; they are citizens’ direct line to government. Countries are shaped by images and practices, and public service contributes to the creation of these images and practices. The Singapore public service is widely regarded as one of the most effective bureaucracies in the world, with a high standard of efficiency and accountability. According to the *World Economic Forum’s Global Competitiveness Report 2017-18*⁶, Singapore ranks first for public sector performance, and its public service excellence is considered a major contributor to Singapore’s success since independence.

5 United Nations, 2005, Public Administration and Development, Report of the Secretary General, A/60/114



The public sector plays a key role in the design and implementation of public policies, and it must demonstrate clear leadership and accountability to ensure the sustainability of its programmes.

The Singapore public service has undergone numerous transformations in response to changing context and national priorities. In the early years of independence, Singapore's public sector took on a greater role in national development due to the relative weakness of the private sector. From the start, the nation's founding father and first Prime Minister, Mr. Lee Kuan Yew highlighted the importance of attracting the right talent into the public service. The Singapore public service worked swiftly, with a sense of urgency and deep purpose, making the most of limited resources to meet Singapore's dire needs.

Over the years, Singapore's public service has evolved to find ways to improve to improve its effectiveness, becoming more efficient, systematic and thoughtful. The pioneer generation of people like Lai Tuck Chong have witnessed not only the physical transformation of the city, but also the institutional transformation of the public service. Continual reforms of the public service adopted best practices in recruitment, training and leadership; the result is that today the Singapore civil service is one of the most efficient and least corrupt in the world.⁷ As national challenges become more complex and intertwined, the public service needs to work collaboratively across different agencies. Policy development has traditionally been the remit of public service, but the involvement of citizens and residents in co-creating Singapore is becoming increasingly important, as governments need to strengthen people's sense of accountability, belonging, and shared ownership.

With the public sector, private sector, and civil society coming together to share ideas, tackle national problems together and deliver improved services to the community, Singapore can deliver more robust and sustainable outcomes to the challenges faced. The future will undoubtedly see further transformation to the Singapore public service. Yet, the core values and principles of integrity, service, excellence, meritocracy, clean government, pragmatism, a pioneering and indomitable spirit will continue to be the foundation of Singapore's public service well into the future.



⁶ Global Competitiveness Report 2017-2018. Singapore ranks first (out of 137 countries) worldwide for public sector performance, one of the categories of the Institutions pillar

⁷ Singapore is ranked sixth in the least corrupt country in the world, according to report by Transparency International's Corruption Perceptions Index 2017.

More information can be found in **Virtuous Cycles – The Singapore Public Service and National Development** at http://www.undp.org/content/dam/undp/library/capacity-development/English/Singapore%20Centre/VirtuousCycles_Singapore_UNDP-2011.pdf

Virtuous Cycles: The Singapore Public Service and National Development distills insights and derives lessons from Singapore's development that could be applied in different contexts. What are crucial and indispensable for success are committed and competent political leadership and bold national policies; strong institutions and an effective and clean bureaucracy; and most important, making the people the centre of development and reform processes.

Noeleen Heyzer,
Under-Secretary-General of the United Nations (2007-2015)



NO POVERTY

1

Philippines



Unheard and neglected, citizens struggled with extreme poverty_____

Despite recent economic growth, 21.6 per cent of Philippines' population still lives below the national poverty line. Filipinos face a multitude of challenging circumstances which have resulted in varying dimensions of poverty and inequality. Vulnerable groups, such as people with disabilities, lacked influence over the budget process, so programmes supporting them were limited. As a result, trust in the government was low, and vulnerable groups felt marginalised.

The lack of open participation in the budget process resulted in a mismatch between the demand and supply of public services. People who were most in need were not being heard, and had no sustainable means of escaping the poverty cycle.

Alleviating these circumstances became the focal point of government reforms, so that economic growth can be translated into inclusive and equitable long-term development. The government aimed to achieve this through policies that reduce the income disparity and provide universal access to basic government services.

Philippines

S

D

G





*Social
Welfare*

A bottom-up budget that welcomed citizen participation——

In order to address the needs of the most vulnerable more effectively, the government needed to fundamentally rethink its approach. This took the form of a budget reform process in 2012, called Bottom-up Budgeting (BuB). The innovative reform aimed to bring greater fiscal transparency and accountability in local governance, while promoting participatory governance at the local level.

As part of wider efforts to improve the quality and accessibility of basic social and infrastructure services, UNDP supported the Department of Social Welfare and Development in the implementation of the BuB, mobilising its regional teams to provide technical assistance and relevant support.

Under the BuB programme, local government units bring together government officials and representatives from civil society organisations to identify priority poverty-reduction projects within a predetermined budget ceiling. Projects are then consolidated into action plans which are passed on from regional teams to the relevant government agencies, for inclusion in the national budget.

By identifying local priorities for projects, the government and civil society organisations can respond to immediate and future needs as defined by the communities, and delivery poverty-reduction projects that resonate with them.

In Santo Nino, Cagayan, for example, local communities are heavily reliant on its agricultural sector. As such, the local government unit shifted resources towards its farming communities, identifying small-scale farmers and upgrading farming machineries in order to boost its agricultural output and economic prospects.

In the San Isidro Province of Isabela, local government officials and civil society organisations identified low-income individuals who were struggling to sustain a livelihood. Former drug users, for example, participated in livelihood programmes as beneficiaries and were given training and starter kits to develop new skills and seek a stable income.

Delivering effective support and winning the trust of citizens ——

With support from UNDP, the BuB programme has reached over 35,000 beneficiaries, delivering assistive devices (e.g. wheelchairs, hearing aids, prostheses), hygiene kits, food assistance, capacity building, ECCD materials, and sustainable livelihood programmes to 15 regions across the country.

Vilma Pacilan of Surigao City, overcame her gambling addiction with the help and support of the sustainable livelihood programme, which provided her with conditional cash transfers and pig-breeding.

In addition to changing the lives of individuals within the communities, the BUB programme has enhanced the capacity of local government agencies in delivering services to underserved sectors. The involvement of citizens in the budgeting process has enabled local government units to accurately identify areas which need the most support, and redirect resources so that local communities are able to feel the impact of government-funded programmes.

By listening to civil society, local governments not only delivered more effective support to the most vulnerable sectors of society, but also improved rapport with local communities and established greater trust among citizens.

A study by the Philippines Institute for Development Studies found that among civil society organisations which participated in the BUB programme, there was an improvement of around 40 to 50 per cent in perceptions of the quality of their participation in local governance.

Public services are most effective and efficient when they target the needs of the community as defined by the beneficiaries themselves. The participatory governance within the BuB programme empowers civil society organisations to make tangible changes, and allows everyone to play an active role in Philippines' development story. For the Philippines, the role of the public sector in alleviating poverty was not just changing a number, it was also about building capacities, strengthening communities, and empowering lives.



“I feel so blessed just being part of the project”, Vilma Pacilan shared, “I believe that this project will be a big help to my family. I am overly joyous seeing these pigs I am raising, [which] will provide us income in the future.”



GCPSE FOCUS AREA

NEW PUBLIC PASSION

Progress on the SDGs depends on civil servants in developing countries; they are a crucial variable in the performance of government and the outcomes that states are able to deliver.

New Public Passion, one of the approaches that the GCPSE uses to catalyse the building of effective, accountable and transparent public institutions, is of utmost importance in ensuring that officials feel motivated to serve their community.

More details on GCPSE's work on New Public Passion can be found on pages 168-169.

The Philippines' Bottom-up Budget is a shining example of the government moving away from New Public Management and embracing New Public Passion. The initiative exemplifies the country's proactive approach to addressing challenges faced by local communities, where local officials play a key role in decision making. By being directly involved in serving their community, local officials can derive a greater sense of satisfaction from their work.

Publications:

- Motivation of Public Service Officials (2014)
- The SDGs and New Public Passion (2015)
- From New Public Management to New Public Passion (2015)
- Public Service Motivation and the SDGs - An unacknowledged crisis? (2015)
- New Public Passion - Reflections from New Zealand on Public Service Reform (2016)



A young boy with a slight smile, looking towards the camera. He is wearing a white t-shirt. The background is a blurred school environment with wooden desks and a white wall. The entire image has a warm, golden-yellow color cast.

ZERO HUNGER

2

Uganda

Using modern weather technologies to address climate change and food security

Uganda



How weather changes affect Uganda's food security_____

In Uganda, nearly 80 per cent of the population is dependent on rain-fed agriculture, so unexpected changes in weather can be devastating.

For farmers in Uganda, knowing what weather is coming their way could be the difference between making a profit on a bumper harvest and struggling to put food on the table. Without reliable weather reports, farmers face high risks.

“When I was growing up, I was accustomed to two rainy seasons... Every year, as if scheduled, the rainy seasons would start and stop on time. This made it easy for farmers to know when to plant, when to harvest and when to send produce to the market without having to rely on climatic information. However, as years went by, traditional weather patterns turned on their head. The certainty that farmers had become used to disappeared.” said Christine Akello, a farmer from Lira, in Northern Uganda.

“During the rainy season, we know what we are going to plant and what method we are going to use. But last season, the rain was too much, water flooded the garden and destroyed everything”, added Haruna Masaba, a farmer from Nakhabago Village, Elgon Region in Eastern Uganda.

In March 2017, a prolonged drought severely affected most of Uganda, causing food insecurity in rural areas. The government had to supply emergency food relief to several rural districts in both Eastern and Western Uganda to address it. A National Food Security Assessment Report revealed that the number of food-insecure Ugandans increased to 11.4 million (approximately 30 per cent of Uganda's total population) in that month alone.

The lack of accurate weather forecasts poses a great challenge, not just to Uganda, but also to countries across Africa. Between 25 and 40 per cent of the agricultural output in Africa is lost due to poor harvesting. This could increase further if global warming continues at the current rate, and sub-Saharan Africa could experience a 22 per cent drop in crop production levels by 2050.

This has significant implications for food security in Uganda and across the region. There is an urgent need for better weather forecasting and information services to mitigate the effects of natural disasters, as well as improve food security for local communities in the long term.

Active leadership that drove transformation of infrastructure and information services

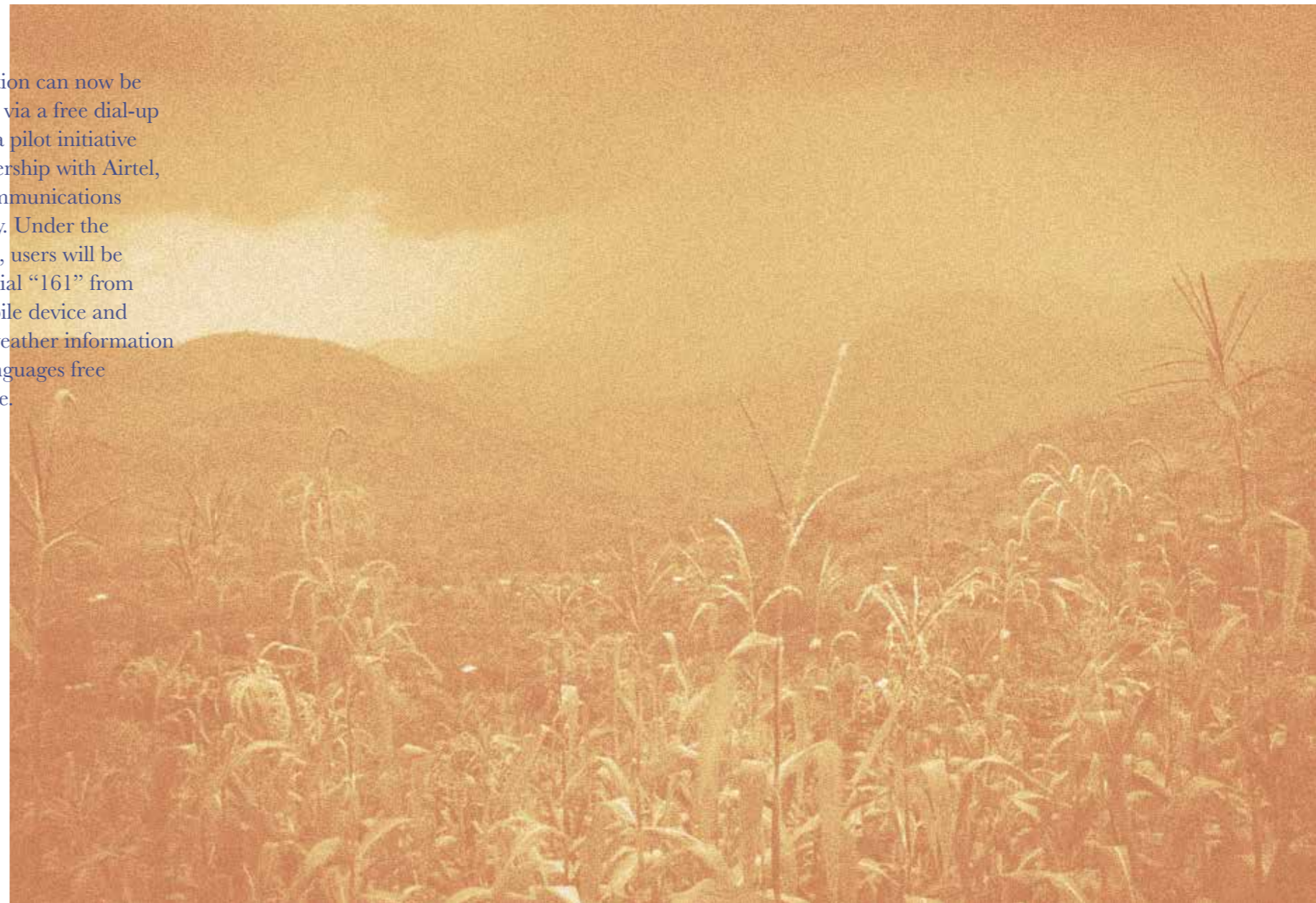
As part of efforts to build long-term solutions for food security and climate resilience, the Government of Uganda is taking bold steps to modernise its National Hydro-Meteorological Services to provide accurate, timely and reliable weather information. This started with the formation of the Uganda National Meteorological Authority (UNMA) in 2012. Since then, the Authority has taken steps to install and upgrade weather monitoring infrastructure across the country.

Since 2014, UNMA has been working with UNDP through the Strengthening Climate Information and Early Warning Systems project to improve its weather infrastructure and policies. Through the project, funded by

the Global Environment Facility's Least Developed Countries Fund, over 20 per cent of the weather monitoring systems in the country have been upgraded. In addition, 20 ground automatic weather stations and an automatic message switching system have been set up to link weather information to the regional hub in Nairobi, Kenya. The project has also provided professional training for the UNMA staff to deliver long-term sustainability and maintenance of the weather monitoring systems.

In collaboration with other government agencies and non-state actors, weather alerts have been provided to the public via radio, television and telephone messages. Reliable weather

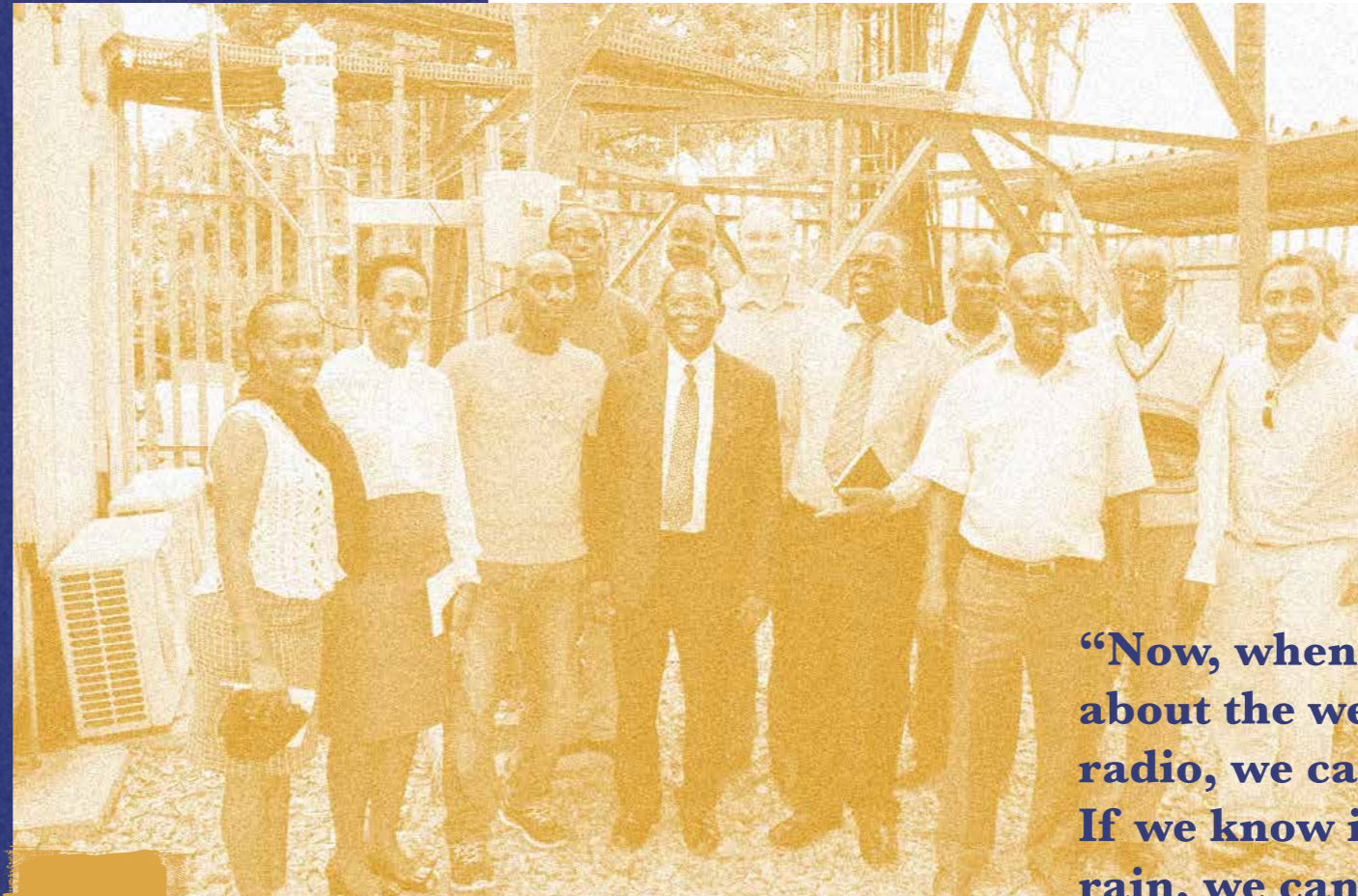
information can now be accessed via a free dial-up service, a pilot initiative in partnership with Airtel, a telecommunications company. Under the initiative, users will be able to dial "161" from any mobile device and obtain weather information in six languages free of charge.



