Report

2018 United Nations Public Service Forum, Public Service Awards and Public Service Day cerebrations

Transforming Governance to realize the Sustainable Development Goals
United Nations Department of Economic and Social Affairs

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Executive Summary

The 2018 United Nations Public Service Forum took place from 21-23 June 2018 in Marrakech, the Kingdom of Morocco under the theme of “Transforming governance to realize the Sustainable Development Goals”. The Forum’s high point was the cerebration of the United Nations Public Service Day and the awarding of the United Nations Public Service Awards. It was organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) in collaboration with the host, the Ministry of Administration and Civil Service Reform of the Kingdom of Morocco. This is a brief report on the Forum which provided opportunity for the more than 700 participants from more than 100 countries to discuss innovations in governance and public administration on two basic themes: “governance transformation” and “public administration innovation” both critical to the implementation of the 2030 Agenda for Sustainable Development and the realization of the 17 Sustainable Developments Goals (SDGs). Key stakeholders and players attending the Forum included Ministers, senior public servants, leaders from national and local governments, oversight institutions, regional and international Organizations, academia, experts and practitioners as well as representatives of civil society organizations and the private sector. In this Executive Summary the report provides a synopsis of some of the key policy issues and recommendations highlighted during the discussions and deliberations of the Forum. The details of these are contained in the outcome communiqué of the Forum contained in the annex to this Report.

Transformational and Innovative governance are key: The 2015 Agenda for Sustainable Development and the 17 SDGs constitute a commitment for transforming society and therefore cannot be effectively implemented in a ‘business as usual’ manner. There is great and urgent need for transformational and innovative governance to release the creative potential in public sector institutions to implement the Agenda and achieve the SDGs. The Forum iterated that many Governments are in the process of adapting their institutions and trying new approaches for realizing the SDGs that are at the heart of the 2030 Agenda, many of which are highlighted via the country’s Voluntary National Reviews to the High-level Political Forum, the follow-up and review mechanism in place to monitor progress towards the Goals.

Effective, accessible, affordable and equitable delivery of quality services is critical to leaving no one behind: The Forum highlighted the importance of leveraging innovations, including through public-private partnerships and new technologies, to enhance service delivery. Ensuring effective, accessible, affordable and equitable delivery of quality services is one of the most critical ways of ensuring that no one is left behind in achieving sustainable development. Leveraging technology, collaboration and public-private partnerships to enhance delivery of public services to all was highlighted in this regard.

1 https://sustainabledevelopment.un.org/vnrs/
2 https://sustainabledevelopment.un.org/hlpf
Participation, inclusive, responsive, transparent and accountable public-sector institutions are necessary: Inclusive public sector institutions with mechanisms in place to engage a diverse range of stakeholders, including those from civil society and the private sector, enhances the legitimacy and effectiveness of governance, and importantly public response ownership to the policies and programmes being implemented to ensure sustainable development.

Enhancing participation frameworks, such as town hall hearings, multi-stakeholder committees and through e-participation mechanisms, and fostering regulatory and legislative conditions to encourage partnerships lies at the heart of inclusive governance.

Special efforts should be made to seek and ensure the participation of those from vulnerable and marginalized groups, and where necessary to provide them with the capacity and training to effectively be able to engage in decision-making and participatory processes.

Gender equality and the empowerment of women and girls is central to realizing sustainable development: Participants iterated that the 2030 Agenda is explicit in that its implementation rests on realizing gender equality and ensuring the empowerment of women and girls across all the Goals and targets. As it notes, ‘the achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities.’ While ensuring gender equality is set out explicitly in Goal 5, the empowerment of women and girls is a pre-requisite to realizing the entire Agenda. Ensuring and safeguarding girls and women’s rights, access to quality education, robust healthcare, including sexual and reproductive healthcare, decent work, economic resources, and opportunities for leadership and decision-making, particularly in political processes, is critical to achieving gender equality. The Forum noted that the development and implementation of gender responsive laws, policies and regulations; gender responsive budgeting and resource allocation; disaggregated data collection and use; and the training of public servants on gender responsiveness and non-discrimination are all central facets to ensuring governance models that fully meet the rights and needs of girls and women.

Harnessing the potential of technology, especially ICTs will contribute to speeding up the achievement of SDGs: Whether it is in governance in general, transparency and accountability, or in the delivery of services (such as education, health, information services etc.), technology has proved to be a cross cutting necessity for facilitating and speeding up the pursuit of the sustainable development goals. The Forum emphasized that public sector institutions need to strongly embrace and harness the power of technology in the implementation of the 2030 Agenda to achieve the SDGs.
Leveraging linkages across various sectors, levels of government, and institutional arrangements through vertical and horizontal integration is necessary for policy coherence and the coordinated pursuit of the SDGs: It was noted that governments need to re-adjust their approaches to governance and avoid working in silos with policies, budgets, and human resources assigned in a non-integrated way. The Forum highlighted the creation of cross sectoral or cross ministerial policy mechanisms; SDG coordination committees at national and subnational levels; multi-stakeholder participation platforms; the sharing of data and information; and more integrated resource planning and budgetary allocations, as mechanisms to help enable a more integrated and holistic approach to development efforts.

Strong and effective transformational leadership and human resources with appropriate competences and mindset in public sector institutions and the entire governance system will lead countries to achieve SDGs: The implementation of the 2030 Agenda to achieve the SDGs needs to be accompanied by sustained efforts to develop leadership and human resource capacities in the public sector especially in terms of competences and mindset to align them with the spirit of the Agenda. In this regard institutes responsible for capacity development, especially schools and institutes of public administration are called upon to adjust their training programmes, to address gaps in knowledge, skills, competences and mindsets of public sector leaders and public servants to be in line with the values and requirements of the Agenda.

The SDGs must be localized and integrated in local development strategies: The Forum stressed that for the 2030 Agenda “of the people, for the people, and by the people”, to be truly transformative it needs to be fully realized at the local level. This is also explicitly recognized via Goal 11 of the SDGs, which strives to make cities and human settlements inclusive, safe, resilient and sustainable. Ownership of the Agenda by local communities, towns and cities is central to the achievement of the goals and to integration of various sustainable development objectives and agendas.

Localization of the 2030 Agenda goes beyond the Agenda itself, and requires the integration, implementation and realization of supporting agendas. The importance of ensuring adequate resources and capacity at the local level, coupled with horizontal and vertical policy coherence, multi-stakeholder engagement and strong monitoring and accountability frameworks were underlined as vital to localization of the Agenda.

Enhancing capacity for quality disaggregated data and analytics to address all indicators of the SDGs is pivotal to planning, measuring, tracking progress, evaluation and accountability: The Forum noted that despite the emphasis on harnessing the ‘data revolution’, many countries struggle to provide reliable and timely data for many of the indicators of the SDGs\(^3\). Weaknesses in national statistical offices, including lack of technological infrastructure, financing and human resources greatly impacts the ability of countries to collect reliable and relevant data. Yet, fostering data accessibility and usability forms a crucial role in

\(^3\) Global indicator framework for the Sustainable Development Goals and targets of the 2030 Agenda for Sustainable Development [https://unstats.un.org/sdgs/indicators/indicators-list/](https://unstats.un.org/sdgs/indicators/indicators-list/)
enhancing accountability and legitimacy. Capacity development for the SDGs need to further be focused on these aspects. Coupled with accountability frameworks disaggregated data will contribute greatly to transparency and accountability for the SDGs.

Corruption, in all its forms, is a strong hindrance to the achievement of Sustainable Development and such must be prevented and stopped: The Forum observed that in many countries corruption is rampant and hampers growth, stifles efforts to reduce poverty, deepens inequalities in access to public services such as education and health, and erodes trust in government. This in turn can lead to political and social unrest, further stifling development efforts. Strong accountability mechanisms, changing mindsets of leaders and Public Servants, and engaging multi-pronged approaches are needed to stop and prevent corruption on a sustainable basis.
Part I
UN Public Service Forum 2018:
Transforming Governance to realize the Sustainable Development Goals
i. Background

The following is a Report of the United Nations Public Service Forum which took place from 21-23 June 2018 in Marrakech, the Kingdom of Morocco under the theme of “Transforming governance to realize the Sustainable Development Goals”. The Forum, which is held in honor of the United Nations Public Service Day, was organized by the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) in collaboration with its host, the Ministry of Administration and Civil Service Reform of the Kingdom of Morocco. Several partners including: the African Union, African Training and Research Centre in Administration for Development (CAFRAD), Islamic Educational, Scientific and Cultural Organisation (ISESCO), Governance Institutes Forum for Training in the Middle East and North Africa (GIFT-MENA), Government of Spain, Government of France, Organisation for Economic Co-operation and Development (OECD), Regional School of Public Administration (ReSPA), United Nations Development Programme (UNDP), United Nations Institute for Training and Research (UNITAR), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and United Cities and Local Governments of Africa – African Local Governments Academy (UCLG- ALGA), were engaged in organizing parallel workshops or side events during the Forum. Over the course of three days, participants shared their ideas and innovative practices through 20 events, including a Ministerial Roundtable, Workshops, Side Events and the Exhibition of the 2018 United Nations Public Service Awards Winners.