Bringing about long-lasting food security and economic growth to Uganda

Through new technologies and partnerships, the Government has created an extensive weather monitoring system that will reach even the most remote farming communities. With these systems in place, farmers can now access valuable weather information that can help them adapt to climate changes through early planning.

Farmers like Mr. Masaba and Ms. Akella can receive real-time information and improve crop forecasts, increasing the resilience of communities to climate shocks and improving food security.

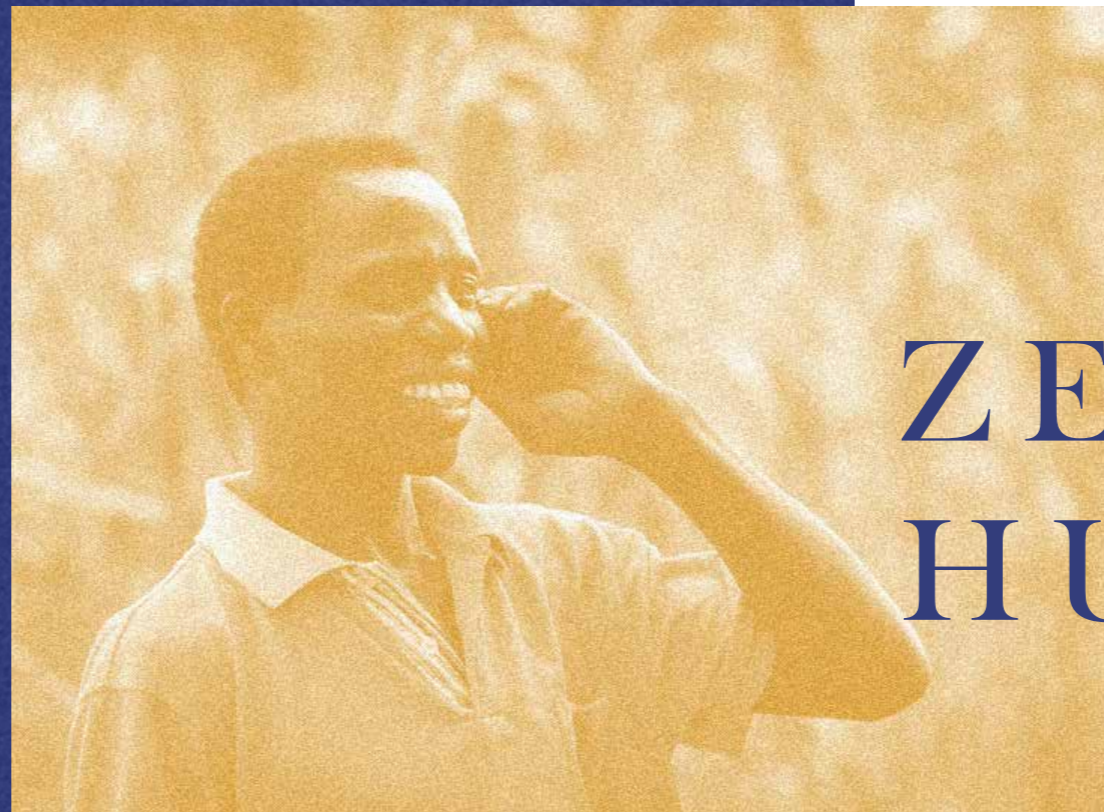


“Now, when we get news about the weather on the radio, we can make a plan. If we know it is going to rain, we can dig a trench so that water can pass through without destroying our plants,” said Mr. Masaba.

The new weather monitoring systems have translated into saving lives, building better livelihoods for smallholder farmers, and enabling climate-smart decisions. This has boosted Uganda's agricultural productivity, and is driving economic development.

The public sector plays a key role in ensuring that all people have access to sufficient and nutritious food year-round. By investing in infrastructure and technology, it can ensure that farmers are equipped with the information and skills needed to boost agricultural productivity, and ultimately end extreme hunger.

UNMA's services are a clear demonstration that reducing, and ultimately eliminating hunger will require innovative, practical, and sustainable solutions.



ZERO HUNGER

GOOD HEALTH
AND WELL-BEING

3

Libya



S

D

G

3

Two destructive wars left Libya void of crucial medical services _____

During the Libyan uprising in 2011, a medical physicist decided to remain in his conflict-ridden city to provide continued care to his patients. Despite all the challenges his country has faced, Dr. Hussein Alfaituri, has been working at the Benghazi Radiotherapy Centre for over 10 years.

“It was a difficult time. Many people were leaving because they were afraid. But radiotherapy requires continuous and ongoing treatment, and we couldn’t leave our patients,” he explains.

In 2014, a second civil war broke out in Libya. Benghazi suffered another round of heavy bombardment and war damage, which pushed more than 100,000 people to flee their homes. Most of the clinics and hospitals located in areas affected by the conflict had to be completely shut down as they threatened the lives of both patients and doctors. Even when the security conditions improved, the centres themselves were in desperate need for renovation from all the damage sustained by the missiles and bullets.

Today, Libya’s political system remains fragmented. Delivery of basic services such

as power, water, health and sanitation has, in many instances, failed. Hospitals and clinics have been struggling to cope, with some 17.5 per cent of them closed, and the rest functioning at a fraction of their former capacity.

The Benghazi Radiotherapy Centre was the only hospital in eastern Libya that offered specialised treatment for cancer patients. In 2014, the 500 patients who depended on treatment were either forced to continue it abroad or stop it altogether. Radiotherapy equipment could not be accessed and patients were left without treatment.

The hospital remained closed until late 2016 and Dr. Hussein was one of the first people to enter the building after it became accessible again.

“Missiles had fallen on the building, destroying many offices and treatment areas. The electrical system was damaged, and the furniture was ruined. A lot of equipment was stolen,” he recalls. “We were devastated.”



Rebuilding infrastructure and upgrading facilities

Determined to reopen and begin treating patients again, the hospital management sought the help of the Stabilization Facility for Libya, implemented by UNDP with support from the international community.⁸ Launched in April 2016, the Facility aims to fill key gaps between humanitarian relief

and sustainable and democratic development by rehabilitating critical infrastructure, boosting the capacity of local authorities to address the needs of the population, and enhancing local mediation and conflict resolution capacities.

At the radiotherapy hospital, damaged sections were repaired and painted, the electrical system rehabilitated, and the medicine storage, mechanical room and heating and ventilation system were renovated. UNDP also repaired and upgraded the linear accelerator machine, which had been damaged and looted during the conflict. This high-tech machine, used to deliver radiotherapy, is the only one of its kind in eastern Libya.

“There are no private clinics that can provide the treatment that we deliver, and it’s very expensive to receive radiotherapy treatment abroad,” says Dr. Awad, a colleague of Dr. Hussein at the centre. “The medical staff had been really frustrated at being unable to assist patients. Now we have a proper place to do our work,” he adds.

⁸ It also received support from the Governments of Germany, United States of America, European Union, United Kingdom, Italy, Norway, The Netherlands, France, Republic of Korea, Denmark, Japan, Canada, and Switzerland

GOOD HEALTH AND WELL-BEING

Saving lives and renewing hope, one step at a time

The Centre now operates at about 80 per cent of capacity and treats 45 cases a day, mostly breast, head, neck, and brain cancer. The hospital will also offer diagnostic services such as CT scans and MRIs.

The Stabilization Facility for Libya will continue to support the hospital, as well as other establishments throughout Libya, by installing solar energy systems, providing supplies such as ambulances, garbage trucks, fire engines, generators and computers for schools and government offices, which will benefit more than one million individuals.

“Our aim is that our patients can enjoy safer and happier lives. We recently treated a woman who was unable to talk due to a tumour in her tongue,” Dr. Hussein recalls. “After she received treatment at

the Radiotherapy Centre, it was very emotional for us to see how thrilled she was to be able to talk again.”

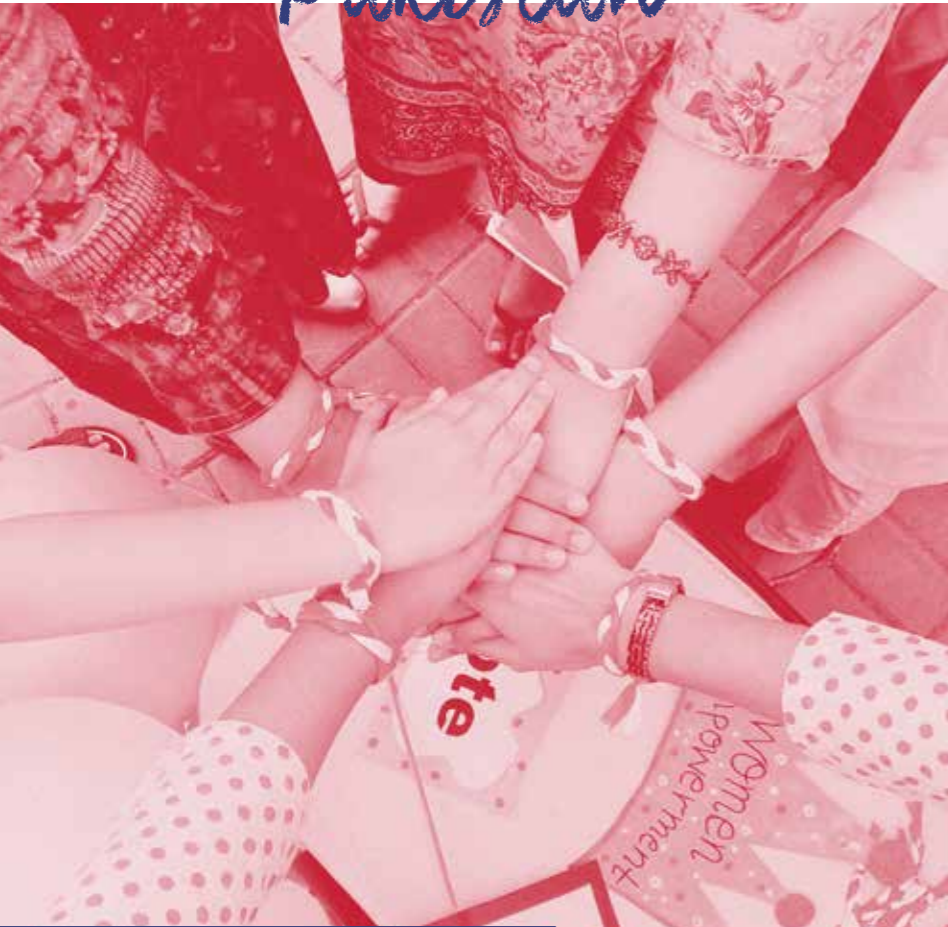
Stabilizing the situation in Libya and maintaining public confidence in an evolving peace process requires the delivery of public services that Libyans need and expect. This includes access to basic services including health, education, water, and electricity. The public sector plays a key role in ensuring the provision of basic health services for the population, including health financing, and the recruitment and training of health workers. UNDP’s support to the Benghazi Radiotherapy Centre is changing reality for thousands of patients. It is with healthcare systems in place that doctors and citizens alike can look towards a stable future for Libya, and people can rebuild their lives.

QUALITY EDUCATION

4

Pakistan

Pakistan



S

D

4

G

For young girls in Pakistan, going to school was a distant dream _____

Going to school and receiving a good quality education was a distant dream for seven-year-old Momina, and most young girls, in the Federally Administered Tribal Areas (FATA) of Pakistan. Years of civil strife had left the area devastated, with few buildings left standing.

With a poverty rate of 52.3 per cent, FATA has some of the lowest development indicators across the country.

Gross and net enrolment rates for primary education are significantly lower than neighbouring provinces, with a literacy rate of 12.7 per cent for girls.

During the conflict, many families were forced to flee to neighbouring provinces, where they struggled to make ends meet. It was only when peace returned to FATA years later that Momina and her family were able to return home and rebuild their lives. Momina was keen to go back to

school, determined to pursue a career and support her family. In Momina's home of Shinwan Jalal Khel, a remote village in South Waziristan, the only school building in the village was crumbling. Despite its precarious conditions, however, Momina and the village's children continued to study in the Government Primary School (GPS) of Shimwan Jalal Khel.

"The school walls were damaged and one could clearly see cracks forming on walls. It was certainly not safe for children to be sitting inside all day. During monsoon season, when it rained, water seeped in from cracked walls and ceilings," said Noor Salam, a teacher at GPS Shimwan Jalal Khel.

He added, "It gets unbearably cold during winters in our village, [and] using floor mats to sit on all day was especially intolerable for these children. Giving them furniture was essential to ensure better conditions and an increase in attendance".

Gross and net enrolment rates for primary education are significantly lower than neighbouring provinces, with a literacy rate of 12.7 per cent for girls.



Building a new foundation _____

The Directorate of Education in FATA worked with GPS Shimwan to rebuild the school at a total cost of 2.3 million Pakistani rupees. The school building was rehabilitated and two new classrooms were constructed. A boundary wall was constructed and water and electricity supplies were set up to ensure better conditions and a quality education for the young students of Shimwan Jalal Khel village.

With the infrastructure in place, UNDP supported the Directorate of Education in managing the school. Government officials were trained to support the restoration of education services, and teachers were trained in pedagogy. Community members were also trained to take on responsibilities such as supervising the construction, monitoring students' and teachers' attendance, and reaching out to children in the area for enrolment.

By providing a safe and secure environment for children to study in, the Directorate of Education in FATA and UNDP hope that children like Momina are afforded the right to a quality education. UNDP continues to work with the FATA Secretariat, Government of Pakistan, and USAID to rehabilitate 300 schools across the region, which will benefit approximately 42,000 children.

Empowered by education, children of Pakistan look towards brighter futures_____



“We can finally rest knowing that the school building is safe for the children. We have seen an increase in enrolment from 50 to 89 students. Teaching and learning, both have become less difficult. With an electric supply and furniture, both summers and winters will become more bearable,” said Noor Salem.

Momina can now envisage a new life for herself, her family, and her village. Children like Momina hold the future of the region, and will be the main drivers of economic, social, and political change in FATA. As such, it is critical that they have access to quality education.

For children living in poverty and conflict zones, obtaining a quality education can be difficult, but it is certainly not impossible. The public sector plays a key role in rebuilding communities and shaping the future of young children like Momina. This includes building and upgrading education facilities that provide safe, inclusive, and effective learning environments for all, and ensuring that youth are equipped with relevant skills, including technical and vocational skills for future employment.

Making education available to all children, particularly those in marginalised communities, is critical. Education is one of the most powerful and proven vehicles for sustainable development. By achieving inclusive and quality education for all, the public sector can empower a new generation with the knowledge and skills needed to pursue their goals, and ultimately transform the economy and society.



GENDER EQUALITY

5

India

India

S

D

G

5

Lacking access to information, young girls in India faced uncertain futures

At 18 years old, Anjana is on the cusp of completing her school education in Mangolpuri, an industrial neighbourhood in the northwest of Delhi. In a country where girls drop out of school at a far higher rate than boys, it has not been an easy journey for Anjana.

Anjana now approaches the critical juncture in her transition from education to work. Her mother, a homemaker, and her father, a supervisor at a local manufacturer, are not well-placed to guide her. With early marriage looming over her head, Anjana's future looks uncertain.

"I had no motivation, no clue about my future because I didn't have much information about various career options available. My parents were also not convinced for my higher education and had started thinking about my marriage as soon as I complete school..." she said.

Anjana is not the only young woman in this predicament. 85 per cent of the 500,000 students surveyed for the India Skills Report 2018 said that they are not equipped to make decisions about their

future. In rural India, 67 per cent of girls who are graduates do not work.

Tens of thousands of young women like Anjana are held back from participating in the workforce in meaningful ways due to factors such as a lack of access to formal and systematic information about prospective careers. Female labour force participation rates have been steadily declining in India, with a 10 per cent fall between 2005 and 2010.