The Forum was held at a time when countries are deeply engaged in implementing the 2030 Agenda for Sustainable Development adopted by all 193 Member States of the United Nations in September 2015. It allowed Ministers and other senior decision makers to discuss how to transform governance and how governments, institutions and public administrations can best get organized and work to deliver on the Sustainable Development Goals (SDGs). It also looked at how governments and public institutions can become more effective, inclusive and accountable as World Leaders committed to under SDG 16.

Participants had the opportunity to debate emerging issues and trends, as well as good practices, strategies and innovative approaches for transforming governance, implementing the SDGs and leaving no one behind, which is a key principle of the 2030 Agenda.

Key stakeholders and players attending the Forum included Ministers, senior public servants, leaders from national and local governments, oversight institutions, regional and international Organizations, academia, experts and practitioners as well as representatives of civil society organizations and the private sector. In all, 750 participants, including 45 Ministers, from over 100 countries from all over the world attended the event.

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4 Sustainable Development Goal 16: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels
The Forum was opened by H.E. Mr. Mohammed Ben Abdelkader, Minister of Administration Reform and Civil Service, Kingdom of Morocco, with a video message from Ms. Amina J. Mohammed, Deputy Secretary-General of the United Nations and remarks by Mr. Philippe Poinsot, UN Resident Coordinator of the United Nations in the Kingdom of Morocco.

ii. The role of the UN Public Service Forum in supporting the realization of the 2030 Agenda for Sustainable Development

In 2015, the General Assembly requested the Secretary-General “to continue to provide assistance, in particular to developing countries, at their request, in their efforts to strengthen public institutions and public services for sustainable development by, inter alia, fostering information-sharing and the exchange of experience, lessons learned and best practices, as appropriate, including through the United Nations Public Service Day and the United Nations Public Service Awards by providing assistance in institution-building and improving the integration and coordination, as well as the innovation, of public sector initiatives and activities in sustainable development”5.

In this vein, the UN Public Service Forum served as a platform to advance discussions, ideas and insights, as well as share experiences and practices on the institutional arrangements, governance models, and public service delivery that best meet the demands of the 2030 Agenda for Sustainable Development.

iii. The role of transformation in realising the 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development is a call to action to end poverty in all its forms everywhere, and ensure development that is sustainable for people, planet and prosperity. The Agenda aims to promote well-being for all at all ages and build a better future for all people. It envisions a future where sustained and inclusive economic growth, social development, and environmental protection are achieved in a balanced and integrated manner.

The vision the Agenda sets out is ambitions, covering a diverse but interrelated set of issues through its Goals, such as an end to hunger, quality education, access to healthcare and social protection, gender equality and the empowerment of women, climate change, and decent work amongst others.

While the Agenda sets out 17 separate Goals each with its own targets and indicators for measurement, their realization are wholly dependent on each other. For example, targets under SDG 4 on quality education or under SDG 8 on employment and decent work cannot be met without also meeting targets under SDG 5 on ensuring gender equality for girls and women.

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5 A/RES/69/327 on Promoting inclusive and accountable public services for sustainable development adopted in September 2015
The many linkages between and across all the Goals, as well as the broader calls across the Agenda more fully, notably to ensure that no one is left behind, demand transformative action at all levels, including within public institutions and administration. It is clear from the ambitious vision the Agenda set out that doing ‘business as usual’ will not suffice if the Goals are to be met.

IV. The role of public institutions in realizing the 2030 Agenda

Governments have the ultimate responsibility for implementing the 2030 Agenda. The policies they make and the public services they provide will be the linchpin upon which success lies. To this end, countries have been taking a range of actions to implement the 2030 Agenda, and in doing so undertaking transformative approaches to governance. Actions outlined by the 64 Member States reporting on their implementation of the Agenda to the High-Level Political Forum in 2016 and 2017 include the establishment of SDG coordination committees, SDG oversight bodies to monitor and track implementation, the establishment of multi-stakeholder decision making bodies, and online consultations with the public on sustainable development priorities.

Yet, realizing the SDGs by 2030 will require even further transformative change, change that goes beyond the doors of government. A truly transformative Agenda requires a paradigm shift in the way societies govern themselves. It requires rethinking the role of government and the way it interacts with civil society and the private sector in managing a country’s public affairs, resources and in responding to people’s needs.

New governance models with new approaches to leadership, multi-stakeholder engagement, public-private partnerships, sustainable and effective management of human and financial resources, accompanied by improvements in preventing corruption as well as enhancing effectiveness, inclusiveness and accountability are needed for sustainable development to be realized.

The 2030 Agenda presents a unique opportunity to embrace transformative thinking and action in governance. From the local to the international levels, new ways of engaging, implementing, monitoring and reporting can all help enhance public service delivery and, ensure the engagement of and service delivery to the poorest and most vulnerable.

Crucially too, beyond service delivery, such transformation can help build trust in government, the erosion of which many countries have seen in recent decades. An erosion of trust in the competency of

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6 64 countries presented voluntary national reviews at the High-Level Political Forum (HLPF) in 2016 and 2017. Country reports can be found here: https://sustainabledevelopment.un.org/vnrs/

7 DPIDG/UNDESA has produced a compendium of institutional arrangements in place to help realize the SDGs, of countries presenting Voluntary National Reviews to the HLPF in 2016 and 2017, drawing on the VNRs and other sources. Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development http://workspace.unpan.org/sites/Internet/Documents/UNPAN97468.pdf
government to meet basic needs has a massive impact on the political and economic stability of a country, and therefore, sustainable development.

The transformation and innovative thinking required to meet the 2030 Agenda has implications for all of government and all of society. It will require harnessing the potential and synergies among the different governance actors, policy areas, institutions and engaging with civil society and the private sector.

V. Structure and focus of the 2018 Public Service Forum

The 2018 Forum discussions focused on two inter-twined themes: Transforming governance to achieve the SDG and Innovating for the SDGs. Through a series of workshops, plenary sessions and side events (box x) the themes were explored in detail. In addition, a partnership corner and innovation fair allowed participants the opportunity to discuss innovations in public service and learn from the work of UN public service award winners in 2018. The discussions and key outcomes of the workshops fed directly into the outcome Communiqué of the Forum (see annex).

Workshops

**Theme 1: Transforming governance to achieve the SDGs**
- Workshop I: Governance of the future: challenges, opportunities and new frontier issues
- Workshop II: Working together: integrated approaches to implementing the SDGs
- Workshop III: Transformational leadership and changing mentalities to achieve the SDG
- Workshop IV: Governance to localize the SDG

**Theme 2: Innovating for the SDGs**
- Reaching the poorest and most vulnerable through inclusive services and partnerships;
- Making institutions inclusive and ensuring participation in decision-making;
- Promoting gender responsive public services to achieve the SDGs;
Throughout the Forum participants discussed innovative practices, initiatives and models, as well as emerging trends and frontier issues from a range of countries and perspectives, from local to national level. Including:

- The governance needed for the sustainable development goals, including by looking at the opportunities and challenges of mega trends and emerging issues.
- How to promote integrated policies to implement the SDGs
- How to foster transformational leadership, culture and changing mentalities to achieve the SDGs
- Local governance and the SDGs
- How to promote collaboration at the global level among schools of public administration, public management and training institutes, and academia to equip public servants with the capacities needed to implement the SDGs.
- How to reach the poorest and most vulnerable through inclusive services and partnerships
- How to make institutions inclusive and ensure participation in decision making
- How to promote women’s participation and leadership in the public service to achieve the SDGs, including through gender responsive public service
- Spearheading open and digital government for SDG 16
- How to prevent corruption and promote integrity and transparency at the local level in Africa
VI. Ministerial Roundtable

On the final day of the Forum Ministers came together in an interactive, question and answer-based Roundtable to detail concrete actions they would take at the country level to advance sustainable development objectives. Ministers drew on key conclusions, recommendations and lessons learned during the Forum. The Roundtable offered the opportunity to promote international and regional cooperation through peer-to-peer learning and sharing of innovative practices. By hearing from their peers on how they addressed the challenges related to designing and delivering services, Government officials bolstered their capacity to respond to the 2030 Agenda.