"I had no motivation, no clue about my future because I didn't have much information about various career options available. My parents were also not convinced by my higher education and had started thinking about my marriage as soon as I complete school..." she said.

Unlocking the economic potential of young women through the Disha project

Women face uncondusive environments – at home, at the workplace, and in society – that prevent them from accessing information and seizing opportunities to improve their lives. However, this can change with the right support systems in place. Young women like Anjana are key catalysts for change, and stand to unlock a significant amount of economic potential.

In this spirit, IKEA Foundation, the India Development Foundation and UNDP developed the Disha project, which aims to empower one million young women and address issues disproportionately affecting them. By providing underprivileged Indian women with skills training and employment opportunities, the project helps young women actualise their full potential, and create a sustainable future for their families.

The Disha project brings together key stakeholders in government, business and civil society to develop a holistic approach to women empowerment. It tests and scales models that respond to women's needs and aspirations, while balancing the expectations of an evolving jobs market.



In Delhi, the Disha project collaborated with the Directorate of Education (DoE) to support young women like Anjana during the critical juncture of their education-to-work transition. Recognising schools as a strategic point for intervention, the partnership worked to bridge critical information gaps for grade 10-12 students, especially girls, by providing career guidance and counselling services.

This included psychometric tests and one-to-one career counselling from professionally trained counsellors, as well as an online platform to provide students with instant access to information on higher education, skills training, and employment options.⁹

Over 400,000 students participated in the project, and Anjana was one of them.

⁹ The psychometric tests were designed and administered in partnership with iDreamCareer, and counsellor services and training were provided by the Central Square Foundation.

Empowering young women with new knowledge and new opportunities

For young women, like Anjana, who lacked reliable sources of information and guidance, the programme struck a chord. Two months after the career assessment tests were conducted across schools in Delhi, each student receives a unique individual 16-page report on their aptitude, personality, and interest, and commenced one-on-one counselling.

For the first time, Anjana was able to talk to a trusted source of information. Her report revealed that she has high creative potential that would be best suited for jobs involving social interactions. She now plans to attend beauty courses at the nearest Pradhan Mantri Kaushal Vikas Yojana Skill Centre, and eventually pursue a university education.

With a better understanding of her strengths, Anjana can now pursue new employment opportunities best suited to her, and make meaningful contributions that will bring financial stability to her and her family in the long term.

“I felt confident as now I can convince my parents to let me attend further studies. They agreed after seeing the clarity I have

regarding my interest, and knowing how to pursue it,” Anjana shared.

The leadership and foresight of the DoE has empowered Anjana and thousands of young women like her, by equipping them with the knowledge to make informed life decisions, and inspiring them to pursue their own career with a sense of agency and purpose. In the long run, such programmes will make a real difference, not only to individuals, but to India's overall economic development.



GCPSE FOCUS AREA

THE EMPOWERED FUTURES INITIATIVE

The future is still in the making and can be actively influenced or even created. Applications of strategic foresight have great potential for developing countries in achieving SDGs. These practices can be broadly categorised into the following:

- **Visionary foresight** creates empowering visions and goals in a rapidly transforming world
- **Strategic foresight** identifies strategic opportunities that can accelerate the achievement of a desired future
- **Adaptive foresight** strengthens the resilience of policies, and
- **Creative foresight** innovates public services, leveraging technology, collective intelligence and active citizens' engagement.

More details on GCPSE's work on strategic foresight and alternative futures can be found on pages 170-171.

By identifying critical information gaps and working towards bridging them by providing girls with career guidance and counselling services, India's Directorate of Education (DoE) clearly demonstrated strategic foresight. The career guidance helped girls understand their strengths and showed them ways that they could contribute to society, which in turn would push India towards achieving other SDGs.

The Disha Project exercises strategic and creative foresight to help young women reach their full potential and create a sustainable future for themselves and their families.

Publications:

- Foresight as a Strategic Long-Term Planning Tool for Developing Countries (2014)
- Stewardship of the Future - Using Foresight in 21st Century Governance (2015)
- Foresight – The Manual (2015)
- Africa and Foresight: Better Futures in Development (2017)
- Foresight Manual - Empowered Futures for the 2030 Agenda (2018)



CLEAN WATER AND
SANITATION

6

Costa Rica

Costa Rica



S

D

G

6

The rise of a community leader

“If there is no water, there is no life. For me: working for water means supporting the development of my people,” said Mr. Catalino Carrillo, Huaca’s water community leader.

67-year-old Mr. Catalino Carrillo is better known as the water sentinel in his small rural town of Huacas, Hojancha in Guanacaste, Costa Rica. He has dedicated his entire life to public service where he protects water resources and maintains the supply to his community.

Despite national efforts to provide safe drinking water, 30 per cent of Huacas’ population still lacked access to quality drinking water. They relied on getting water from informal aqueducts or artisan wells, which were vulnerable to climate changes and put them at risk of water-borne diseases.

Access to safe drinking water has been the community’s dream since the 1960s.

Following several fundraising attempts, the town was able to buy the necessary construction materials to build basic water infrastructure. Rural Associations of Water Supply and Sanitation (ASADAs), made up of local community members, worked together to supply water to the first 30 families. In 1988, Catalino decided to start working to improve and expand the water network.

Today, Catalino is the secretary to the Board of Directors of the Huacas' ASADA. Every day, he keeps the aqueduct in good condition and promotes rational use of water resources. He ensures that all people have daily access to water, monitors the pumping and disinfection system, repairs any damages, and oversees installation of new connections. As a result of his work, the aqueduct has 178 connections that supply drinking water to more than 600 individuals, allowing them to fulfil their basic needs and develop their town.

Sharing Huacas' progress with Barrio Los Angeles

The Huacas community has achieved a relevant expertise in water management. As a result, the neighbouring community of Barrio Los Angeles requested for their assistance in improving access to safe drinking water, as they had been collecting from an aqueduct in deplorable conditions that affected their quality of life.



Huacas agreed to share their network with Barrio Los Angeles, but a lack of financial resources made this a huge challenge.

The governing body of water resource in Costa Rica, the Instituto Costarricense de Acueductos y Alcantarillados (AyA), leads a project, ASADAs Strengthening, with support from UNDP and the Global Environment Facility. The project aims to improve water supply and promote sustainable water practices using community-based measures in response to climate change. In this context, Huacas' ASADA received support from the project, including the rehabilitation of a water well, the installation of a pumping system, the construction of a protection stand, and the renewal of pipes. With these improvements, Huacas can provide access to clean water to 200 users in Barrio Los Angeles, and move closer towards achieving clean water for the region.

Catalino said, “For me, the most important goal is that my people are happy receiving good quality water. This in turn, helps my town and its development, if there is no water there is no life. I always work with kindness and love, many times I have worked ad honorem and I always do it pleasantly so that all can have access to safe drinking water.”



The job continues

As a good sentinel, Catalino understands that the job is not yet done because various communities in the vicinity still lack access to quality drinking water. Seeing himself working for years to come, Catalino wants the neighboring town of Pita Rayada to become part of Huacas' ASADA. This town suffered infrastructural damages on their aqueduct system after Tropical Storm Nate in October 2017.

By the end of 2018, it is estimated that Huacas' ASADA will serve nearly 1000 individuals, a 50 per cent increase to the population that has access to safe drinking water thanks to community leaders like Catalino.

He proudly claims that there is not a single person in his community that has had a water shortage for more than one hour and that the 80 residential water metres given by the ASADAs Strengthening project, will be of great aid and support to people.

“Everyone is really motivated and happy, and wishing the new hydrometers to be installed! It is a lovely town and each of us is eager to start the UNDP project. Here we keep fighting to avoid water scarcity, because water is the most precious gift that we have,” claims Catalino.

The ASADAs model demonstrates how the public sector can work effectively with local communities to ensure universal access to safe and affordable drinking water. A participative community water management system encourages local action and builds stronger relationships between the public sector and the communities. This helps to provide adequate infrastructure for safe and sustainable water supply systems, promotes communities' ownership of their water story, and empowers them to help their neighbours.





AFFORDABLE AND
CLEAN ENERGY

7

Papua New Guinea

Papua New Guinea



Photo Credits: Alice Plate/UNDP

S

D

G

Lacking access to peace building

The Autonomous Region of Bougainville lies to the east of mainland Papua New Guinea. Straddling the Pacific Ocean and the Solomon Sea, it sits just six degrees south of the Equator, and experiences sweltering heat all year round.

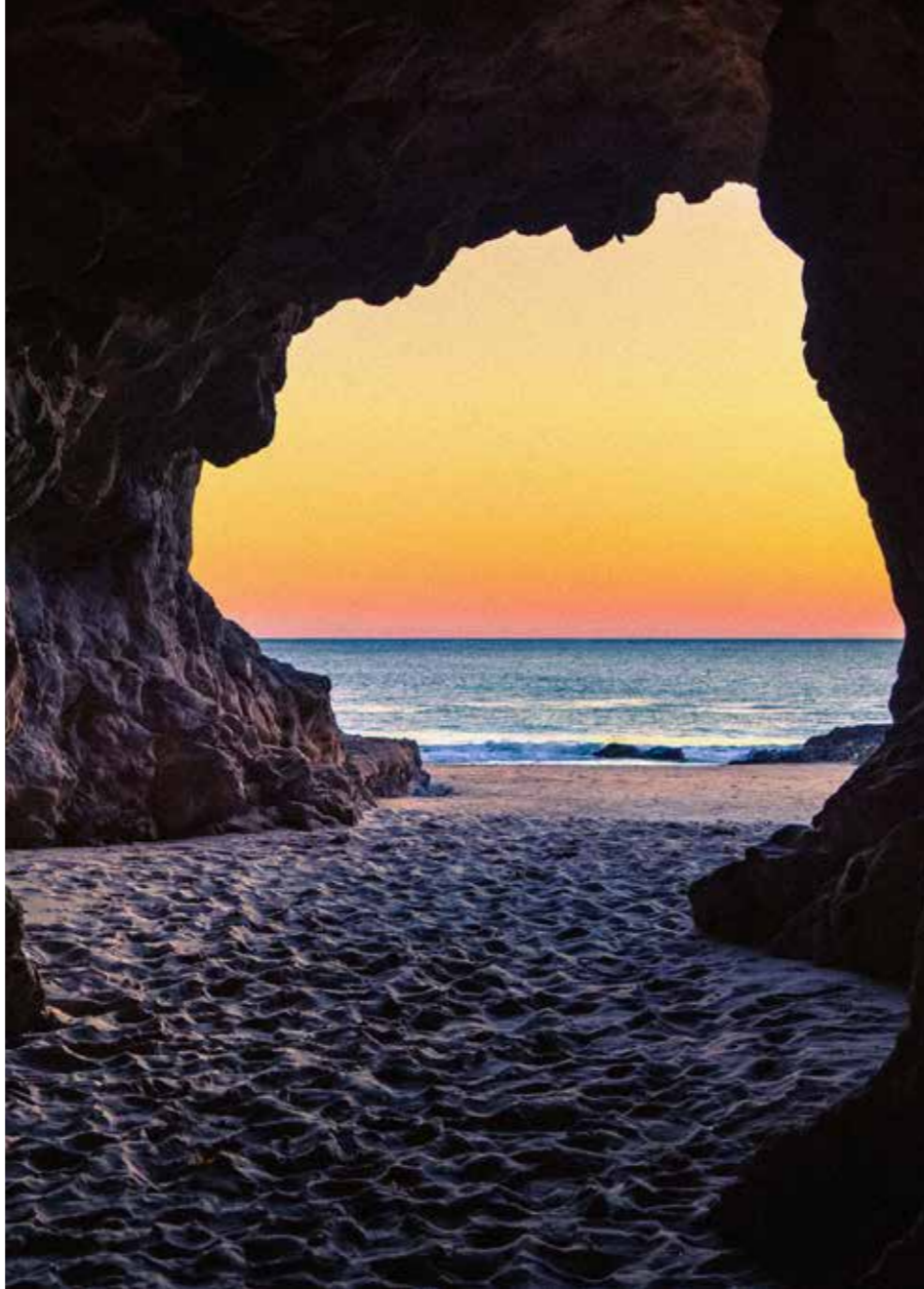
Bougainville consists of a group of islands with approximately 300,000 inhabitants. Following a near decade-long of civil conflict that began in the late 1980s, economic destruction was extensive, and continues to have a profound impact on the daily lives of the local population.

Today, over 70 per cent of the population do not have access to electricity, with the majority relying on wood, charcoal and animal waste for cooking and heating. These figures are staggering, but sadly remain the norm for many who live in rural communities throughout Papua New Guinea.

In 2001, the National Government of Papua New Guinea (GoPNG) and key figures in Bougainville signed the Bougainville Peace Agreement (BPA) in the hope of restoring peace and development in the region.¹⁰

As part of the BPA, citizens of Bougainville will participate in a referendum in 2019 to decide the Autonomous Bougainville Government (ABG)'s independence. Without access to electricity, however, many of Bougainville's residents lack access to information around the referendum, unsure of what it entails or when it would happen.

It became clear that the lack of basic services such as electricity was impeding not only daily activities, but fundamental access to public information and their abilities to fully exercise their voting rights. ABG's leaders saw the need to keep Bougainvilleans informed in the lead up to the referendum, while also leveraging innovative ways to provide affordable and clean energy for all.



¹⁰The Bougainville Peace Agreement (BPA) was signed by Bougainville leaders and the National Government leaders to find lasting peace and a political settlement for the people of Bougainville. The BPA calls for Bougainville to have its own constitution and further, for a Bougainville constitution that recognises the sovereignty of Papua New Guinea and the Papua New Guinea Constitution.

Harnessing the heat of the sun to disseminate information

In line with this, the ABG saw the need to explore alternate sources of power over fossil powered sources of energy, to mitigate the harmful effects of climate change.

With the support of UNDP and its Peace Building in Bougainville project, ABG installed three solar-powered, electronic billboards in three central towns of Bougainville.

These solar powered billboards showcase videos and key messages to raise awareness of the referendum to the people of ABG, equipping them with the knowledge needed to make an informed decision in the lead up to the referendum. Authorities are also able to engage with citizens through announcements on the billboards, and encourage citizen participation.

The billboards are also located next to newly established Community Information Centres that act as a one-stop centre for visitors to learn about ABG, GoPNG, the referendum, and the implementation of the BPA. The solution promotes the adoption of clean and renewable sources of energy, while ensuring the population is better prepared for the referendum.

James Tanis, former President of the ABG and a key figure in the 2001 Peace Agreement expressed his confidence that the government would be able to work with UNDP to “use clean and green solutions to power our work... [and] overcome the challenges we faced in regard to electricity access, while... contributing to wider endeavours such as the Sustainable Development Goals”.

Towards a future of peace and sustainability



Photo Credits: Nick Turner (UNDP)

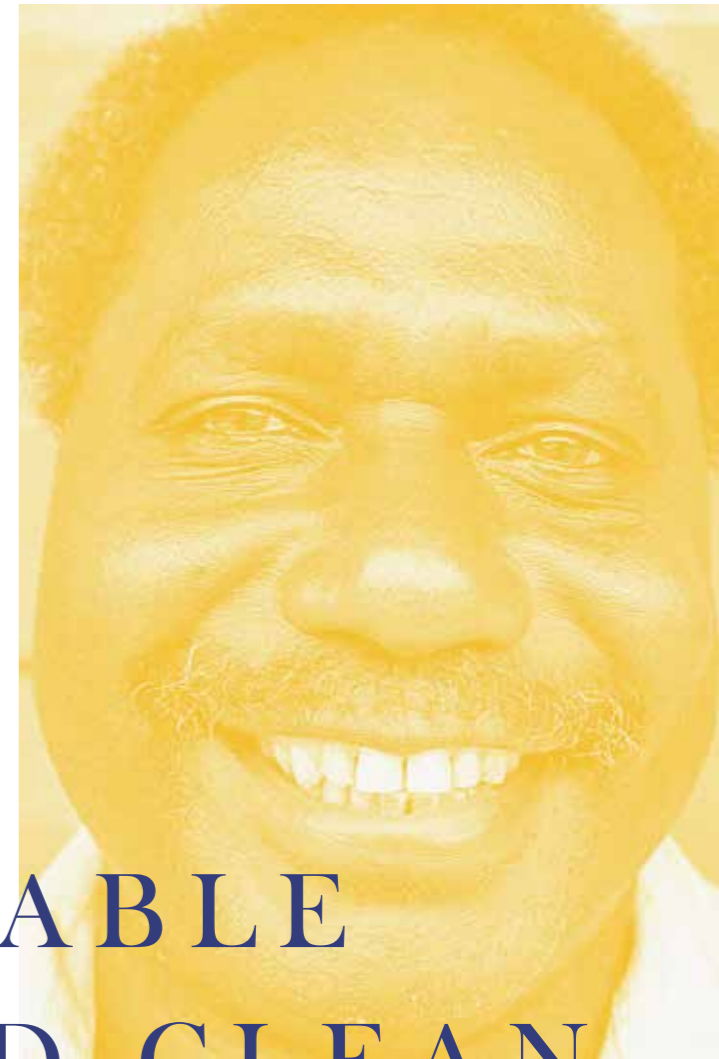
“The ABG are, without doubt, demonstrating great innovation in Papua New Guinea with regards to ensuring that the Sustainable Development Goals lie at the heart of numerous pieces of policy and decision making,” says UNDP Peace Building Fund Project Coordinator, Lawrence Bassie. “With the solar-powered billboards, not only are we seeing important messages being broadcast, they’re also showing what can be done through the use of a renewable green energy source”.