VII. UN Public Service Awards

The Forum concluded with the UN Public Service Award (UNPSA) ceremony, which was held on the occasion of UN Public Service Day (23 June) during which the winners of the Awards received their trophies and certificates. The purpose of the UNPSA is to promote and reward innovation and excellence in public services for sustainable development in support of the realization of the SDGs and the principle of leaving no one behind. In 2016, the UNPSA was reviewed to be aligned with the implementation of the 2030 Agenda for Sustainable Development and the SDGs. In 2018, the awards were given in three categories: 1. Reaching the poorest and most vulnerable through inclusive services and participation; 2. Making Institutions Inclusive and Ensuring Participation in Decision-Making; 3. Promoting Gender Responsive Public Services to Achieve the SDGs.

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8 Category 3 is managed in collaboration with the UN Women
Part II
Key Messages
i. Introduction

The Forum provided the opportunity to discuss innovations in key SDG areas from a public administration perspective. Through a series of plenaries, workshops and side events the themes of governance transformation and public administration innovation were explored in detail. A full list of workshops and side events can be found on page 11.

The current section of this Report elaborates on some of the key policy discussions and messages arising from the workshops, plenaries and side events, drawing in, where relevant examples of innovations and practice presented. Full presentations, concept notes, agendas, and, where available, reports of the respective sessions can be found via the Division’s website: https://publicadministration.un.org/unpsa2018/en-us/

The outcomes and messages arising from the Forum were synthesized into a set of 17 concrete recommendations and presented on the final day of the Forum in an Outcome Communiqué, which can be found in the Annex of this Report.

ii. Key messages

Transformational and innovative governance is needed to realise the 2030 Agenda for Sustainable Development

A resounding message of the UN Public Service Forum was that both transformational and innovative governance is needed to ensure that the goals and targets of the 2030 Agenda are realized. The Forum emphasized that while there is no “one-size fits all” approach on how to transform governance and innovate there are new ideas, approaches, mechanisms and lessons that can be shared and leveraged. These were highlighted through examples of innovation and transformation at national and subnational level, and in particular through the sharing of innovative practices of the 2018 winners of the United Nations Public Service Awards (see page 13).

The Forum iterated that many Governments are in the process of adapting their institutions and trying new approaches for realizing the SDGs that are at the heart of the 2030 Agenda, many of which are highlighted via the country’s Voluntary National Reviews⁹ to the High-level Political Forum, the follow-up and review mechanism in place to monitor progress towards the Goals¹⁰.

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⁹ https://sustainabledevelopment.un.org/vnrs/
¹⁰ https://sustainabledevelopment.un.org/hlpf
Ensuring quality public services that are equitable and accessible is central to ‘leaving no one behind’

To ensure that the principal pledge of the 2030 Agenda that ‘no one will be left behind’, participants stressed that a transformative and inclusive approach to governance is needed. Doing so requires not only ensuring quality public services that are equitable and accessible to all but engaging stakeholders from all aspects of society to ensure that services respond effectively to their needs.

In this respect, the Forum highlighted the importance of leveraging innovations, including through public-private partnerships and new technologies, to enhance service delivery. Throughout the Forum examples of innovations in public service delivery, particularly pertaining to the three categories of the 2018 UN Public Service Awards (page 13), served to demonstrate the increasing role that innovation and technology play in enhancing the quality and accessibility of public services. From financial tracking of municipality expenditure in municipalities in Seoul, South Korea to the online Citizen Participation Project in Madrid, Spain new technologies have increased countries’ ability to enhance transparency in service delivery and reach the poorest and the most vulnerable.

Yet, greater efforts are needed to ensure that those historically left on the sidelines of service delivery and decision-making are engaged. In particular, a lack of disaggregated, reliable, timely and frequent data has hindered the ability of many governments to accurately take stock of differing populations, their situations and needs. Indigenous peoples, migrants, the homeless, persons with disabilities, and those living in remote and rural areas are often left off the statistical ‘map’ when it comes to data collection, and as a consequence, policy and programme development often fails to adequately address their needs.

While greater efforts and resources need to be directed towards more robust data collection systems, efforts are also needed to enhance the engagement of vulnerable people and groups in inclusive decision-making.

Transformative governance hinges on inclusive and participatory institutions

As countries adjust their governance models to meet the SDGs, an onus on more inclusive, responsive and transparent governance is required.

Just as multi-leveled and multi-stakeholder cooperation is essential, so too is making institutions inclusive and ensuring that decision-making is a participatory mechanism comprising all segments of the society: women, youth, older persons, persons with disabilities, indigenous peoples, migrants and refugees, amongst others.

Inclusive institutions with mechanisms in place to engage a diverse range of stakeholders, such as those from civil society and the private sector, enhances the legitimacy and effectiveness of governance, and importantly the policy and programme responses being implemented.
Enhancing participation frameworks, such as town hall hearings, multi-stakeholder committees and through e-participation mechanisms, and fostering regulatory and legislative conditions to encourage partnerships lies at the heart of inclusive governance.

Special efforts should be made to seek and ensure the participation of those from vulnerable and marginalized groups, and where necessary to provide them with the capacity and training to effectively be able to engage in decision-making and participatory processes.

Enhancing accessibility to decision making, including through accessibility of data and information, the production of information and materials in local languages, and enhancing physical accessibility, all bolster the potential of different stakeholders to effectively participate.

The achievement of sustainable development is not possible without realising gender equality and ensuring the empowerment of women and girls

The 2030 Agenda is explicit that its implementation rests on realizing gender equality and ensuring the empowerment of women and girls across all the Goals and targets. As it notes, ‘the achievement of full human potential and of sustainable development is not possible if one half of humanity continues to be denied its full human rights and opportunities.’ While gender equality is set out explicitly in Goal 5, the empowerment of women and girls is a pre-requisite to realizing the entire Agenda.

Ensuring girls and women’s rights and access to quality education, robust healthcare, including sexual and reproductive healthcare, decent work, economic resources, and opportunities for leadership and decision-making, particularly in political processes, is critical to achieving gender equality.

The Forum discussed that the lack of women in public administration, in particularly in leadership and high-level decision making positions has often meant that decisions regarding resource allocation and policy priorities are often made without using a gender responsive lens. This is despite the fact that gender responsive service delivery leads to better health, educational, economic and job opportunities for women and girls, particularly those from vulnerable and marginalized groups. These not only impact the lives of girls and women, but greatly enhance development outcomes across the board.

In this respect, the Forum noted that the development and implementation of gender responsive laws, policies and regulations; gender responsive budgeting and resource allocation; disaggregated data collection and use; and the training of public servants on gender responsiveness and non-discrimination are all central facets to ensuring governance models that fully meet the rights and needs of girls and women.
Efforts to increase gender responsive services should be simultaneously accompanied by efforts to support and increase women’s representation in leadership roles at all levels in public administration and political positions. During the Forum examples from Egypt, Morocco, Jordan and Tunisia, highlighted how legal reforms have served to strengthen women’s participation in public administration. But, it was stressed that such changes must also be accompanied by a change in mindsets, not only of public servants, but across society more generally. Gender sensitivity and awareness raising campaigns, such as those on combating violence against women, play a key role in changing mindsets. The Forum noted the role of both in-country and cross-country networking in helping pool knowledge to increase gender-inclusiveness and effectiveness in public administration.

Engaging women’s organizations in multi-stakeholder decision-making, incorporating gender budgeting into public service resource allocations at all levels, mainstreaming of gender issues across all policy and sectoral areas, adopting and implementing legislation and policies to eradicate gender discrimination, such as those on equal pay and parental leave, and crucially tackling, through education, awareness raising, policies and legal frameworks, violence against women, sexual harassment and discrimination are all crucial to not only ensuring that women and girls are empowered but to realizing sustainable development.

Leveraging the opportunities of new technologies and open data are central to governance of the future:

The Forum took a long view in examining the capacities needed to transform public institutions and legal frameworks to realize the 2030 Agenda, exploring how institutional capacity and partnerships could be strengthened to formulate, re-design, implement and evaluate policies to meet not only the challenges of today, but those of tomorrow. In what was termed ‘governance of the future’ opportunities for how governments can transform capacities and institute ethical and legal frameworks for the future were also discussed.

In this context, the Forum noted that to ensure effective, inclusive and accountable governance, governments and societies must leverage multi-lateral and multi-stakeholder approaches and embrace the use of frontier technologies while mitigating their risks.

The critical role of technology in governance, service delivery, accountability and transparency were a cross cutting theme of the Forum with the resounding message that the public service should do more to harness the power of technology, including through public-private partnerships.

It was often noted that new technologies have created opportunities to more quickly and effectively meet sustainable development challenges, enhance service delivery, reach the furthest left behind and engage multiple stakeholders, including the private sector, in implementing solutions to development challenges.
The role of new technologies in implementing open government principles was also highlighted, particularly in regard to access to timely and accessible data and information. The sharing of data and information is not only central to accountable, transparent and open governance but to enhancing the relationship between the government and citizens, and in doing so facilitating a more collaborative approach within the public administration.

However, it was acknowledged that many countries, particularly the least developed, developing and countries in conflict situations, lack the infrastructure needed to join the fourth industrial revolution. The digital divide that persists demands greater efforts to build the supply for technology for all countries, including hardware and software, as well as human ware: the ability to code, or to process information, and to translate that back to citizen wellbeing. The development of technological skills both for citizens and public officials was therefore stressed as a key facet of building technology supply.

It was stressed that while new frontiers in technology and artificial intelligence hold immense opportunities for enhanced service delivery, transparency and accountability, they also pose numerous challenges and risks. Notably, issues surrounding data privacy and cyber security, data ownership and accessibility, amongst others have meant that, for many governments, regulating in the area of new and rapidly changing technologies is a difficult task. The Forum recognized the need for governments to increase capacity in this area so as to develop regulations and standards that ensure cyber security and the protection of data.

Finally, participants discussed that for larger digital transformation of public administration to take place more needs to be done in terms of creating governance structures that use technology for citizen-centred policy-making and services. To this end, it was highlighted that countries in the western Balkans region are identifying concrete possibilities to invest part of their budgets into digital infrastructure, electronic services and joint regional programmes to improve public service delivery and living conditions of its citizens and businesses. The Forum heard that the Western Balkan Digital Summit\(^{11}\) marked the start of a series of six regional events to foster cooperation among leaders and civil servants in the region, engaging local government, the private sector, and civil society.

**Integrated approaches to governance are critical to meeting the integrated demands of the SDGs**

The important role of vertical and horizontal integration within public administration was stressed throughout the Forum as a means to unlocking the potential of transformative governance to realize the SDGs. Leveraging linkages across various sectors, levels of government, institutional arrangements, and policies, can help ensure an integrated approach to sustainable development and in particular to meeting the inter-related, and sometimes competing demands, of the Goals.

\(^{11}\) The western Balkan digital summit was held 18-19 April 2018 in Macedonia: [https://digitalsummitwb6.com/](https://digitalsummitwb6.com/)
In this respect, the Forum highlighted examples of where integration was necessary for realising specific SDGs, with a focus put on those pertaining to health, gender equality, migration and training.

It was noted that traditional forms of governance and public administration have often worked across policy or departmental silos, with budget and human resources assigned in a non-integrated way. For many public administrations this continues to be the case, leading to gaps in service delivery and a competition for resources. To remedy this, collective and multileveled efforts with impetus on the integration of policies, structures and resources are needed. The integrated approach of the SDGs therefore challenges traditional ‘sectoral’ working methods of public institutions to work in more integrated manners. It also challenges policy makers to harness existing and create new synergies while also taking account of and addressing trade-offs among the SDGs.

Fostering a ‘whole of government’ approach to facilitate integrated, cross-sectoral and multi-level coordination of the SDGs is central to overcoming the challenges of implementation.

Coupled with strong political leadership and vision at the top level of government, the Forum highlighted the creation of cross sectoral or cross ministerial policy mechanisms; SDG coordination committees at national and subnational levels; multi-stakeholder participation platforms; the sharing of data and information; and more integrated resource planning and budgetary allocations, as mechanisms to help enable a more integrated and holistic approach to development efforts.

Implementing the 2030 Agenda requires fostering effective leadership and changing mindsets of public servants at all levels

Realising the 2030 Agenda requires a shift in mentalities of public servants at all levels in order to address the requirements of both public service institutions and public servants themselves. Ensuring that public servants are not only fully aware of the SDGs, but are empowered, motivated and trained to incorporate SDG perspectives and thinking into their work at all levels is imperative to delivering public services in a more integrated, efficient and equitable way.

Throughout the Forum examples of the training of public servants in the context of the SDGs were highlighted as well as alternative work arrangements which can better enable and motivate public service employees to work more effectively, including through telecommuting and flexible hours arrangements.

Examples such as government performance management systems, design thinking, courses on ethics, advanced education with a multi-disciplinary approach, continuous training and learning programmes, peer-to-peer education, and coaching and mentoring were highlighted as tools to enhance the competencies of public servants.

Similarly, the important role of strong and effective leadership in public administration was highlighted. Participants stressed that leaders, at all levels, need to have the necessary capacities and mindsets to drive the change and transformation necessary to realize the SDGs. When discussing how this leadership
could be best fostered, a focus on giving leaders the room to be creative, innovative, entrepreneurial, and visionary was emphasized.

In particular, Schools of Public Administration present at the Forum iterated the importance of robust SDG education and competency frameworks tailored to national and local contexts to drive mindset change of public servants. In this respect, the Forum saw the launch of the Global Initiative of Schools of Public Administration\textsuperscript{12} which aims to mobilize and equip public servants to implement the 2030 Agenda in part by stressing the importance of greater regional and global dialogue, partnerships and knowledge exchange on SDG curricula and learning models.

**Localisation of the 2030 Agenda and enhancing the capacity of local authorities is an integral part of the multilevel and transformative governance.**

For the 2030 Agenda “of the people, for the people, and by the people”, to be truly transformative it needs to be fully realized at the local level. This was an emphatic message arising from the Forum.

The issue of localisation of governance has grown in recent years, with governments increasingly decentralizing decision-making, programme implementation and resource management to the subnational levels, reflecting the recognition that local authorities, on the front line of service delivery, are often best placed to interpret, define and localize development strategies.

This is also explicitly recognized via Goal 11 of the SDGs, which strives to make cities and human settlements inclusive, safe, resilient and sustainable. With two thirds of the world’s population set to live in urban areas by 2050\textsuperscript{13}, ownership of the Agenda by local communities, towns and cities is central to the achievement of the goals and to integration of various sustainable development objectives and agendas.

In this sense, localisation of the 2030 Agenda goes beyond the Agenda itself, and requires the integration, implementation and realization of supporting agendas, notably the Addis Abba Action Agenda on Financing for Development, the New Urban Agenda, the Paris Agreement, together with national and local development plans and strategies. Throughout the Forum it was underlined that such implementation requires a high level of vertical and horizontal integration, as well as robust stakeholder engagement, particularly from those who have traditionally been sidelined from participatory processes and have been historically marginalized from the benefits of development: indigenous peoples, youth, persons with disabilities, migrants and refugees to name a few.

\textsuperscript{12}Outcome Report Meeting of the Global Initiative for Schools of Public Administration Mobilizing and equipping public servants to implement the 2030 Agenda for Sustainable Development and achieve the Sustainable Development Goals


Participants discussed how drawing on the knowledge, experience and resources of local stakeholders helps create a strong and capable local authority and helps restore trust and legitimacy in its service. In this vein, local authorities, in collaboration with civil society and private sector stakeholders, should take the lead in identifying key needs, designing targets and indicators, establish reporting and monitoring mechanisms, and identify resource and financing gaps.

While different countries face different governance and institutional challenges, a lack of capacity, in terms of human resources, finances and infrastructure, represents a challenge for many countries. The Forum heard that this is particularly true for local governments, where efforts to decentralize decision making and power is often not met with corresponding financial and human resources. Such resource constraints stifle the capacity of local government to implement the transformative actions required to realize the 2030 Agenda. Particularly in times of economic uncertainty, local governments are the first affected through austerity measures, such as budget cuts, as transfers from central government become volatile and unpredictable. For countries reliant on Overseas Development Assistance (ODA), such volatilities are even more unpredictable.

The Forum emphasized that to mitigate these threats new ways of thinking about financing for development that go beyond traditional development assistance, and which focus on generating homegrown and local solutions to financing development efforts are necessary. This acknowledgment that expenditures and investments in sustainable development are being devolved to the subnational level, is also reflected in the primary financing instrument of the 2030 Agenda, the Addis Abba Action Agenda, which commits to ‘scaling up international cooperation to strengthen capacities of municipalities and other local authorities’.

Participants underscored that enhancing the capacity of local governments is essential not just for delivering quality public services and to meeting the SDGs, but to enhancing trust, accountability and inclusiveness in the country’s institutions more generally. For this to be realized, the need to increase collaboration and integration between central and local governments and to actively engage with stakeholders in civil society and the private sector through participatory processes was highlighted.

Notably, the role of civil society stakeholders in monitoring local governance was also stressed. Highlighted throughout the Forum were examples of citizen led shadow reports, expenditure tracking and municipality score cards, such as the Arguden Governance Academy’s ‘Governance Scorecard of Municipalities for Istanbul Districts’.

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Enhancing Data Capacity is a pre-requisite for transformative policy making

A clear message from the Forum was that quality disaggregated data is vital to tracking progress towards the SDGs, to ensuring that targets and indicators are measurable, and that policy responses are appropriate and effective overtime.

Since the adoption of the 2030 Agenda, emphasis has been placed on enhancing the capacity of countries to collect and use timely, reliable and accurate data. Such data not only helps monitor progress towards the SDGs but helps better inform evidence-based policy and programme development. Despite the emphasis on harnessing the ‘data revolution’, many countries struggle to provide reliable and timely data for many of the 232 indicators of the SDGs.