The hope is that these billboards will inspire communities in Bougainville to harness solar energy to address multiple social needs, and make the shift towards a clean and green future on their own.

No one knows what the future will bring for Bougainville, but the hope is that these solar-powered billboards will provide each citizen with the knowledge to make an informed decision at the referendum and contribute to their society’s democratic process. This would enable them to heal the wounds of civil war and rebuild their society in a sustainable way, by leveraging sources of renewable energy.

Through the use of a renewable and green energy source, more citizens will be granted access to electricity that will aid them in their daily activities. The public sector plays a key role in expanding infrastructure and upgrading technology to provide clean energy in all developing countries. This will be critical for encouraging growth, helping the environment, and ultimately maintaining peace through sustainable means.

Photo Credits: Nick Turner (UNDP)



AFFORDABLE AND CLEAN ENERGY

A man with a mustache, wearing a white thobe and a white headscarf with a gold border, is shown in profile, looking down at a branch of a coffee plant. He is holding the branch with both hands, and the plant is covered in small, dark coffee cherries. The background is a blurred field of coffee plants. The entire image has a reddish-pink tint.

DECENT WORK AND
ECONOMIC GROWTH

8

Yemen

Yemen



S

D

G

Without skills and funding, youth in Yemen struggled to sustain themselves

In Yemen, the protracted conflict since March 2015 has exacerbated already dire humanitarian and economic conditions in the country, leaving millions of vulnerable Yemenis in need of urgent assistance. An alarming 17.8 million Yemenis, which make up 64.5 per cent of the population, lack access to sufficient, nutritious food, making it one of the world's largest food security crises.

At 24, Otrah, a young woman living in Yemen, has already gone through significant hardships. After her husband lost his job during the ongoing Yemen crisis, they lived from hand to mouth, faced with extreme poverty and no income opportunities.

Otrah knew she had to find a solution; as a child, she had learnt the skills of bee-keeping from her father, who owned a hives farm. Despite the crisis, the honey market continued to thrive, and Otrah seized the opportunity to bring in money to feed her family.

Without any business skills or capital, however, starting a bee-keeping farm was close to impossible. In Yemen, the unemployment rate among youth is high, at 30.1 per cent. Due to a lack of structural support from micro-financial institutions, young entrepreneurs are unable to obtain loans and seek income to sustain themselves through the ongoing crisis.

In Yemen, the unemployment rate among youth is high, at 30.1 per cent.



Making a beeline for success

The Enhanced Rural Resilience in Yemen Programme (ERRY) is a joint initiative between UNDP, FAO, ILO, and WFP to enhance the resilience and self-reliance of crisis-affected rural communities in Yemen. It was developed and implemented in coordination with the government, and adopts a coordinated approach to build community resilience and stability by working with development partners in areas such as local governance and economic resourcing.

It focuses on supporting the most vulnerable groups in society, including women, youth, the unemployed, the Muhamasheen, and internally displaced persons, in areas such as Abyan, Hajjah, Hudaydah, and Lahj Governorates.

Under the programme, UNDP worked with local implementing partners to apply the 3x6 approach to support the creation of sustainable livelihoods in Yemen. The approach takes place in three phases: stabilisation, transition, and sustainability, and involves six steps: engaging, generating income, saving, joint venturing, investing, and accessing markets. In Yemen, individuals were provided with grants, skills training and resources, so that they could build micro-businesses to address

both their immediate and long-term needs in a crisis context.

Otrah was one of the participants supported under the 3x6 approach through the Sustainable Development Fund. She received a grant and business skills training to start her bee-keeping business. She started her project with 16 bee hives provided by ERRY, and received training in developing business plans and marketing concepts. In less than a year, her business has grown to 30 hives, and she now earns an annual revenue of 600,000 YR.

There are many women in Yemen who, like Otrah, want to generate a stable income to feed their family. The programme facilitates financial independence and empowers individuals to overcome the shocks and stresses of the ongoing crisis. At the same time, individuals make meaningful contributions to society, including rebuilding facilities and contributing to local economic recovery.



DECENT WORK AND ECONOMIC GROWTH

Over 2,300 youths, including Otrah, have been engaged in the 3x6 programme, with over 70,000 employment days created.



Redefining roles and kick-starting the economy

514 micro-businesses, worth \$1.19 million in value, have been established. In addition, 22,000 individuals have indirectly benefited from the rehabilitation of water wells, roads, and irrigation channels.

On an individual level, the programme has certainly changed the lives of its participants. “With this money, I can manage to provide life’s basic needs for myself and my family... if you want to ask me how this turning point has positively impacted our lives, then you simply need to see how my little two kids have become happier and healthier,” Otrah shared.

On a broader level, the programme has created new business opportunities that promote inclusive, sustainable economic growth, as well as re-shape the role of women in Yemen. It uses participatory and conflict-sensitive tools to mobilise groups that are most affected by the conflict, allowing them to contribute directly to Yemen’s economic recovery. As a result, communities are better equipped to manage local risks and shocks, through increased economic independence and enhanced social cohesion.

When shaping local economic development strategies, it is crucial that

the public sector integrates social factors into the local economic agenda. They help to reduce disparities, foster social cohesion, general local business opportunities, and include all communities in public decision-making processes. The involvement of the community in rebuilding facilities means that institutions are also more responsive, accountable, and effective in delivering services and meeting community-identified needs.

By promoting development-oriented policies that support entrepreneurship and the growth of micro-, small- and medium-sized enterprises, including access to financial services, the public sector plays a key role in unlocking economic potential and obtaining full and productive employment for all. The full participation of women and men in the public and private spheres is essential to generating new economic opportunities, and achieving sustainable development outcomes for all.

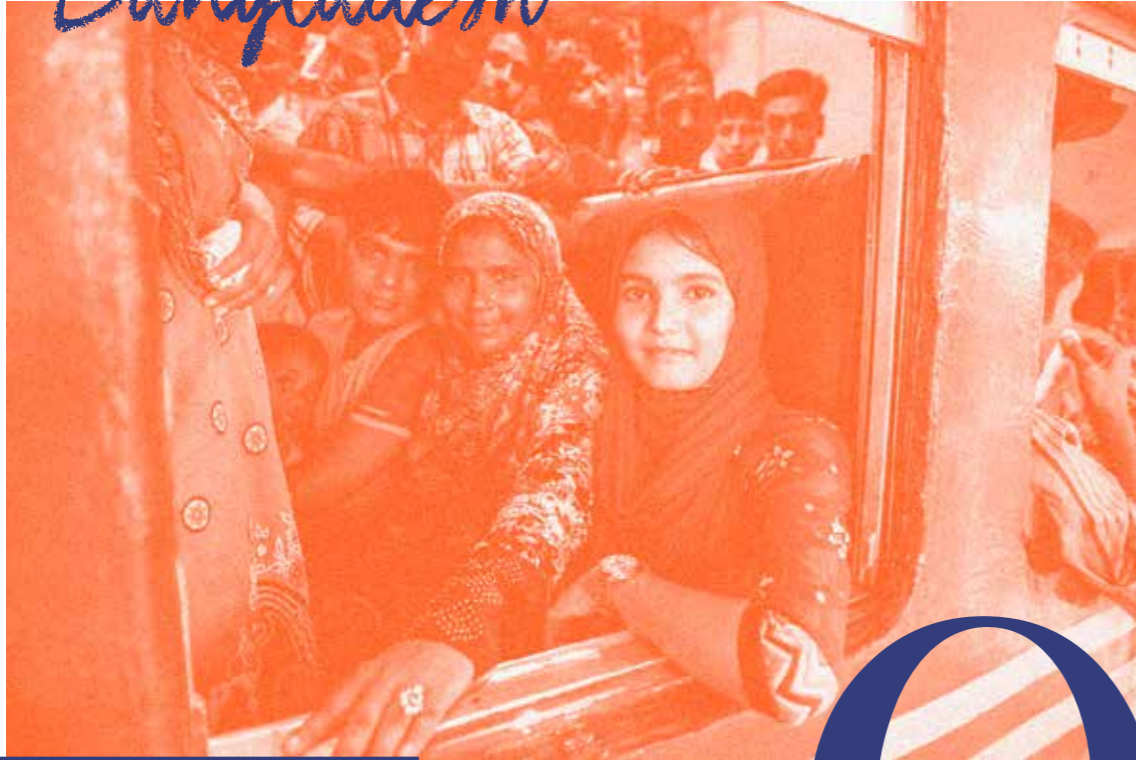


INDUSTRY,
INNOVATION AND
INFRASTRUCTURE

9

Bangladesh

Bangladesh



S

D

G

9

Lacking access to public services, many faced uncertain futures _____

“Sufia was seven months old in my womb when my husband, Rafiq, was killed in a tragic road accident,” says Salma, a single mother with a month-old baby living in the rural sub-district of Bhurungamari in Northern Bangladesh. As a domestic helper with a monthly pay equivalent to 13 USD, Salma could barely afford to shelter her and her newborn in a tiny mud-walled room.

Maternity allowance, provided by the government’s social safety net, could provide the crucial financial support that Salma needed. However, applying for this allowance took Salma multiple visits over a few weeks to an office about 20 kilometres away, spending hours in queues and tedious application processes. When the application was finally complete, Salma had spent her entire month’s salary in conveyance fares alone, and in the process, lost her job for missing too many days of work.

Salma’s case is a common scenario across Bangladesh, particularly among marginalised groups such as women, people with disabilities, and the elderly. These groups struggle to access basic government services and much-needed social welfare due to a lack of decentralised government services.

Providing access to all in less time, and at lower costs

Launched in 2010, the Access to Information (a2i) programme by the Government of Bangladesh, with support from UNDP, has established more than 5,400 digital centres as one-stop information and service delivery outlets. These digital centres ensure that the underprivileged – regardless of their literacy and ICT literacy – can access information and services vital to their livelihood, with just their fingerprint.

These one-stop service centres are essentially micro-enterprises run by citizen entrepreneurs in tandem with elected local government representatives. They leverage modern technology to provide citizens access to more than 150 public and private services. Public services include land records, birth registration, telemedicine, passport and overseas job application; and private services include mobile financial services, rural e-commerce services, insurance, various types of computer and vocational training, amongst others.

A typical digital centre in the countryside is on average about four kilometres from the citizen's home. The digital centres stay open after regular office hours and on holidays, unlike regular public service delivery offices. This allows citizens access to public services after work. Digital centres enable citizens to receive efficient, hassle-free and customised services, which can be accessed in less time, and at lower costs.



Digital centres represent an important nexus for service delivery decentralisation, local government strengthening and community empowerment

Over 10,000 local entrepreneurs manage approximately 5,400 digital centres across Bangladesh, delivering a total of 5.1 million services every month. By November 2017, over 323 million services were provided, which include over 75 million birth registrations, 2.1 million migrant worker registrations, four million mobile-banking services, and 100,000 youth training programmes. Over 3,100 digital centres now have active agent banking service points who have opened bank accounts for over 145,200 citizens.

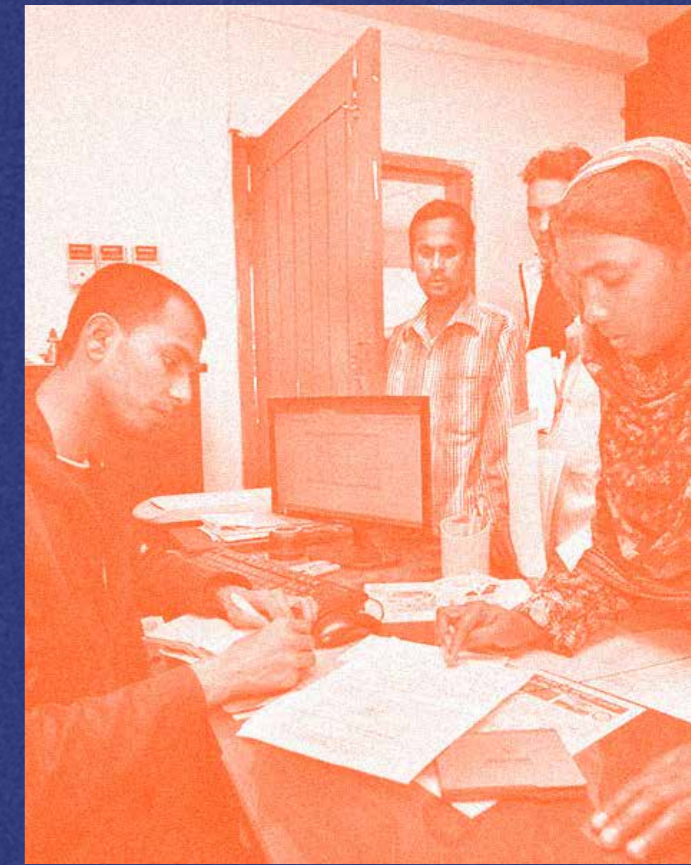
Salma, now able to access financial support for her and her daughter, shared with joy, “We were living in a state of uncertainty. But now I can see a bright future ahead of us.”

A study over the last seven years reveals that the time to receive services has been reduced by 85 per cent, cost by 63 per cent and the number of visits by 40 per cent. In monetary terms, the digital centres have saved Bangladeshi citizens more than USD 2 billion.

There is a great commitment to developing a citizen-centric and inclusive government. As part of the three-pronged approach that has been adopted in this regard, there have been extensive utilisation of ICTs for decentralising service delivery to elevate Bangladesh to a middle-income country by 2021 – the vision of “Digital Bangladesh”. The digital centres are an essential component of this overall strategy.

A core reason behind the effectiveness of this initiative is the government’s emphasis on providing digital services for all at their door-steps. The Bangladesh government has allocated 1 per cent of the government’s total Annual Development Programme to the Digital Centre initiative. Local resource mobilisation is an important factor which made it more effective in terms of budget and sustainability. Going forward, the digital centre model serves as a springboard for many innovative interventions targeting sustainable growth and human development.

The a2i programme demonstrates the role the public sector plays in facilitating sustainable development through the use of new technologies. Investment in infrastructure and innovation are crucial drivers of economic growth and development, but the public sector must put citizens’ needs at the centre of innovation initiatives. By combining technology with building the capacities of those trusted with service delivery, governments can deliver essential public services effectively and inclusively. As such, the public sector must endeavour to engage with local communities to bridge the digital divide, and harness technological progress to find lasting solutions to economic challenges.



Over 10,000 local entrepreneurs manage approximately 5,400 digital centres across Bangladesh, delivering a total of 5.1 million services every month.

GCPSE FOCUS AREA —

DIGITAL GOVERNMENT & PUBLIC SERVICE INNOVATION

The digital economy is transforming the world at an unprecedented scale, scope, and complexity. It is crucial for governments to innovate to ensure that their economies stay relevant and vibrant throughout the rapid changes.

Almost all sectors of industry are undergoing transformation, leading to the emergence of new forms of production, management, and governance. Governments are presented with new ways they can provide services to their citizens. By leveraging new technology to provide services to citizens all over the country, societies can develop in a sustainable way.

More details on GCPSE's work on Digital Government & Public Service Innovation can be found on page 174.

The trend of digitisation worldwide has shaped the vision of “Digital Bangladesh”, leading the government to push for the extensive utilisation of technology, with the goal of elevating Bangladesh to a middle-income country by 2021. The a2i programme is a clear example of success in public service innovation, where the digitisation of public services has improved lives for all Bangladeshis.

Publications:

- Social Innovation for Public Service Excellence (2014)
- Design Thinking for Public Service Excellence (2014)
- International Conference on Disruptive Technologies and the Public Service (2017)
- Framing Policies for the Digital Economy - Towards Policy Frameworks in the Asia-Pacific (2018)
- Digital Pacific 2018 Conference Report (2018)

REDUCED INEQUALITIES

10

Ukraine

Ukraine



S

D

10

G

In Ukraine, marginalised individuals struggled to find jobs _____

For a long time, Alla, a young mother, could not find a job. The problem was not that she was unable or unqualified to work but simply that she could not find a job with a schedule that would allow her to pick up her children from kindergarten on time. Due to her long-term unemployment, Alla struggled to feed her family, and suffered from poverty.

Alla's story is not unique. Over one-third of unemployed people in Ukraine belong to hard-to-employ groups, single parents with young children, people with disabilities, unqualified youth, people of pre-retirement age, and internally displaced people, amongst many others. Oleg, for example, is a 53-year-old man who struggled to find a job due to a disability. As many jobs are unable to accommodate these individuals, they face significant barriers when they try to find a job.

A quota-based approach had failed to provide a solution; with some unable to get a job for six months or more. As a result, many of the unemployed were unable to sustain livelihoods, and income inequality grew.



Taking a holistic approach to employment and social services _____

UNDP, supported by the Turkish Government, launched a project to enable the inclusion of the most vulnerable groups – including disadvantaged women – into the labour market. This relied on the integration of employment and social services. In 2017, the State Employment Service of Ukraine, facilitated by UNDP, developed and piloted innovative approaches, including profiling of unemployed clients and individual case management.