The Forum heard that a lack of capacity of national statistical offices, including lack of technological infrastructure, financing and human resources greatly impacts the ability of countries to collect reliable and relevant data. This is particularly the case in least developed and developing countries and countries in conflict situations. While greater efforts are needed to enhance the capacity and foster synergies across data systems, the Forum heard how leveraging and fostering informal data innovations into official statistical production processes can help fill in the data gaps. The growing realm of citizen led/produced data provides a unique opportunity for the public sector to engage with citizens in data collection and use in finding solutions to development challenges.

The Forum also discussed how private sector organizations can hold swaths of information and data that can greatly help public sector institutions in filling in data gaps. The role of public-private partnerships, particularly in the use of big data, is an area of growing interest where increased capacity of government entities to work with both the private sector actors is required. Establishing the institutional frameworks that leverage non-traditional data sources will be essential to ensuring more robust, holistic, timely and usable data.

Similarly, focusing on how data is accessible and usable to the public forms a crucial role in enhancing accountability and legitimacy. Work around data visualization and usability helps democratize data, allowing a greater number of stakeholders to use it in their own development solutions.

Strong monitoring and accountability frameworks underpin the SDGs

The 2030 Agenda clearly calls for robust monitoring and accountability. Setting out 232 indicators to measure progress towards the Goals, it offers the possibility to track successes and failures overtime. Yet, as discussed above, a lack of data greatly hinders efforts to measure many of these outcomes. Utilizing

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monitoring, oversight and accountability frameworks is therefore crucial if progress is to be measured and governments held accountable for their commitments under the Goals.

While efforts are needed to improve data capacity other means of monitoring progress towards the goals are being employed, particularly by civil society organizations, such as shadow reports to Voluntary National Reviews and report cards on country’s progress in meeting the Goals.

**Preventing Corruption and mismanagement of resources is critical to realizing the SDGs**

An integral part of the 2030 Agenda for sustainable development is the development of strong accountability and regulatory frameworks which inhibit corruption and misuse of resources at all levels.

The Forum heard how corruption and mismanagement of resources remains a major obstacle to realizing the SDGs. Corruption serves to hamper growth and stifle efforts to reduce poverty, deepens inequalities in access to public services such as education and health, and erodes trust in government. This in turn can lead to political and social unrest, further stifling development efforts.

In discussing how to prevent corruption, it was noted that a multi-pronged approach is required, one that tackles both the root, through changing the mindsets of public servants and leaders who engage in corrupt activities, as well developing strong, open and transparent accountability mechanisms and frameworks.

The Forum discussed the important role that multi-stakeholder accountability frameworks, independent oversight bodies, such as ombudsman and supreme audit institutions, as well as parliamentary oversight committees, can play in ensuring multi-dimensional accountability mechanisms for the SDGs. In countries where a culture of corruption and bribery is the norm, it was stressed that efforts must be made to work with informal institutions and mechanisms, train civil servants and provide incentives for accountable behaviors.
Part III
Outcome and Recommendations
i. Introduction

Based on the Forum’s discussions and deliberations an outcome Communiqué was presented on the final day of the Forum. Key recommendations from the Communiqué are provided below, while the full text can be found in the annex.

ii. Recommendations:

1. A fundamental rethinking of society is needed to deliver on the SDGs. Learning from the past in terms of good practices and shortcomings is essential; however, governments need not be limited by the past. There is a need to think outside of the box and have a long-term vision. A governance based on inclusivity, multi-stakeholder partnerships and multi-leveled cooperation is required, along with transparency, accountability, knowledge-pooling and sharing. True transformation of public governance calls for innovative mechanisms and practices in designing development strategies and managing public service delivery.

2. Governments should leverage the opportunities of technologies and harness the fourth industrial revolution while addressing present and future risks. Many challenges are posed by new frontier issues brought by technology, but they also hold immense opportunities and bring solutions, driven by the power to think, analyze and cooperate. Technologies are transforming the world of learning and promoting leapfrogging solutions that catalyze crowds and markets and energize stakeholders. Although information and communication technologies (ICTs) are opening a world of new possibilities in the realm of governance, governments still need to govern ICTs, and to ensure cyber security and the protection of data privacy.

3. Policy makers should be aware of the importance of harnessing synergies while addressing trade-offs among the SDGs to accelerate the achievement of the 2030 Agenda. Policy makers should consider both horizontal and vertical policy integration. In this regard, government should harness the potential of working together with local governments and their communities.

4. Leadership is at the core of strong institutions. Leadership should play a crucial and pivotal role in public administration. Public sector leaders should also be given the room to lead - to be creative, innovative, entrepreneurial, and visionary. Teaching and training materials for public administrations should embed the principles of the 2030 Agenda and link them to competency frameworks.
5. Increased collaboration between central and local governments – together with key stakeholders and civil society, notably at the local level – is needed to mainstream the SDGs at all levels and wider society. National development frameworks can support SDGs. A clear communication on roles and responsibilities is critical to ensure effective government transformation.

6. To ensure the implementation of the SDGs, local governments and city leaders need to be better equipped with critical capacities, including resources, knowledge and social, political and economic empowerment.

7. Most of the SDGs will be delivered through public services that are inclusive and personalized. Governments must provide quality services that respond to the needs of the people, particularly the most vulnerable and furthest left behind.

8. The empowerment of women in all spheres of life including the political, social and economic, is essential to promoting their participation in society, and central to achieving SDGs.

9. Public sector leaders and public servants should mainstream the principles of the 2030 Agenda and include the SDGs in the public-sector strategies, plans and programs;

10. Public servants need to change behaviors and mindsets to ensure effective, accountable and inclusive implementation of the SDGs;

11. Institutes responsible for training public servants should include in their curricula both the principles and the Goals of the 2030 Agenda.

12. Participation and inclusion are critical in shaping how public service responds to and implements the SDGs. Governments should embrace democratic, inclusive, and participatory governance.

13. Governments should develop the necessary policies, tools, and approaches to promote the participation of all segments of society, including women and young people, in decision-making processes.

14. In the spirit of the 2030 Agenda, governments should endeavor to promote innovative public-private partnerships to realize the SDGs.

15. Governments should put in place programmes to prevent and fight corruption at all levels and among all sectors of society.
16. The United Nations should create an observatory of innovative practices on SDG implementation and put in place learning programs and capacity development activities to support governments in realizing the SDGs.

17. Schools of public administration and training institutes requested that the United Nations support global and regional knowledge sharing and peer-to-peer exchanges to promote greater regional and global continued dialogue, partnerships and knowledge exchange on SDG curricula and learning models. They requested the development of a guidance framework on SDG competencies at the global level as well as curriculum models and cases from regions or countries on current SDG curricula for public administration schools.
Part IV

UN Public Service Awards
i. Background

This is the report of the 2018 United Nations Public Service Day and Public Service Awards ceremonies which took place in Marrakesh, Kingdom of Morocco on the 23rd of June 2018. The United Nations General Assembly Resolution, A/RES/57/277, designated 23 June as the United Nations Public Service Day (UNPSD). The UNPSD celebrates the value and virtue of public service to the community and highlights the contribution of public service in the development process. It recognizes the work of public servants and encourages young people to pursue a career in the public sector.

Subsequently, the United Nations Public Service Awards (UNPSA) programme was established in 2003 to recognize the exemplary public service through rewarding public institutions for their pursuit for excellence and innovation.

The 2018 United Nations Public Service Day was celebrated on 23 June in Marrakech, the Kingdom of Morocco in conjunction with the United Nations Public Service Forum (UNPSF) on the theme of “Transforming Governance to Realize the Sustainable Development Goals (SDGs)”.