Profiling identifies the level of employability and allows for the provision of a relevant package of services. In Alla's case, the manager helped her find a day-care facility near her home, assisted her in updating her skills, and then secured a job at a local confectionary factory for her. Her case manager advocated a flexible working schedule for her, and she has been happily working for the last five months. Alla's previously low level of employability due to her family circumstances was navigated with supportive case management, and she says "I am grateful to all the services for working together according to my situation."

Oleg had lost faith in the possibility of finding a job as a result of his disability. Under a case manager's guidance, however, he attended several workshops and subsequently found a job as a security guard at the Civil Society Organisation for Afghan War Veterans with Disabilities.

Nearly 40,000 other unemployed people, like Alla and Oleg, went through profiling during a five month testing period.

The project revealed that taking a holistic approach, by integrating employment centres with social services, was key to addressing the problem. Employees at the employment centres worked closely with social service providers to identify challenges being faced by individual members of society, in order to develop tailored employment solutions that could provide sustainable incomes. Detailed understanding of each individual's situation and the involvement of social services made job placement significantly more effective.



Reducing inequality through new job opportunities

From January to May 2018, 2,185 unemployed people benefited from social support based on the case management approach. About 1,200 people (80 per cent women) have been employed, more than 900 are under post-placement support, and 891 people are in the process of job-placement. According to a survey conducted with support from UNDP, 82 per cent of staff recognised that the quality of services had improved thanks to the implementation of case management.

This approach will now be rolled out to over 600 employment centres in Ukraine, and will become an integral part of how employment centres in Ukraine operate. More and more vulnerable unemployed members of society will find reliable and rewarding work.

Ukraine's approach demonstrates how the public sector can address the challenges related to economic inclusion.

By involving vulnerable groups in the process of service design, it was able to coordinate key services to develop effective solutions. As the government implements its employment reform, it moves closer to transforming its workforce and reducing inequality.

It is well-documented that income inequality is on the rise, and these widening disparities require the adoption of sound policies to empower the disadvantaged members of society. Economic shocks have disproportionate impacts on developing countries, and can severely affect the livelihoods of low-income households. Understanding the links between growing income inequalities and economic shocks is central to crafting policies that build resilience and promote less volatile growth. The public sector plays a key role in bridging these widening gaps in society, and it must ensure that it is actively supporting the bottom percentile of income earners by facilitating equal opportunities for all.



Photo Credits: Eeva Nyyssonen/UNDP

SUSTAINABLE CITIES
AND COMMUNITIES

11

Lao PDR

Lao PDR



S

D

G

Amidst mountainous terrain, rural communities find themselves falling behind _____

In Lao PDR, a landlocked country in South-East Asia with a population of 6.5 million people, 70 per cent of them live in rural areas. With 80 per cent of the country in hilly and mountainous terrain, many rural areas are remote and difficult to reach. As a result, rural local communities have limited access to basic public services.

The country has enjoyed rapid economic growth over recent decades, but the rate of poverty reduction is four times slower in rural areas than urban centres. Addressing inequalities is not only a key priority of development policy in the country, but has also remained a major challenge.

“Living in rural areas brings many challenges, especially access to information on health such as malaria. Some people do not know what symptoms of malaria look like, how to get treatment and prevent malaria. Thus, they think it is normal fever. This is a main cause that people die from malaria,” said Community Radio Volunteer Seuth Maninta.

Photo Credits: UNDP



Information about education, employment, or health is often hard to come by, especially in minority languages. Ethnic communities are thus more vulnerable to exploitation when migrating, for example.

Radio silence no more, as rural and remote communities find their voice _____

The government of Lao PDR responded to these challenges by trying to find an effective way of reaching rural communities that were isolated by geography, and language differences.

In one of the poorest areas, Khoun district in Xieng Khouang province, the Ministry of Information, Culture and Tourism worked with UNDP to develop the Community Participation and Communication Support Programme and facilitate a year of community training. With new resources and capabilities, members of the Khoun district started a local radio station to provide communities with access to critical information.

The radio station continues to supply trusted and accurate information on fundamental issues such as health and education. Villagers were made aware of available resources, enabling them to access services, and closing the information gap between urban and rural communities.

In addition, the station is a platform for community members to engage in issues that are most pertinent to the district. The radio station gives local ethnic groups a sense of participation, empowerment and community ownership, allowing them to shape the development of their local districts, while acquiring new skills in broadcasting, production, and journalism.

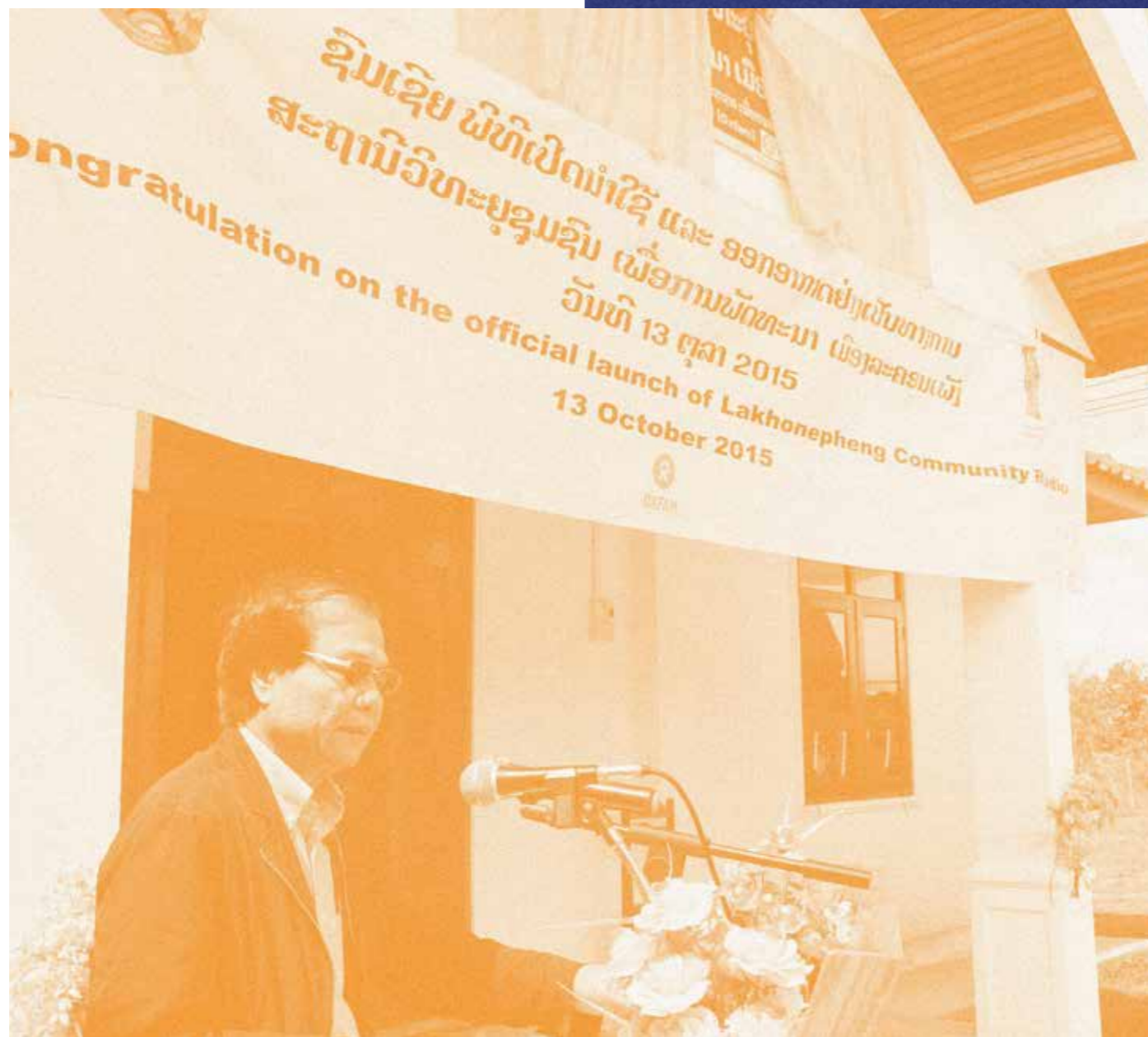


Redefining roles and kick-starting the economy

Within the first six months of operation, Khoun Community Radio received over 7,000 on-air telephone calls from listeners. Following the start of broadcasts in local ethnic languages, vaccination rates increased by 50 per cent, and the number of women using health facilities during pregnancy increased by 70 per cent, according to a 2017 Listeners Survey.

Volunteers at the community radio were enthusiastic about the positive response. “Receiving all these calls made me understand that every word of a broadcaster can inspire listeners. It is so important that I speak to them in their own language! The community radio has changed my life, from someone who felt they had nothing to contribute, to a person with useful knowledge,” said Seuth Maninta with a smile.

As communities received more information, there was an increasing participation in the development and implementation of local projects, such as adopting sustainable agriculture practices, and mother and child health promotion projects. Rural villagers were able to shape local priorities, and Khoun district has since enjoyed significant economic progress.



Following the success of Khoun Community Radio, UNDP supported the government in launching seven additional community radio stations broadcasting in eleven languages, reaching close to 300,000 people from ethnic groups in rural and remote areas.

Deepened partnerships between local communities and the public sector proved a key factor in the success and sustainability of developing and scaling this project. Over 250 local volunteers, including 113 women, have become agents of change, actively sharing information to improve lives, and strengthen communities across the districts.

The project demonstrates how governments can endeavour to reach diverse ethnic groups in rural areas and equip them with the capabilities necessary to be part of Lao PDR’s long-term growth and development. It illustrates the power of giving people access to information in order to secure better life outcomes and building sustainable futures. It also shows the positive impact of empowering rural communities and facilitating their partnerships with the public sector.

Photo Credits: Chelsey Parish/UNDP



RESPONSIBLE
CONSUMPTION
AND PRODUCTION

12

Namibia



Namibia

Photo Credits: Patrizia Cocca/GEF

S

D

1

2

G

Lack of a coordinated and sustainable environmental protection system

The meeting point between Namibia’s hot desert sands and the cold Benguela ocean current harbours rich biodiversity and some of the most abundant marine life concentrations in the world. The Benguela Current Large Marine Ecosystem (BCLME), worth an estimated USD 54.3 billion annually, plays a key role in various sectors of the Namibian economy, including tourism, oil, and fishing.

Located along Namibia’s coastline and stretching to South Arica and Angola, the BCLME is a vital economic resource for all three countries.¹¹

¹¹ <https://youtu.be/ae17mwj2R>



Photo Credits: Patrizia Cocca/GEF

However, it is endangered by human activities such as fishing, marine transport, mining, and land-based pollution.

The depletion of ocean fisheries and the destruction of coastal habitats is extensive; as much as 90 per cent of the large fish have been removed from the oceans, and three-quarters of fish stocks are fished at their maximum yield level, overfished, or depleted.

This is posing a severe threat to the economic security of the region, and is largely due to a lack of coordinated management across the three countries. Marine ecosystems are by their very nature interconnected, and require collective, intergovernmental action in order to manage the complex resources for long-term sustainability.

“It’s very important for us to have a long-term business. If we overfish like they have done in many places during the last 20 years, then we won’t have any business the day after tomorrow,” said Tomas Kjelgaard, Managing Director at Melrus Seafood Processors.

Taking a transboundary approach to ocean governance

In order to address the long-term needs of the vulnerable and vital marine ecosystem of the Benguela, government leaders from Angola, Namibia, and South Africa developed a transboundary ocean governance plan called the Benguela Current Commission. It is the world's first commission based on the Large Marine Ecosystem approach to ocean governance, and promotes a coordinated regional approach to ecosystem sustainability.

UNDP, through a series of projects funded by the Global Environment Facility,¹² has been assisting the three governments in managing these valuable ocean resources. Nico Willemsse, Head of Energy and Environment at UNDP Namibia said “We supported the development of an oceans policy, which integrates all the sectors and brings them all under one framework for the country to address ocean issues.” He added that Namibia and Angola have started negotiating a joint management plan to manage a shared stock, which is socio-economically important to both countries.

Newly enacted policies and regulations include measures to ensure sustainable fisheries, such as suspending fishing to let stocks replenish, protective measures such as establishing a protected area for threatened species and habitats, and oil spill contingency plans.



Photo Credits: Patrizia Cocca/GEF

¹² <https://www.thegef.org/project/namibia-protected-landscape-conservation-areas-initiative-nam-place>

Sustaining the economic potential of the Benguela marine ecosystem

Remedying decades of fragmented management and over-exploitation of resources in the Benguela ecosystem will require substantial coordinated effort and consistent action in the years ahead. By working together, Angola, Namibia and South Africa are taking critical steps to ensure the long-term future of their shared ocean-based economies and societies.

Community and private sector participation will also be integral to implementing coordinated approaches to ocean and coastal resource management, to ensure the BCLME will continue to provide for the people of Angola, Namibia and South Africa far into the future.

By safeguarding the valuable Benguela marine ecosystem, the three countries can realise benefits to the economy and society without damaging the environment. The countries can pool expertise, assess lessons learned from existing initiatives, scale up successes and develop common approaches. Investments in science-based tools to provide forecasting are helping build the BCLME's resilience to climate change, to ensure its long-term survival. In support for cooperative action between the three countries, Matti Amukwa, from the Namibian Hake Association

said, "If you're not caring about the environment, the fishing industry will collapse because fishing and fisheries need a good ecosystem. We're all neighbouring countries, and we have a common goal. The way we've been manging and running it is to really have a long term vision in thinking about tomorrow."

The programme makes it clear that protecting human livelihood is not in conflict with environmental protection. In fact, it is only with a long-term perspective that prioritises responsible consumption and production that economies can achieve growth and sustainable development. Through the efficient management of shared natural resources, governments can change the way we produce and consume goods and resources, reducing our ecological footprint, while sharing in the benefits of these natural resources.

GCPSE FOCUS AREA

PEER-TO-PEER LEARNING ALLIANCES

Peer-to-Peer learning alliances (P2P) can play a transformative role in advancing sustainable development for developing countries. Knowledge exchanged among developing countries can be more relevant and adaptable to the specific development challenges they face, due to the similarities in the context and level of development, as well as the horizontal, non-conditional environments.

More details on GCPSE's work on Peer Learning can be found on pages 170-171.

The Benguela Current Commission, the transboundary ocean governance plan developed by Angola, Namibia, and South Africa, is the embodiment of effective P2P learning. The governments of these developing countries cooperated with each other to devise an unconventional solution, through knowledge sharing and dialogue, securing the long-term future of their shared ocean-based economies and societies.

The Benguela Current Commission offers an alternative model to scaling up effective solutions that can accelerate the achievement of the SDGs.

Publications:

- A Study of Peer Learning in the Public Sector (2016)
- A Guide to Peer-to-Peer Learning (2016)
- Peer-to-Peer Learning: An Alternative Development Approach for South-South Cooperation (2017)



CLIMATE ACTION

13

Chad



Chad

Lake Chad, once spread as far as the eye could see, is now covered in sand _____

Just over 200 kilometres north of the Chadian capital, Lake Chad is one of the oldest lakes in Africa. It supports nearly 30 million people living along its shores in Chad, Cameroon, Nigeria, Niger, and other neighbouring countries.

However, since the early 1970s, the lake has lost 90 per cent of its original surface area to unsustainable water management and climate change, shrinking from 25,000 square kilometres to 2,500 square kilometres.

Everywhere, the consequences of climate change are clearly visible: cattle carcasses on the roads, dusty skies, sand dunes, and dry polders testify to the impact of successive droughts. Furthermore, the shallow waters of the lake, at most seven metres deep, make it dependent on

seasonal rains and susceptible to evaporation.

To make matters worse, the Boko Haram insurgency in North-Eastern Nigeria has displaced more than two million people, increasing the number of people who rely on the fragile ecosystem of Lake Chad.

Food security has deteriorated, with more than seven million people facing the threat of famine and half a million children suffering from severe acute malnutrition, according to the UN Office for the Coordination of Humanitarian Affairs. It is estimated that by 2020, the number of people depending on the lake and its resources will reach 35 million.

From the Presidency to the village, extensive efforts to save Lake Chad _____

Both the Chadian government and local administrative bodies have vowed to tackle the worsening conditions of the area by investing in the restoration of the ecosystems of Lake Chad, which may disappear if efforts to combat climate change move too slowly.

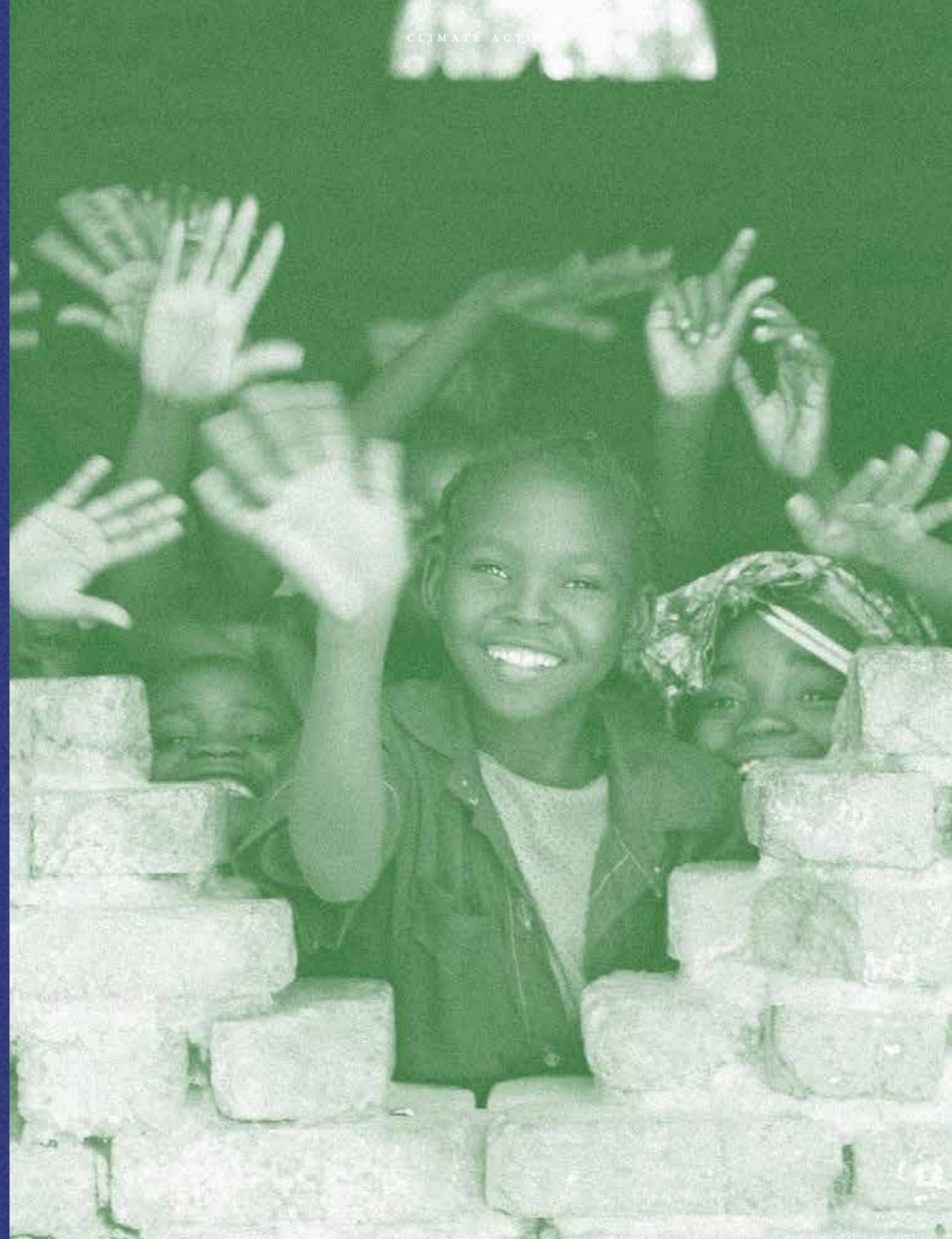
“People of the Lake Chad region suffer most from the vanishing of Lake Chad; we look forward to investing efforts and welcome external support in protecting this lake,” said Adoum Forteye, Governor for the Lake Chad area.

With help from the UNDP, a project focused on community reforestation has been implemented.¹⁴ Its purpose is to restore the degraded forest, using a community approach based on the active participation of key human and institutional entities, especially women and young people. It will contribute to creating

job opportunities based on income-generating activities for the communities concerned in the search for durable solutions.

Over 4,000 hectares will be planted with drought-tolerant seedlings on five vulnerable sites to protect the polders from silting. Nearly 40,000 acacia trees have already been planted at Merea, Liwa and Tantaverom sites.

In each of these areas, the community elected a committee to oversee implementation and ensure the success of the project. Youth, women and men alike are involved on a daily basis to protect young plants and fight against the threat of desertification.



¹⁴ The French government supported this project with US\$1.8 million. Reforestation is one of the solutions supported by France, as part of the commitments made at COP 21 and COP 22 climate conferences.



Tackling more than just climate change _____

Village leadership is key in the success of any field intervention in Chad. Local leaders can better explain initiatives enacted by the government to their local communities, and encourage them to be involved. This project not only serves the purpose of restoring Lake Chad's ecosystem, but it also involves women and youth in community activities, pushing Chad closer to achieving other SDGs.

There is a need for the local mobilisation of women to restore and conserve Lake Chad. "We women are the first to be concerned by desertification especially when we have to prepare food and fetch water," said Amina Sheit, the elected vice president of the tree planting supervisory committee in Tataferom. Involving women in the committees is empowering them across local communities, and they are leading community-wide efforts in tree planting. Working closely with youth, women are also educating the younger generation on environmental conservation, driving the initiative forward.

It is vital that Chad adapts to climate change in order to survive. The tree planting project must go hand in hand with efforts to integrate disaster risk measures into national strategies. It is still possible, with the political will and a wide array of technological measures, to limit the increase in global temperatures which would threaten Lake Chad's ecosystem and the livelihoods of the people that depend on it. This requires urgent collective action.

The public sector plays a key role in the conservation of Lake Chad. Empowering local communities to build resilience to climate change while focusing on securing their livelihoods, increases the lake's contribution to regional food security and poverty alleviation. By working with village leaders, these projects are better tailored to suit the needs and capabilities of their communities, ensuring that resources are most accurately and efficiently distributed.

LIFE BELOW WATER

14

Mauritania

Artisanal fishermen face tough conditions_____

Mauritania

14

S

D

G

Mauritania's coastline, extending over 720 kilometres, makes it one of the richest in the world in its abundance and diversity of fishing resources.

“It is the breeding ground for fisheries of great economic value, and represents a production potential of around 1.8 million tonnes per year,” says Hamada Ould Ely, founder of the Free Federation of Artisanal Fishing (FLPA).

The fishing sector plays a key role in Mauritania's foreign trade. Its share in global exports accounts for 22 per cent, and it has created around 55,000 job opportunities, 80 per cent of which come from the artisanal (or traditional), largely informal sub-sector.

However, the lack of a formal fishing industry exposes artisanal fisherman to precarious living and working conditions. Their way of life is threatened due to the scarcity of fish linked to industrial overfishing, and climate change that has made their villages susceptible to submergence.

Improving policies around artisanal fishing could bring about significant economic and social change for Mauritania. Aside from protecting the rights of those in the fishery sector, many of whom are the poorest in society, it creates jobs for the growing youth population.

Safeguarding the livelihood of fishermen with the help of the public sector ———

Hamada set up FLPA in 2006 as a free union with the aim of improving the precarious living conditions of Mauritanian fishermen. Together with the Ministry of Fisheries and Maritime Economy, Hamada and other main actors put in place new development strategies that secure benefits for the poorest fishermen to safeguard their rights.

These strategies focus on the preservation of marine resources and the integration of the sector to the national economy, primarily through the mobilisation of key resources and investment in essential infrastructure for the development of the sector.

Under the Framework for Poverty Reduction (Poverty Reduction Strategy Papers, or PRSP, the strategy under the previous Millennium Development Goals), several objectives for the fishery sector were set, including raising the fisheries sector's contribution to Mauritania's GDP to 15 per cent, creating 150,000 job opportunities, and improving the living conditions of the population through access to jobs and the greater consumption of fish.

UNDP also assisted the Ministry of Fisheries in holding national consultations to develop and prepare voluntary commitments. These commitments include the improvement in treatment of ship waste, reduction of marine pollution, creation of jobs for young people in the fisheries sector, and increased involvement of the private sector in the fisheries sector and maritime economy.



A brighter future for fishermen

This is a new era for fishermen in Mauritania. The Imraguens, a community of artisanal fishermen living in small villages on the north coast of Mauritania, are one of the fishermen groups that were facing precarious working and living conditions. The projects implemented have empowered them through training and revenue generating activities, and the inclusion of women in community activities. Through these projects, the Imraguens now have access to drinking water, electricity, and education.

“In 2006, there were 602 artisanal fishing boats and there are now 6,000. Thanks to the cooperation between artisanal fishing unions and the Ministry, all traditional fishers now have social security, health insurance and can sell their production at a fair price,” Hamada says.

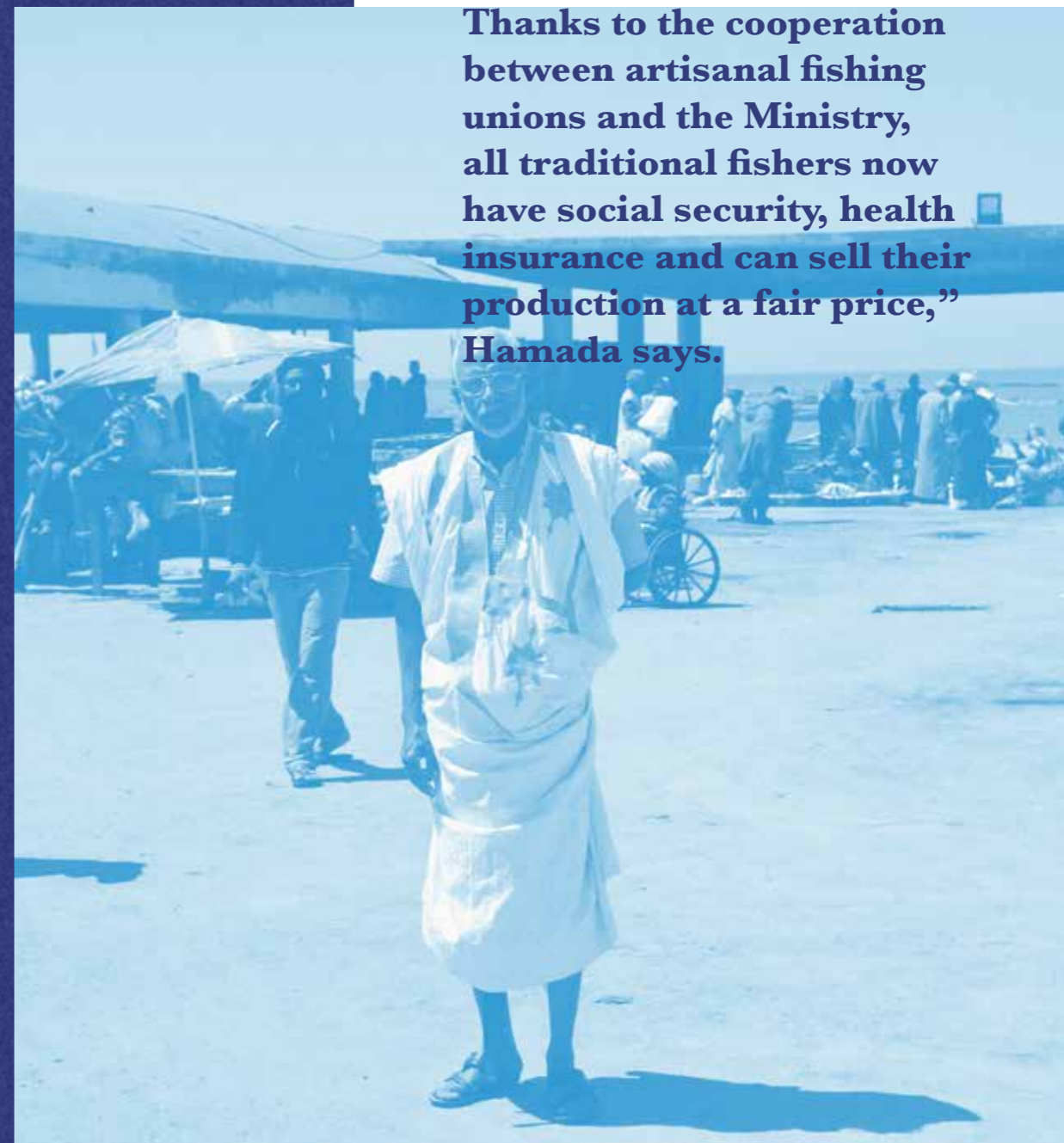
These achievements strengthen transparency, social responsibility, as well as the sustainable and effective management of fisheries. It is estimated that the fishery sector can grow by 15 to 20 per cent between 2025 and 2030, while creating nearly 270,000 job opportunities in total. Apart from safeguarding the livelihoods

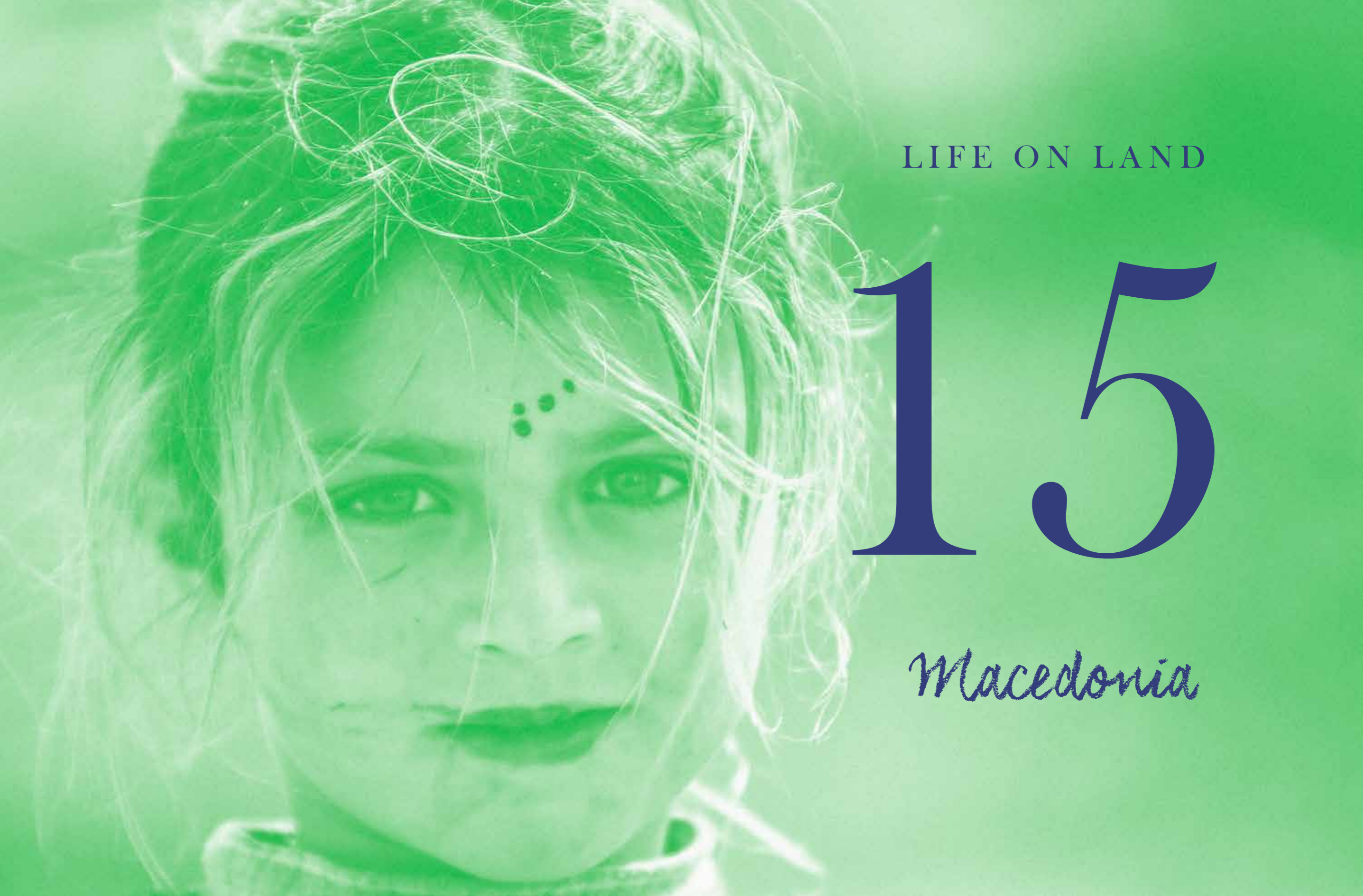
of fishermen – a vital community in Mauritania, these projects also promote the responsible and sustainable management of fisheries, which ensure that the biodiversity of Mauritania’s marine ecosystem is protected.

The public sector plays a key role in working with local communities to sustainably manage and protect marine and coastal ecosystems from pollution, through regional economic policy, ocean governance, supportive business environments, and advocacy and participatory development. Countries like Mauritania continue to depend heavily on marine and coastal biodiversity for their livelihoods, and it is critical that the public sector promotes the sustainable use of ocean-based resources through sound policies. Ocean resources hold great potential for coastal communities around the world, and are an important driver of sustainable development for these communities. As such, governments should ensure that these resources are used for economic growth and improved livelihoods and jobs, while preserving ocean and coastal ecosystem health.

“In 2006, there were 602 artisanal fishing boats and there are now 6,000.

Thanks to the cooperation between artisanal fishing unions and the Ministry, all traditional fishers now have social security, health insurance and can sell their production at a fair price,” Hamada says.





LIFE ON LAND

15

Macedonia

Macedonia



The worm in the apple _____

“This is something you see in cartoons – the worm in the apple,” explains Eftim Petkovski, scooping a codling moth from an apple in his orchard in Resen. “But it’s no joke – if we farmers don’t spray for them early on, our livelihood is at risk. Timing is everything with these pests.”

“You’ve got to predict their migrations – and that can be a matter of hours. Spraying too early or too late is much less effective and a lot more expensive because you need bigger amounts – often as much as three times the quantity. And you can guess what that does to the environment.”