The 2018 United Nations Public Service Day and Awards Ceremony was organized by the United Nations Department of Economic and Social Affairs (DESA) through the Division for Public Institutions and Digital Government (DPIDG), in collaborations with the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and hosted by the Government of the Kingdom of Morocco through the Ministry of Administrative Reform and Civil Service. Presided over by Ambassador Liu, Under Secretary General of the United Nations Department of Economic and Social Affairs, the Public Service Day and Awards ceremony was attended by more than 700 participants from more than 100 countries. Besides the high-level dignitaries from the Kingdom of Morocco who included the Prime Minister and the Minister of Public Service and Administrative Reform, the participants in the cerebrations included Ministers, senior public servants, leaders from national and local governments, oversight institutions, regional and international organizations, academia, experts and practitioners as well as representatives of civil society organizations and the private sector. In this brief report we highlight the categories and selection process for the 2018 UN Public Service Awards, give a synopsis of each winning initiative as well as some statistics on the competition for the awards.

ii. Categories and criteria

The 2018 United Nations Public Service Awards were given in three (3) categories namely; Category one: Reaching the Poorest and Most Vulnerable through Inclusive Services and Partnerships, Category two: Making Institutions Inclusive and Ensuring Participation in Decision-Making, and Category three: Promoting Gender Responsive Public Services to Achieve the SDGs
### Category 1: Reaching the Poorest and Most Vulnerable through Inclusive Services and Partnerships

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<tr>
<th>Introduces an innovative idea, policy, practice or structure</th>
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<tbody>
<tr>
<td>Introduces an idea, policy, practice, or structure that is distinctively new, innovative and unique in the context of a given country or region, for reaching the poorest and most vulnerable and ensuring that they make progress towards the SDGs</td>
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<table>
<thead>
<tr>
<th>Provides access to quality services for the poorest and most vulnerable</th>
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<tr>
<td>Increases the accessibility of quality and affordable public services to the poorest and most vulnerable people. This can be done notably by addressing the obstacles that hinder their access to public services such as geography, income or other social or economic factors, security issues, care burden, mobility, discrimination related to sex, gender, age, race, ethnicity and other factors depending on the country or regional context. This can also include introducing new approaches to delivering services or claiming rights and obtaining benefits, so the poorest and most vulnerable can access them more easily.</td>
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<td>Introduces mechanisms to ensure the poorest and most vulnerable (and those who represent or assist them) can easily obtain information about public services – notably services related to the SDGs, but also related decisions and approaches, as well as about their own rights and entitlements.</td>
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<tr>
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<tbody>
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<td>Introduces mechanisms that can help the poorest and most vulnerable (and those who represent or assist them) to hold the government accountable on the delivery of public services. This may include mechanisms to provide feedback on the relevance, quality and cost of public services; report any wrongdoing; initiate investigations; file complaints or request compensation where relevant.</td>
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| Introduces mechanisms that ensure public officials are informed about the special needs of the poorest and most vulnerable; trained and equipped to meet the needs; and then held accountable when those needs are ignored or when the rights of the poorest and most vulnerable people are not protected. |

### Category 2: Making Institutions Inclusive and Ensuring Participation in Decision-Making

<table>
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<th>Introduces an innovative idea, policy, practice or structure</th>
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<tr>
<td>Introduces an idea, policy, practice, or structure that is distinctively new, innovative and unique in the context of a given country or region. Enhances the formal and informal participation of all individuals</td>
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and groups in public decision-making processes or policies, approaches and measures related to public services and other aspects impacting on their lives. Institutionalizes and/or strengthens participatory decision-making and consultation processes at the national and local level.

Strengthens the capacity of national or local governments and public institutions responsible for overseeing or delivering public services to engage people in preparing and implementing decisions, especially the poor and vulnerable people.

Promotes a professional, merit based and well equipped civil service to ensure continuous and consistent institutional performance for an effective public services delivery.

Fights discrimination and promotes equality.

Promulgates new or strengthens existing legislation, policy, regulation or measure to fight discrimination, exclusion and exploitation, and to extends access to public services and developmental opportunities, assets and resources for all, including women and girls, and the poorest and most vulnerable.

Promotes robust legal framework.

Promotes the application of the existing legal and regulatory framework relevant to anti-discrimination and inclusion, or develops additional laws and regulations that foster changes in norms, attitudes and behavior that combat discrimination, including through promoting diversity, dialogue, interaction and collaboration.

Promotes participatory decision-making.

Promotes participatory decision-making.

Implements new processes and institutional mechanisms to channel the demands and views of people and enable governments – policy makers and public officials – to better interact with the public, for instance, to better express their needs, participate in and influence policy-making; comment on policy implementation; provide feedback on government services (on and off-line services); and file complaints.

Clearly supports inclusion, participation and engagement of all people, irrespective of sex, age, race or ethnicity, including through focusing on specific groups of the population and especially those in vulnerable situations, so that after the effective implementation of the initiative, all or some of these groups can participate more fully in society and in decision-making.

Institutes multi-stakeholder engagement processes nationally and/or locally.

Promotes responsiveness.

Enhances responsiveness of government to the demands and needs of citizens and ensures the inclusion of the views of concerned sections of the community in public affairs.

Promotes participation through new institutional mechanisms.

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Category 3: Promoting Gender Responsive Public Services to Achieve the SDGs

Introduces an innovative idea, policy, practice or structure.

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17 Category 3 is managed in collaboration with the UN Women.
Introduces a distinctively new approach to promoting the participation of citizens, especially poor women, in policymaking; this may be through the application of a new knowledge management technique, unique policy, or implementation design in the context of a given country or region

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<tr>
<th>Provides access to high-quality, affordable services for women</th>
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<tr>
<td>Provides increased access to sustainable, high quality and affordable public services for women; includes innovations in service delivery mechanisms that cater to the specific needs of women, including the poorest and most vulnerable, in particular responding to the specific discrimination faced by women, their care burden, mobility and access issues and security risks faced by women</td>
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<tr>
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<tr>
<td>Provides mechanisms that help women to easily obtain information and feedback about government actions, and their own rights and entitlements, to initiate investigations, to convey needs or concerns, or to seek and be compensated where necessary. Ensures officials are sanctioned when women’s rights and needs are ignored or when women’s rights for service delivery are not protected</td>
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<tr>
<th>Promotes participation of women in decision-making and delivery of public services to women</th>
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<tr>
<td>Creates mechanisms to increase the ability of women to contribute to government decision-making and processes, including participatory budgeting and planning processes, and mechanisms allowing people to give feedback on issues related to public services</td>
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<tr>
<th>Promotes responsiveness to the needs of women</th>
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<tr>
<td>Enhances responsiveness of government to the demands and needs of women, in particular the poorest and most vulnerable; Implements new processes and institutional mechanisms to channel the demands and views of people and enable governments – policy makers and public officials – to better interact with the public, for instance, to better express their needs, participate in and influence policy-making; comment on policy implementation; provide feedback on government services (on and off-line services); and file complaints</td>
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<th>Promotes gender parity in public service</th>
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<tr>
<td>Introduces incentives and changes in employment policies, including recruitment, promotion, training, compensation and career management policies, to increase the number of women in the public sector at all levels, including those in the front lines and at decision making levels</td>
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<th>Transforms administration</th>
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<tr>
<td>Involves transformation of the way a public institution works, rather than incremental improvements, to promote women’s rights and respond to needs of women. These may include innovative ways to deliver public services, including through e-government; a change in organizational culture, administrative reforms, or the overhaul of governmental procedures for gender responsive service delivery</td>
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iii. Selection Process
The 2018 selection process was composed of four stages: pre-screening, first and second rounds of review by the DESA and UN Women staff, third round of review by the United Nations Committee of Experts on Public Administration\textsuperscript{18} (CEPA), and finally, verification and validation.

Before substantive reviews, the pre-screening was done to ensure completeness of the nomination and supporting materials. Incomplete nominations or those that do not comply with the eligibility criteria are disqualified.

First round of substantive review was independently conducted by a pair of staff members. Each staff scored the assigned case based on a pre-determined questionnaire to ensure a fair assessment of application. The initiatives were assigned based on each staff’s area of work, language capabilities, and any possible conflicts of interest in mind. Initiative with average score of 70 per cent or higher proceeded to the second round of review for further evaluation. On the second round of review, a new pair of staff members reviewed the initiatives.

Then a shortlist was submitted to a working group of CEPA who conducted the final review and selection. Subsequently, a process of verification and validation was undertaken to ascertain congruence between the nomination documents and implementation.

Key statistics of the 2018 UNPSA are as follows:

- 437 nominations were received for the 2018 cycle, of which 343 met the eligibility criteria
- 79 countries participated in the 2018 cycle, compared to 62 countries in 2017
- Category 1 “Reaching the poorest and most vulnerable through inclusive services and partnerships” continues to receive the highest number of nominations (194), followed by Category 2 “Making institutions inclusive and ensuring participation in decision-making” (111) s, and Category 3 “Promoting gender responsive public services to achieve the SDGs” (38)
- The region with the highest number of nominations is Asia and the Pacific (210), followed by Africa (106), Latin America and the Caribbean (75), Western Europe and Other Groups (32), and Eastern Europe (14)
- 37 nominations were evaluated in the final round of evaluation by the Working Group of the Committee of Experts on Public Administration (CEPA)
- 8 public institutions from 8 countries have been selected as winners

\textsuperscript{18} CEPA is a subsidiary body of the Economic and Social Council. The Committee was established by ECOSOC in its resolution 2001/45. Twenty-four experts are appointed in their personal capacity for four-year term.
iv. Briefs on the winning initiatives

Awards were given to eight public institutions from the following countries: Austria, Colombia, Indonesia, Kenya, Republic of Korea, Spain, Switzerland and Thailand. A synopsis of each of the winning initiatives is given below:

**Category 1: Reaching the Poorest and Most Vulnerable through Inclusive Services and Partnerships**

**Asia and Pacific**

**Indonesia**

*Reducing Malaria Cases Through Early Diagnosis and Treatment (EDAT)*

The high incidence rate of malaria in Bintuni Regency has led to the development of the Early Diagnosis and Treatment System (EDAT) programme aimed at reducing cases of malaria, particularly among vulnerable groups living in remote and hard to access areas. The programme is a collaboration between Local Government, Non-Governmental Organizations and the private sector. The EDAT system, implemented through the establishment of Juru Malaria Kampung or Malaria Specialist (JMK), aims to raise awareness and education amongst the community on malaria identification, prevention and treatment, train villagers as malaria health workers, repackage malaria drugs in a more convenient and user-friendly manner and ensure integrated quality assurance. As of 2017 the EDAT program has succeeded in reducing the malaria prevalence rate from 9.2% to 0.02% in 12 pilot villages. The programme also managed to reduce the malaria morbidity rate from 114.9 per 1000 people (2009) to 5 per 1000 people (2016).