Overuse of pesticides amongst orchard farmers in Resen is a major cause of pollution in the beautiful but environmentally vulnerable region of the Prespa Lake Basin. The effects of erosion, and the lack of sustainable solutions for solid waste and sewage coupled with decades of unsustainable farming practices have taken its toll on the ecosystem.

Over 70 per cent of the local population work in agriculture, making the land an important source of their income. However, farmers unknowingly cause damage to the lake by using excessive amounts of hazardous pesticides and fertilisers, wasting irrigation water, and dumping waste directly into the water. This is posing a significant threat to the environment, as well as the livelihoods of the population.

Reaping the fruits of technology

UNDP has been working with local farmers and other partners since 2002 to raise awareness of the dangers of pesticides and help them adopt more environmentally sustainable agricultural practices. One important breakthrough came in pest control.

“The way we dealt with pests before was wasteful, and that is due to lack of awareness. However, another problem farmers witness is knowing when to spray and the speed at which we are notified. That’s more of a technical problem needing a technical solution,” says Petkovski.

In 2005, UNDP helped to develop a system which involved the installation of six solar-powered agro-meteorological monitoring stations and a number of insect pheromone traps. The monitoring stations gathered the necessary data, but now they needed to get this data to farmers as quickly and cheaply as possible.

To solve this challenge, the Faculty of Computer Science of the University of Cyril & Methodius in Skopje worked with UNDP to develop a system of SMS

notifications to farmers. It is simple to implement, costs less than USD 1,000 to develop, and can easily be replicated.

Walking in his orchard, Petkovski clicks on his mobile phone and points to his message menu. “Here’s the SMS we received about the codling moth last week,” he says. “That message went out to every farmer in the village of Rajca whose name is registered with the local Association of Farmers, and that’s how we were able to spray before the moths had a chance to spread. Just knowing that in time saved our fruit.”

In addition to SMS notifications, the solution also makes use of Facebook, where a dedicated Farmers’ Association page is updated with the same information to further expand reach and accessibility.

Today over 82 per cent of Prespa farmers use this system, which has transformed farming practices in the region, and helped to secure the ecosystem of Lake Prespa.



Helping the public sector shoulder its environmental responsibilities

The innovative pest control solution is just one of dozens of measures that UNDP has enacted to restore the Prespa Lake ecosystem, with funding from the Swiss Agency for Development and Cooperation and the Global Environment Facility.

Building on a solid foundation of monitoring, assessment and planning, the programme has built sewage treatment and wastewater collection facilities; promoted sustainable agricultural techniques; protected at-risk habitats; and developed irrigation systems and reforestation.

Since the project began, over 80 per cent of local farmers have adopted agro-ecological practices. The use of water for irrigation has fallen by nearly 60 per cent, and the use of pesticides is down by 30 per cent. Water quality has improved significantly, and indigenous fish species have recovered. In addition, the local economy has reaped the benefits of a healthier ecosystem, with higher farming yields, better-quality crops and lower costs.

These successes could not have been achieved without the active engagement of the public sector. Under national legislation, the Municipality of Resen received sole responsibility for the lake's delicate ecosystem, but it lacked both the skills and funding to fulfill this role. The project helped the municipality establish an environment department which has since undertaken ambitious environmental protection activities with UNDP's support. With the close of the project, all nature protection functions have been successfully transferred to the public sector.

“It has taken 15 years and USD 15 million to make this happen, but finally Lake Prespa has been restored,” said UNDP Resident Representative Louisa Vinton. “This is a clear win for nature, municipal governance as well as the local economy. Now UNDP aims to apply the same methods in other at-risk contexts.”





PEACE, JUSTICE AND
STRONG INSTITUTIONS

16

Cambodia



Haunted by the remnants of civil war _____

Cambodia's tumultuous history, marked by 30 years of violence has left millions of landmines around the country. During the civil war, warring factions laid an estimated four to six million landmines. Over a million have been cleared by the government, and others have exploded or been cleared unofficially, but many more remain.

These explosives have maimed or killed over 64,700 Cambodians, and have turned farming or going to school in certain areas into a mortal risk. There is no exact map of all the minefields in Cambodia, hence locating mines is mostly based on the local knowledge of the villagers, or farmers who discover mines whilst farming.

The situation is severe. Platoon #137 of the Cambodian Mine Action Centre was sent to Peam Ta village, located in Cambodia's northwest and part of the K-5 mine belt that runs 740 kilometres along the border with Thailand. Some say the K-5 mine belt is the most heavily mined area in the world. In Peam Ta village alone, 11 mines and 118 other explosive remnants of war were cleared from just one of the 32 minefields there.

S

D

G

16

Working with local communities to clear mines

Cambodia is one of 161 countries that have signed the Mine Ban Treaty. This is an attempt by the International Community to free the world of mines by 2025.¹⁴

The government's Cambodian Mine Action and Victim Assistance Authority (CMAA) regulates, plans, coordinates and monitors mine action activities. With technical and advisory support from the Mine Action Unit at UNDP Cambodia, CMAA works with affected communities to plan mine clearance activities. By involving communities that are living in high risk areas, resources can be better channelled, maximising time and cost effectiveness.

Mr. Tong Try, coordinator of the Mine Action Unit at UNDP Cambodia, has dedicated his entire career to being an interpreter and planner to help free his country of mines and unexploded bombs, grenades and other explosive remnants of war. His work supports CMAA in their efforts to remove mines and other explosives, while also providing support to survivors with rehabilitation, education, vocational training, job opportunities, and social activities.

¹⁴ The Mine Ban Treaty aims at eliminating anti-personnel landmines around the world. There are 164 state parties, including Cambodia, signed to the treaty.



Photo Credits: Samedy Suong/UNDP



Photo Credits: Ratha Soy/UNDP



Photo Credits: Ratha Soy/UNDP

One day, mines will never hurt anybody in Cambodia again _____

In total, some 1,690 square kilometres of contaminated land have been cleared and released for farming and other productive use. When mines are cleared, farmers can grow food and help end hunger, children can go to school, and roads can be laid. This helps the economy grow and the country thrive, benefitting future generations.

In 2017, the Government of Cambodia provided rehabilitation services to over 3,500 survivors, and gave another 3,000 artificial limbs. Cambodia's efforts and dedication have led it to become a global leader in the effort to remove explosives, sharing innovative demining techniques with other signatories to the Mine Ban Treaty. Cambodia has learned a great deal about clearing explosive remnants of war and building peace.

There are technical lessons, such as how trained dogs can be used more effectively, and how land can be declared mine-free if it has been ploughed repeatedly with no accidents; and there are planning lessons, such as how to work methodically

according to national standards, collaborate with partners, map progress, and make the work of deminers more efficient.

Also, there are greater lessons about peace and reconciliation, and the need to work together towards a shared vision of the future.

Public servants like Mr. Tong are encouraged by every mine that is removed, and they hold on to the dream that one day, Cambodian families will no longer be encumbered by the threat of mines. They are making Cambodia more peaceful and liveable for all – leading the way internationally on recovering from the disastrous effects of violent conflict. Cambodia has had a long and difficult road, and serves as an example to the world to keep the flame of hope alive. Cambodia has a long way to go, having only cleared a small fraction of its mines, but the pace of demining is accelerating. There are more deminers now than ever before, with 3,200 working nationwide. The commitment of Cambodia's public

service has enabled the CMAA to sustain its activities throughout challenging stages; from conflict to stabilisation, reconstruction and development assistance.

“The day when Cambodia can declare itself mine-free will be a historic day,” says Mr Tong. “We’ll eat and drink. We’ll sing. People around the world will share in our happiness.”

High levels of violence and insecurity have a destructive impact on a country's development, affecting economic growth and resulting in long-standing grievances that can last for generations. The public sector plays a key role in upholding peace, stability, and effective governance, so that countries once torn by violence can work towards a sustainable future. This involves building effective, accountable, and transparent institutions at all levels, in order to build public confidence. Governments must endeavour to promote



Photo Credits: Paul VanDeCarr/UNDP

inclusive and participatory processes in policy development, and ensure that they develop the capacity needed to achieve excellence in public service delivery.



PARTNERSHIPS FOR
THE GOALS

17

Samoa

Daunting challenges test government-citizen ties

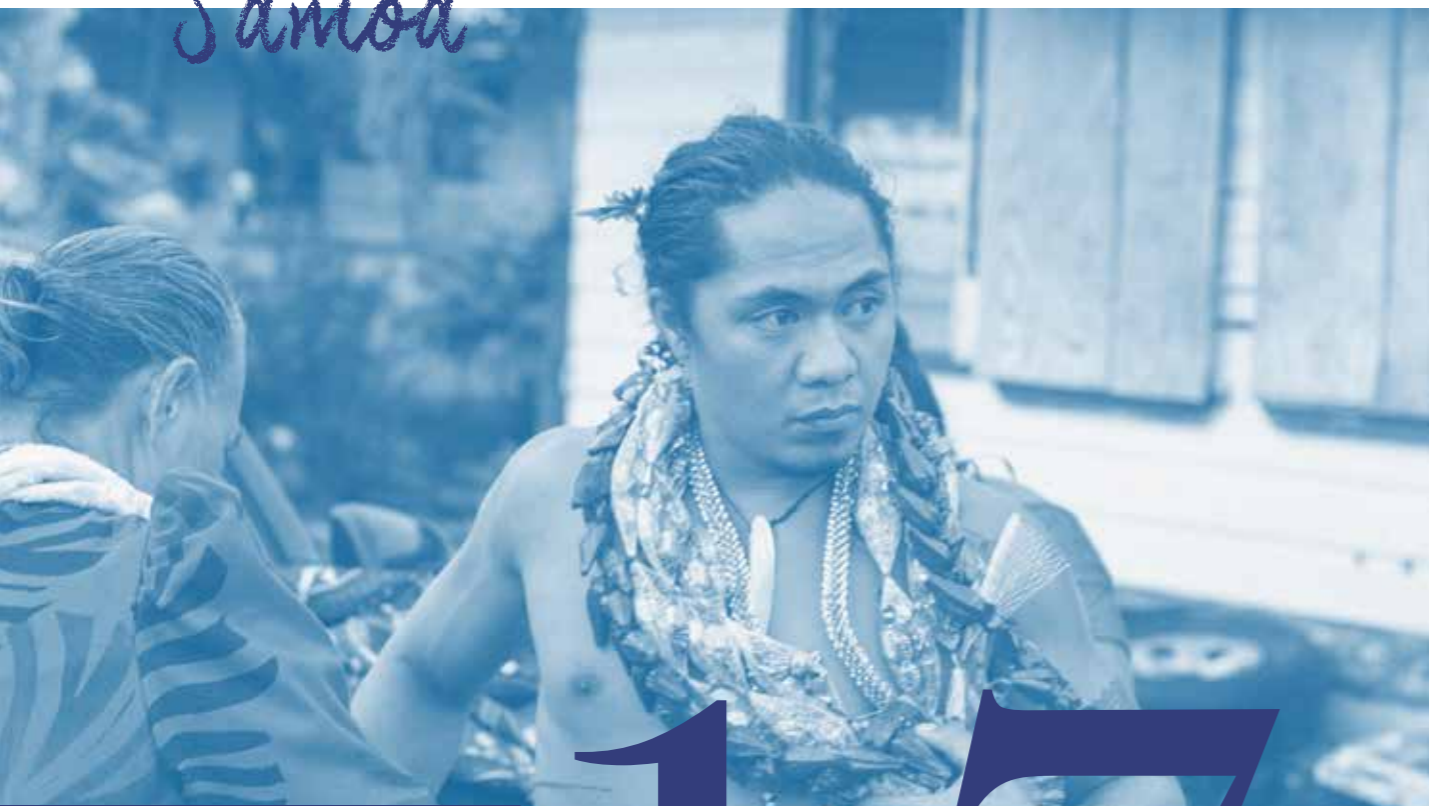
The idyllic paradise island of Samoa with its turquoise waters, green lush mountains, and cheerful people is under threat. Climate change has hindered Samoa's growth, bringing natural disasters and the degradation of its coastal and marine ecosystems. It is a fight against an invisible enemy that is slowly eroding not only their coastlines, but also the capacity to sustain their way of life.

To address the complex challenges of climate change, Samoa's traditional chiefly system needs to stand side-by-side with its modern political structures. Fa'a Samoa, or the Samoan Way, is an exceptional socio-political and traditional-customary way of life that is embedded in all aspects of Samoan society. Samoans are fiercely protective of their traditional structures, but also value a western-style democratic system.

This presents unique opportunities for long-term partnerships. Communities and government have to work together to raise awareness and build a culture of climate adaptation and mitigation with concrete actions. These solutions must also be tailored to the needs of each of Samoa's 361 villages.

"Such daunting challenges could only be met under a strong and inclusive partnership; a nation-wide deal with the highest level of government commitment and community ownership, to develop a resilient and inclusive Samoa," expressed the CEO of the Ministry of National Resources and Environment (MNRE), Mr. Ulu Bismarck.

Samoa



S

D

17

G

Getting everyone involved _____

Samoans have taken on this task responsibly, drafting new by-laws to provide a legal framework for the new climate challenges, and considering the government's advice for solutions to adapt their schools as evacuation shelters, improve water supplies, and create natural sea walls to slow erosion.

This was done through the Community Integrated Management Plans (CIM Plans), which started in 2002 under the leadership of the MNRE. It aims to strengthen the government's capacity to integrate climate and disaster risks, as well as to enhance the adaptive capacity of Samoan communities.

These plans, funded by the World Bank and the Adaptation Fund, with UNDP's support, involve a strong partnership between villages and the government. It provides a consultative and participatory process where communities prioritise their own development needs under government facilitation and expertise, ensuring active participation of all members of society, including women and youth.

Village representatives are involved in every step of the way, from data collection, to consultation, analysis, verification, and final sign off.

The active participation of all members of society strengthens good governance and social inclusion within the communities. Under the plans, an extensive set of solutions was drawn up to address various development needs, including enacting new laws, improving infrastructure, and introducing disaster prevention and environmental conservation initiatives.

“The approach [recognises] the significant role communities, including women and youth, play in governing and managing their respective assets, resources, and environment”, says Fiaame Namoi Mata’afa, the Deputy Prime Minister.



Better community engagement and better solutions _____

CIM Plans have kickstarted and advanced Samoa's capacity to adapt to climate change by increasing the resiliency of coastal roads, building emergency roads and protective sea walls, and establishing a programme that offers small grants to fund village initiatives.

In the village of Asaga, for example, villagers used the grants received to build protection walls to restore and conserve their mangrove forests. Villagers were then able to offer canoe trips for tourists and revive their tourism industry. This initiative was only successful with the help of the entire Asaga community, including women, men, and youth. With the income generated from river tours, the village is able to pay for mangrove maintenance and a sustainable tourism industry.

Ms. Fetolai Alama, Project Director at MNRE, shared, "Now we have the institutional capacity, experience and planning tools, but most importantly, we have learned how to better engage with the community... We are ready for the resilient and inclusive development of Samoa."

The CIM Plans have evolved since 2002 to address new challenges. The latest update,

called "Generation 3" will take place from 2018 to 2028 across the country. It covers 41 districts and over 250 villages, leveraging expert advice from almost every ministry in Samoa, including Health, Women Community and Social Development, Works Transportation and Infrastructure, Agriculture and Fisheries, Finance, the Land Transport and Water Authority, and the Electric Power Corporation.

The CIM Plans demonstrate how a strong commitment to partnership between the public sector and civil society is critical for the resilient and inclusive development of Samoa. The public sector plays a key role in bringing these parties together and providing a platform for discussion and collaboration.

As the world grows increasingly interconnected, governments must display a strong commitment to global partnerships and cooperation. By forging public-private partnerships, governments can strengthen countries' resilience to environmental shocks and climate change, create an environment that facilitates investment and collaboration, and ultimately promote the sustainable development of ocean economies.



A group of five children, three boys and two girls, are gathered around a laptop computer in a rural, rocky landscape. They are all looking intently at the screen. The children are dressed in simple, traditional clothing. The background shows a dry, open field with some sparse vegetation and a clear sky. The overall tone of the image is blue and monochromatic.

PUBLIC
SERVICE
2030

Concluding Remarks

The Sustainable Development Goals (SDGs) were established with the ultimate aim of ending poverty, protecting the planet, and providing a prosperous future for all. The UNDP Global Centre for Public Service Excellence (GCPSE) argued that those states which invest in their administrative capacity and capability are more likely to deliver on the 2030 Agenda. With this end in mind, the

GCPSE sought to develop new thinking, strategy, and approaches to building effective, accountable, and transparent public institutions that can deliver for their citizens. GCPSE's ambition was to help governments around the world implement new innovative solutions that ultimately improve the public sector capacities within their countries.

The UNDP Global Centre for Public Service Excellence (GCPSE) was established in 2012 to act as UNDP's catalyst for new thinking, strategy and action in the area of public service; promoting innovation, evidence, and collaboration.

While the Centre has been an independent entity, GCPSE's vision of public service excellence was inspired by the success of the Singapore's remarkable development over the last 50 years. The Centre's location in the island city-state, at Heng Mui Keng Terrace, National University of Singapore, was an additional strong attraction. Visitors are always keen to learn from the country's extraordinary achievements, not least by studying public service innovation through engaging government, which is always willing to share its insights. GCPSE has also benefitted from Singapore's vibrant culture of academic institutions, think-tanks and the private sector.

Whether in the archipelago of the Philippines, the mountains of Lao PDR, the islands of Samoa, or along the Namibian coastline, the development challenges faced by governments and their people are diverse and wide-ranging, but they do share commonalities. The common thread linking the case studies in this publication is a clear commitment to public service excellence in finding solutions to a diverse set of pressing challenges. The 17 stories in this publication serve as inspiring examples of how public service excellence can transform lives for the better, and achieve real progress in meeting the SDGs. At the same time, they are a reminder of how much more there is to do and a call to further action.

In an increasingly complex and interdependent world, the role of the public sector evolves continuously, but it remains the critical actor in driving the development of a country. This is true for emerging and advanced economy countries alike; but in developing countries where citizens may still lack access to basic services, improvements made to the public sector are all the more important.

Globalisation has led to tremendous growth for many countries, including ones featured in this publication. However, economic growth has not necessarily been equitable or proportionate. The richest 10 per cent earn up to 40 per cent of total global income, while the poorest 10 per cent earn between 2 per cent and 7 per

cent of total global income. In developing countries, inequality has increased by 11 per cent if we take into account population growth. Although economic growth has benefited human development significantly, developing countries continue to face a wide array of challenges, including poverty, hunger, access to healthcare, and income inequality.

Moreover, the challenges faced by less developed countries affect different parts of the population disproportionately. Women, for example, are more likely to live in poverty than men due to unequal access to paid work, education, and property. This is captured in the SDG 5 story, in which young women in India grapple with challenging environments at home, in school, and in society that prevent them from pursuing employment opportunities. Between rural and urban areas, disparities remain high, as seen in the SDG 11 story on Lao PDR, where communities in rural areas struggle to access key information about education, employment, and health. This is even more severe in regions affected by ongoing armed conflict.

Rapid economic growth and the combined effects of climate change have also taken a massive toll on the environment in many parts of the world. This means the very ecosystems from which many developing countries draw vital economic resources and growth are under unsustainable strain. As a result, many parts of the world are experiencing unprecedented

rates of land degradation, and marine pollution is reaching alarming levels. The desertification of Lake Chad, for example, highlights the importance of SDG 13. These problems do not exist in isolation; one particular problem might have significant knock-on effects that create vicious feedback-loops. As we can see from the experiences of Uganda, Mauritania, and Macedonia, levels of poverty and food security are closely correlated with negative environmental factors. These correlations exist elsewhere too. As illustrated in the India (SDG 5) and Ukraine (SDG 10) case studies, issues around gender inequality have an impact on employment opportunities, income inequality, and even overall economic productivity. The public sector plays a key role in addressing these issues.

As major challenges are often complex and cut across ministerial boundaries, the public sector must also take a holistic approach and work to break down departmental silos in addressing these challenges. We see this happening in the 17 countries that shared their stories. Governments in Uganda, Namibia, Mauritania, and Samoa, for example, had to address environmental challenges in order to protect the economic livelihoods of local communities. Namibia did this by developing an ocean governance plan with Angola and South Africa to protect the ecosystem. Uganda, on the other hand, worked with the private sector to leverage

technology for improved climate resilience and crop productivity.

When faced with such diverse challenges, it can be difficult for governments to shape policy so that it addresses everyone's needs. As such, governments in the Philippines and Ukraine engaged with civil society to better understand the challenges faced by marginalised communities and deliver more inclusive public services. Whether it was across international governments, different government ministries, or the various sectors in society (government, private sector, civil society, citizens), it is clear that the public sector has to work in partnership to put the world on a more prosperous and sustainable path. Also, public sector reform requires A.I.M.M. (Adaptive - Impartial - Merit-based - Motivated) for Excellence: Public service is impartial (treats all equitably and fairly, essential for building citizens' trust in government); based on ability; and promotes continuous learning and incremental change.

In order to help governments build the capacity and capabilities needed to develop these cross-cutting solutions, including policy design and implementation, the GCPSE brought together officials, policy-makers, and expert-practitioners to facilitate continuous learning, stronger evidence, and international cooperation. It provided new insights and resources that improved the policy-making process and

helped deliver politically viable solutions. The GCPSE's approach centred on four themes, which underpin public service excellence.

These are:

- New Public Passion
- Peer-to-Peer Learning Alliances
- The Empowered Futures Initiative
- Digital Government & Public Service Innovation

Each one is outlined in more detail in the following section.



GCPSE
FOCUS
AREAS

New Public Passion

A motivated public sector can push through seemingly unattainable reforms, change organisational cultures, and have positive effects on civic trust. Especially in developing countries where the relationship between politician, bureaucrat, and citizen is a critical factor, having a motivated public sector can make a significant difference in driving change. Without such drivers present in the often-powerful bureaucracy and its key interest groups, developing countries may not find the right path to development despite massive efforts from the international community, including UNDP.

Years of declining public service morale in many countries make the prospect of a public service workforce being able to deliver an increasingly complex agenda on

reduced budgets all the more unlikely. Yet the public sector is critical to international development. It is thus important to restore motivation in the public service to achieve the Sustainable Development Goals.

Gaining insight into what motivates civil servants in a broader and more diverse range of country settings, and better knowledge about what organisational practices can successfully motivate these employees, has the potential to improve government performance. Just as important, it has the potential to help explain the role that civil servants' motivation plays in the success or failure of public service reforms. Indeed, in contexts where public sector jobs are often more about survival and providing basic needs than about self-development and "advancing the public

cause", such public service motivation measures need to be supplemented with insights from Self-Determination Theory, more commonly referred to as extrinsic motivations (job security, pension systems, social status, additional earning potential, and work-life balance).

Our study examines the attitudes of public servants towards their career, the culture and climate of their working environment, and identifies what they see as the biggest constraints and most effective reform instruments to enhance motivation and performance.

U N D P
U N D P

As one of many joint publications, GCPSE partnered with the Regional Hub for Civil Service in Astana (ACSH) in a research activity: The Governments of Kazakhstan and Pakistan sought to better understand the motivations of their civil servants and partnered UNDP in a pilot study with subsequent comparative analysis. Please refer to the publication for more information: <http://www.regionalhub.org/international-journal/e-library>.

Peer-to-Peer Learning Alliances

There is a strong interest in shifting the focus from pre-defined solutions to more applied and context-specific approaches to achieving improvements in public organisations and public service delivery. Peer learning is an innovative and alternative approach to traditional capability development efforts. It is being used increasingly in the public sector to better address the challenges faced by change agents, by tapping into the experience of other practitioners.

The premise behind peer learning is that development practitioners know the challenges facing them better than experts who have not had to lead public sector change initiatives themselves. Each practitioner is privy to a wealth of knowledge and experience, but their experiences are rarely transferred to others. By

passing this expertise on to practitioners in other countries and ensuring it is shared within one's own country, practitioners can build on past experiences.

South-South Cooperation (SSC) efforts have triggered a debate in the international development community, including on aid effectiveness and the need for reforms in development policies and practices. The search for a more suitable approach to deliver SSC, especially in the context of public sector reform, has prompted the development of the Effective Institutions Platform (EIP). The EIP plays the role of a facilitating and knowledge brokerage agent, contributing to an evolutionary approach to SSC by promoting Peer-to-Peer (P2P) Learning. P2P Learning aims to provide opportunities

to exchange knowledge and experience on public sector reform. This learning is primarily facilitated by matching individual peers within a country (or from two or more countries) by shared challenges. These peers then participate in a sustained peer learning process in which they exchange experience and know how, leading to mutual learning on how to deal with the most difficult and less documented challenges: the politics of reform. These individuals then feed the learning back to their organisations and work towards application at scale in their organisation (or a wider country context).

The Effective Institutions Platform (EIP) – which the GCPSE has been serving as a Joint Secretariat together with the OECD – supports country-led and evidence-based policy dialogue, knowledge sharing and peer learning on public sector management and institutional reform. EIP is an alliance of over 65 countries and organisations. More information at www.effectiveinstitutions.org

The Empowered Futures Initiative (EFI) _____

UNDP's interest in participatory foresight coincides with increasingly widespread attention and focus on greater citizen engagement in policymaking and democratic governance. This time, UNDP's focus was on leveraging opportunities presented by recent advancements in technology and the potential of big data to contribute to changing perspectives about development. In the current global context, UNDP hopes to seize the opportunities foresight presents to:

- Help developing countries build resilience and capacities for preventive rather than post-facto action;
- Adapt to the changing demands of its clients and partners who increasingly seek futures-based scenarios and pathways of planning and intervention; and
- Strengthen its “global public good” value by positioning itself to offer foresight solutions.

GCPSE has identified, explored and tested several applications of foresight for public service organisations in developing countries. Based on our experience and research, it is evident that the “traditional” forecasting approaches, as practised or contracted by many developed country Governments, are resource intensive and

therefore best organised and accessed as a global public good.

Applications of strategic foresight, conversely, have shown great potential for developing countries, especially in the new context of the Sustainable Development Goals. These practices, which have been gathering speed over the last ten years, can be broadly categorised into four groups. In all these groups, foresight enhances existing tools.

- **Visionary foresight** helps to create empowering narratives about the preferred place of communities, organisations and countries in a rapidly transforming world.
- **Strategic foresight** identifies those strategic opportunities in the emerging future that will accelerate achievement of visions such as the SDGs.
- **Adaptive foresight** strengthens the resilience of policies and planning to attain meaningful change in people's lives.
- **Creative foresight** innovates public service design and delivery, leveraging technology, collective intelligence and active citizen engagement.

GCPSE introduced these approaches in various countries with a high demand

for facilitation and engagement coming from UNDP country offices and delivered promising results. For example, the Philippines' National Economic Development Agency (NEDA) decided that foresight approaches should be mainstreamed in its multi-annual planning processes as a result of a workshop conducted in Manila. UNDP Lesotho is applying foresight in national visioning processes and the Government of Rwanda carried out a foresight project on urbanisation in partnership with a Singaporean consultancy, following a foresight workshop conducted in Kigali.

The **Foresight Manual – Empowered Futures for the 2030 Agenda** provides an overview of the use of foresight for SDGs implementation. The Manual puts foresight firmly in a development context, emphasising the importance of foresight capacity in developing countries. It gives concrete suggestions where and how to employ foresight at different levels of the policy cycle, as well as tips on how to effectively use foresight. More information can be found at:

<http://www.undp.org/content/undp/en/home/librarypage/capacity-building/global-centre-for-public-service-excellence/ForesightManual2018.html>

Digital Government & Public Service Innovation

Rapid advancement of digital technologies is taking economies and societies by storm. Media coverage of potential future scenarios range from a doomsday with jobless growth, to a human race that lives forever with the help of technology. There is no doubt that the digital economy is transforming the world at an unprecedented scale, scope and complexity.

This transformation is characterised by disruption across almost all sectors of industry and society leading to the emergence of new forms of production, management and governance.¹⁵ The opportunities emerging for governments to reach and enable citizens with services are quite profound, but so too are ways in which the government must reappraise its role and approach. Both the potential opportunities and negative effects need to be considered and the opportunities leveraged, if developing countries are to narrow the gap.

For developing nations, disruptive change may bring unique opportunities to bypass the legacy issues and dead-ends that advanced economies confront, and help them “leapfrog” into a leadership position. Mobile telephone uptake in Africa, for instance, occurred at three times the world average rate of uptake and made the success of services like M-Pesa

possible, which in turn unlocked a bounty of digital productivity. The next wave of technological innovation looks poised to offer similar possibilities.

GCPSE organised an international conference on “Disruptive Technologies and the Public Service” in 2017, bringing together government officials, development practitioners, and private sector experts from over 40 countries. It has since continued engaging with leading innovators in the private sector to better understand the opportunities and challenges associated with digital transformation. Recently, GCPSE supported the UNDP Country Office and the Government of Samoa in conceptualising and organising a regional conference on digital transformation, focused on the Pacific Region.¹⁶ As a result, the Government plans to embark on an ambitious whole-of-government transformation agenda which will engage a wide range of non-state actors and produce digital solutions that will have a positive impact both in Samoa and the region.

¹⁵ Note, the term ‘disruption’ is here used to denote the upsetting of existing businesses and/or business models, and as such, is part of a process of transformation; while the term ‘transformation’ implies a much broader change in economic and social parameters, for example, the demise of agriculture or heavy industry and the rise of the information society.²¹ and COP 22 climate conferences.

¹⁶ <https://medium.com/undp-in-asia-and-the-pacific/how-technology-will-empower-the-south-pacific-e50ce8ec8549>



In collaboration with NUS Institute of System Science, GCPSE commissioned a study on the policies for fostering a digital economy with a focus on the opportunities and challenges as well as policy recommendations that decision makers should consider:

www.undp.org/content/undp/en/home/librarypage/capacity-building/global-centre-for-public-service-excellence/DigitalEconomy.html

Acknowledgements

Introduction

Sky Tan Tian Li
UNDP GCPSE

SDG 1: No Poverty

Maria Lourdes Bacud
UNDP Philippines

-

with input from

Harvey Buena, DSWD-UNDP Accelerating Bottom-Up Budgeting through Inclusive and Effective Governance

Democratic Governance Unit (BuB Project)

Country Office and Regional Support Teams

Rosana Ombao, UNDP Philippines

-

Credits

UNDP Philippines

Department of Social Welfare and Development

(DSWD)

SDG 2: Zero Hunger

Pascal Okello

UNDP Uganda

-

Credits

UNDP Uganda

The Global Environment Facility

The Strengthening Climate Information and Early

Warning Systems Project Team

UNDP Climate Information for Resilient

Development in Africa

The Ministry of Water and Environment's Uganda

National Meteorological Authority

Directorate of Water Resources Management

SDG 3: Good Health and Well-being

Hilaria Espin

UNDP Libya

SDG 4: Quality Education

Shahzad Ahmad & Mehr Hassan

UNDP Pakistan

SDG 5: Gender Equality

Abhyudai Dhawan

UNDP India

-

Credits

The Disha Project, a partnership between IKEA Foundation, India Development Foundation, and

UNDP India

Department of Education, Government of Delhi

SDG 6: Clean Water and Sanitation

The work team of Project Strengthening Capacities of Rural Aqueduct Associations (ASADAS)

-

Credits

National Institute of Aqueducts and Sewers (AyA)

UNDP Costa Rica

SDG 7: Affordable and Clean Energy

Nicholas Turner

UNDP Papua New Guinea

Photos by Nicholas Turner & Alice Plate

SDG 8: Decent Work and Economic Growth

Abdulkareem Alsabri

UNDP Yemen

SDG 9: Industry, Innovation

and Infrastructure

Anir Chowdhury, Ishtiaque Hussain & Md

Shakhawatul Islam

UNDP Bangladesh

SDG 10: Reduced Inequalities

Olena Ivanova

UNDP Ukraine

SDG 11: Sustainable Cities

and Communities

UNDP Lao PDR

Photos by Eeva Nyysone & Chelsey Parish

SDG 12: Responsible Consumption and Production

Andrea Egan

Patrizia Cocca

UNDP Namibia

The Global Environment Facility

-

Photos by Patrizia Cocca

Video by Patrizia Cocca & Deo Azben, GEF

SDG 13: Climate Action

UNDP Chad

SDG 14: Life Below Water

Cheikhna A. Aidara

UNDP Mauritania

SDG 15: Life On Land

Sandra Ismanovski

UNDP in the former Yugoslav Republic of

Macedonia

-

Credits

UNDP in the former Yugoslav Republic of

Macedonia

Municipality of Resen

Environmental and Farmers Associations of Prespa

-

Donors

Swiss Agency for Development and Cooperation

The Global Environment Facility

SDG 16: Peace, Justice and

Strong Institutions

Paul VanDeCarr

UNDP Cambodia

-

Photos by Paul VanDeCarr, Ratha Soy &

Samedy Suong

SDG 17: Partnerships for the Goals

Alvaro Hoyos Ramos

UNDP Samoa

-

Credits

Adaptation Fund

UNDP Samoa

The Ministry of Natural Resources and

Environment (Planning and Urban Management

Agency)

Concluding Remarks

Sky Tan Tian Li

UNDP GCPSE



Global Centre for Public Service Excellence

#08-01, Block A, 29 Heng Mui Keng Terrace, Singapore 119620

T: +65 6908 1063 / F: +65 6774 4571

twitter: @UNDPpublicserv / facebook: www.fb.com/GCPSE

website: www.undp.org/publicservice

“While it is true that the achievement of Agenda 2030 needs new partnerships between the public service and private sector and civil society organisations in what can be called a ‘whole of society’ approach, it is equally true that the role of public services across the world will remain pivotal.

Indeed, as Singapore’s experience over more than five decades has illustrated and continues to demonstrate, there is no substitute for good governance embodied in public service vision, foresight and competence if major national development objectives are to be achieved.

Agenda 2030 and the sustainable development goals cannot be achieved if such national development objectives remain unachieved.

In the 21st century this will require no less than both public service excellence and the ‘whole of government’ approach which Singapore practices.

Singapore’s greatest contribution to Agenda 2030, therefore, remains sharing its experiences in the public service area globally through a strategically focused UNDP Global Centre for Public Service Excellence which it helped seed and needs to continue to support.”

Kamal Malhotra

UN Resident Coordinator and
UNDP Resident Representative
Viet Nam