**Western Europe and Others Group**

**Austria**

*Talents for Austria*

Over the past number of years many countries in Europe have experienced large inward migration and refugee flows. Having reached safe countries, many migrants and refugees face barriers to integration in their new homes including, linguistically, culturally and professionally. At the same time, demographic decline across Europe has given rise to a
shortage of apprentices and skilled workers to fill jobs. In 2015, the city of Trofaiach together with the company Talent Development founded Talents for Austria, a boarding school for 30 Unaccompanied Minor Asylum seekers (UMA) which provides primary care, education (language, culture/values), job training, job placement and ongoing support. The project focuses on enhancing linguistic competences (German), basic education (mathematics, English, social studies, science), and knowledge of customs and culture (values), while providing specialist job training (for tourism, construction, local and regional Small and Medium-sized Enterprises) and job placements. The specialist job training the UMAs receive significantly increases their chances of starting an apprenticeship and entering the job market while Austrian companies can better respond to the shortage of skilled workers and fill vacant apprenticeships. The project is submitted and supported by the Regional Government of Styria.

Category 2: Making institutions inclusive and ensuring participation in decision-making

Asia and the Pacific

Republic of Korea
Tax Administration Division

The provincial government of Chungcheongnam-do Province has established an online fiscal information system on its website in order to strengthen the disclosure of its revenues, budget, expenditure and settlement information to the public. The system has seen 15 local governments in the province sign a business agreement by which they disclose their current state of revenues and expenditures including information on all contract methods, contents, and parties. As a result, citizens can check the budget expenditure operations on the website on a daily basis. The system has seen an expansion in fiscal surveillance and transparency while efficiency of fiscal spending has been maximized. The National Finance Law was amended in December 2014, and in November 2015, all local governments were mandated to disclose daily revenues and expenditures through the Internet.

Latin America and the Caribbean

Colombia
Cambia Tu Mente...Construye Paz (Change your mind ... Build Peace)
The Cambia Tu Mente...Construye Paz (change your mind... build peace) initiative aims to establish a dialogue among members of rival gangs in neighborhoods of Manizales affected by gang violence. The initiative addresses the issue of armed conflict in neighborhoods by using innovative practices and holistic decision making to drive peace through dialogue and understanding. It does so by seeking to change the mentality of young people who belong to gangs as well as other members in the community and works to provide them lasting opportunities through support of public and private entities, such as through work and university placements. In 2015, Manizales was designated by the Colombian Cities Network as the city with the best perception of security, throughout the country. This perception is currently the highest of the decade and is in part a result of the initiative, among other actions.

Western Europe and Others Group
Spain
Citizen Participation Project

Faced with the challenge of establishing more open, transparent, participatory and inclusive models of governance, the Madrid City Council established the Citizen Participation Project. The project, an online platform housed on the Madrid Government website, aims to enhance citizen participation and discussion by providing a channel through which people can directly and individually raise their ideas and needs and propose public services needed to meet them. The proposals published on the platform have a space for discussion which is open to all citizens to exchange views, discuss their needs and improve them. Since 2015, 362,702 users have registered and participated in more than 5,000 debates, while more than 21,000 proposals have been made and more than 4 million votes generated.

Category 3: Promoting gender responsive public services to achieve the SDGs

Africa
Kenya

*Promoting Gender responsive public service to achieve the SDGs*

The initiative addressed the following challenges: i) Few institutions in the agricultural sector have strategies for mainstreaming gender; ii) Lack of designated gender budgets except for bi-laterally supported programmes; iii) Low gender capacity and awareness and iv) Gender mainstreaming in most institutions is left to gender units while other programme staff are not made to account for gender. The initiative facilitates the integration of gender and social inclusion aspects, especially related to women and youth in agriculture value chain development (VCD) in 47 Counties in Kenya. The nominee facilitated the development of gender policy, gender-based violence strategy for the agricultural sector, gender and social inclusion strategy and action plans.

Asia and the Pacific

Thailand

*Integrated approach of comprehensive cervical cancer control*

A major obstacle to cervical cancer treatment is inaccessibility to services. Roi Et Provincial Health Office (PHO) has collaborated with strategic partners, to conduct a demonstration project using visual inspection with acetic acid (VIA) and cryotherapy for cervical cancer control among 4 districts. Women get their results within 1 minute. For abnormal results, cryotherapy can be provided immediately. This method can markedly reduce unnecessarily steps and waiting time, links screening and treatment and reduces loss of follow up rate. This scheme also trains nurses to be providers which can solve staff shortages in rural and remote areas.

Western Europe and Others Group
Despite progress, Switzerland still has some way to go until men and women are paid equally. In 2015 a new large-scale public-sector initiative “Switzerland Advancing Gender Equal Pay (SAGE)” was launched. SAGE aims at eliminating the Gender Pay Gap (GPG) in the whole labor market, with a special focus on the public sector’s role of “leading by example”. The first pillar of SAGE is the development and promotion of a self-test tool, Logib, allowing companies of 50 employees or more to find out whether their practice complies with the requirement of equal pay.

The second pillar is a charter for equal pay in the public sector which calls for regular checks to ensure the respect of equal pay within the public administration, corporations close to the public administration and in public procurement or subsidies. The Initiative has changed the national discourse on the gender pay gap in Switzerland. There is a real momentum across the public sector and an increasing number of cantons, cities and communities are signing up to the charter and implementing the commitments (Sensitization for legal bases on equal pay; regular evaluation of salaries with the Logib tool; controlling equal pay in procurement and awarding of subsidies and reporting on results to FOGE). There are annual conferences where all the signatories and other stakeholders exchange experiences and best practices.

v. Conclusion

UNPSA promotes public service innovation and creativity in the Public Service and other Public-Sector Institutions. It also provides opportunity and a channel for visibility and recognition of the work of Public Servants thus improving the image of the Public Service. In addition, it is a platform for Member States to engage in peer-to-peer learning and knowledge sharing. Proven by its growth, the programme continues to be the relevant and useful venue for engaging various stakeholders to further promote transformation and partnership. Public administration and service delivery are essential to implementing the 2030 Agenda and its importance is highlighted through the United Nations Public Service Awards programme.

vi. Recommendation
Given the importance of the United Nations Public Service Awards program in promoting creativity and innovations in public sector institutions, especially in light of the need for transforming public service for effective implementation of the 2030 Agenda for Sustainable Development, it is important that the programme be sustained and further strengthened. The following are recommendations in this regard:

- **Outreach:** Continued effort is needed to reach the greater number of member states to participate in the programme, especially the ones who have not participated in previous years. Goal of the Division is to receive nominations from all 193 member states.

- **Funding:** As there is no dedicated funding for the UNPSA programme, it would be best to secure sustained source of funding through trust fund or other similar means to ensure the continuity of the programme. UNPSA not only provides peer-to-peer learning experience and promotion of innovations in public sector, but also a venue to gauge the national and global efforts on innovation in public institutions and government entities.

- **Transferability:** More effort is needed in promoting innovative cases to be adopted in other relevant context. The successful implementation of creative and cost-effective solution in one country to address public needs can be studied and tweaked to address similar challenges in other countries.

- **Analysis:** It would be useful to conduct in-depth research and analysis on UNPSA cases to examine opportunities and challenges, trends, and creative solutions.
Annex : Outcome Communiqué

RECOMMENDATIONS FROM THE UNITED NATIONS PUBLIC SERVICE FORUM AND AWARDS CEREMONY
Marrakech, Kingdom of Morocco 23 June 2018

Preamble:

The 2018 United Nations Public Service Forum was held in Marrakech, Kingdom of Morocco, on the theme of “Transforming governance to realize the Sustainable Development Goals”. It was organized by the Ministry of Administration Reform and Civil Service of the Kingdom of Morocco and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG). Key stakeholders and players attending the Forum included Ministers, senior public servants, leaders from national and local governments, oversight institutions, regional and international Organizations, academia, experts and practitioners as well as representatives of civil society organizations and the private sector.

The Forum provided high-level public officials from around the world with a platform to share knowledge on innovative practices and lessons learned on how to transform governance for the achievement of sustainable development. 750 participants from over 100 countries from across the world attended this event with the presence of 45 ministers and other high-level officials. Over the course of three days, participants shared their ideas and innovative practices through 20 events, including a Ministerial Roundtable, workshops, side events and an Exhibition of the 2018 United Nations Public Service Awards Winners, local cooperatives and artisans. Several partners were engaged in organizing parallel workshops and side events, including: African Union, African Training and Research Centre in Administration for Development (CAFRAD), Islamic Educational, Scientific and Cultural Organisation (ISESCO), Governance Institutes Forum for Training in the Middle East and North Africa (GIFT-MENA), Government of Spain, Government of France, Organisation for Economic Co-operation and Development (OECD), Regional School of Public Administration (ReSPA), United Nations Development Programme (UNDP), United Nations Institute for Training and Research (UNITAR), United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), and United Cities and Local Governments of Africa – African Local Governments Academy (UCLG- ALGA).

The 2018 United Nations Public Service Forum comes at a time when the world has realized the urgency of adopting a transformative governance approach to implement the 2030 Agenda for Sustainable Development. Many national and local government institutions across the world have been taking a range of actions to implement the Agenda. So far 64 countries have presented voluntary national reviews at the High-Level Political Forum (HLPF) and shared their achievements and challenges.
Transformation and inclusion are at the center of the 2030 Agenda. The Agenda is a call for action to change our world and includes 17 ambitious Sustainable Development Goals (SDGs). Based on a transformative vision, it calls for ending poverty in all its forms everywhere. It also calls for equitable and universal access to quality education at all levels, to health care, to social protection, and to safe drinking water and sanitation, among others. At the same time, the Agenda 2030 aims to promote well-being for all at all ages and build a better future for all people. It envisions a future where sustained and inclusive economic growth, social development, and environmental protection are achieved in a balanced and integrated manner.

The 2030 Agenda and the 17SDGs aim at promoting resilient and peaceful societies that embrace principles of transformation, integration, and equity to leave no one behind.

Governments have the responsibility to achieve the SDGs through the policies they make and the public services they deliver in collaboration with civil society, the private sector, and academia. Many of these ambitious goals are delivered to people through public services. The fundamental purpose of all Governments is to address basic human needs: food, clean water, quality education, basic health care, decent jobs, transportation, housing and infrastructure, among others. Equal access to and quality of public services are therefore critical in achieving the SDGs. Countries need to pay particular attention to providing services to people in vulnerable situations, including persons with disabilities, indigenous people, older persons, young people and children, refugees, migrants and displaced people.

To achieve this, transforming the world and realizing the SDGs by 2030 will require a paradigm shift in the way societies govern themselves. It will require rethinking the role of government and the way it interacts with civil society and the private sector in managing a country’s public affairs and responding to people’s needs, particularly to the needs of future generations. There is a need for new governance models with new approaches to leadership, geared towards citizen participation, and engagement. Renewed efforts are needed to improve effectiveness, inclusiveness, responsiveness and accountability. Also critical is reinforcing public administration’s commitment to network with other institutions, civil society and private partners, understand their needs and engage them in devising policies and innovative partnerships. Harnessing the potential and synergies among the different governance actors can help bring about change and help promote prosperity for all. Novel models of social innovation, and new forms of business action are needed in support of the SDGs. By partnering with the government, civil society organizations can play an essential role in raising awareness of the SDGs, including among the furthest left behind, and in co-designing programmes and services to ensure that the poorest and most vulnerable are included in solving problems that affect them directly.

Transforming our world will also require innovative ways of delivering services based on a culture of innovation and a concern for the poorest and most vulnerable. Innovation should be part of a process to transform government to better respond to people’s needs and aspirations crystallized in the national policies, programmes and strategies that reflect the ambitions of the 2030 Agenda and SDGs.
Achieving the SDGs requires innovative approaches and new ways of working in public institutions at all levels. Sustainable development calls for integrated policies that are mindful of their impact on other sectors and build on synergies. Working in silos and confronting complex challenges exclusively from sectoral perspectives will not help to realize the SDGs. Both whole-of-government and whole-of-societies approaches are needed.

The Forum participants explored, discussed and exchanged ideas and innovative practices on:

- The governance needed for the SDGs, including by looking at the opportunities and challenges of mega trends and emerging issues;
- How to promote integrated policies to implement the SDGs;
- How to foster transformational leadership, culture and changing mentalities to achieve the SDGs;
- Governance is needed to localize the SDGs;
- How to promote collaboration at the global level among schools of public administration, public management and training institutes, and academia to equip public servants with the capacities needed to implement the SDGs;
- How to reach the poorest and most vulnerable through inclusive services and partnerships;
- How to make institutions inclusive and ensure participation in decision-making;
- How to promote women’s participation and leadership in the public service to achieve the SDGs, including through gender responsive public service;
- Spearheading open and digital government for SDG 16;
- How to prevent corruption and promote integrity and transparency at the local level in Africa.

Recommendations

Based on the interventions and discussions on transforming governance to realize the SDGs, participants highlighted the following recommendations:

1. A fundamental rethinking of society is needed to deliver on the SDGs. Learning from the past in terms of good practices and shortcomings is essential; however, governments need not be limited by the past. There is a need to think outside of the box and have a long-term vision. A governance based on inclusivity, multi-stakeholder partnerships and multi-leveled cooperation is required, along with transparency, accountability, knowledge-pooling and sharing. True transformation of public governance calls for innovative mechanisms and practices in designing development strategies and managing public service delivery.
2. Governments should leverage the opportunities of technologies and harness the fourth industrial revolution while addressing present and future risks. Many challenges are posed by new frontier issues brought by technology, but they also hold immense opportunities and bring solutions, driven by the power to think, analyze and cooperate. Technologies are transforming the world of learning and promoting leap-frogging solutions that catalyze crowds and markets and energize stakeholders. Although information and communication technologies (ICTs) are opening a world of new possibilities in the realm of governance, governments still need to govern ICTs, and to ensure cyber security and the protection of data privacy.

3. Policy makers should be aware of the importance of harnessing synergies while addressing trade-offs among the SDGs to accelerate the achievement of the 2030 Agenda. Policy makers should consider both horizontal and vertical policy integration. In this regard, government should harness the potential of working together with local governments and their communities.

4. Leadership is at the core of strong institutions. Leadership should play a crucial and pivotal role in public administration. Public sector leaders should also be given the room to lead - to be creative, innovative, entrepreneurial, and visionary. Teaching and training materials for public administrations should embed the principles of the 2030 Agenda and link them to competency frameworks.

5. Increased collaboration between central and local governments – together with key stakeholders and civil society, notably at the local level – is needed to mainstream the SDGs at all levels and wider society. National development frameworks can support SDGs. A clear communication on roles and responsibilities is critical to ensure effective government transformation.

6. To ensure the implementation of the SDGs, local governments and city leaders need to be better equipped with critical capacities, including resources, knowledge and social, political and economic empowerment.

7. Most of the SDGs will be delivered through public services that are inclusive and personalized. Governments must provide quality services that respond to the needs of the people, particularly the most vulnerable and furthest left behind.

8. The empowerment of women in all spheres of life including the political, social and economic, is essential to promoting their participation in society, and central to achieving SDGs.

9. Public sector leaders and public servants should mainstream the principles of the 2030 Agenda and include the SDGs in the public-sector strategies, plans and programs;
10. Public servants need to change behaviors and mindsets to ensure effective, accountable and inclusive implementation of the SDGs;

11. Institutes responsible for training public servants should include in their curricula both the principles and the Goals of the 2030 Agenda.

12. Participation and inclusion are critical in shaping how public service responds to and implements the SDGs. Governments should embrace democratic, inclusive, and participatory governance.

13. Governments should develop the necessary policies, tools, and approaches to promote the participation of all segments of society, including women and young people, in decision-making processes.

14. In the spirit of the 2030 Agenda, governments should endeavor to promote innovative public-private partnerships to realize the SDGs.

15. Governments should put in place programmes to prevent and fight corruption at all levels and among all sectors of society.

16. The United Nations should create an observatory of innovative practices on SDG implementation and put in place learning programs and capacity development activities to support governments in realizing the SDGs.

17. Schools of public administration and training institutes requested that the United Nations support global and regional knowledge sharing and peer-to-peer exchanges to promote greater regional and global continued dialogue, partnerships and knowledge exchange on SDG curricula and learning models. They requested the development of a guidance framework on SDG competencies at the global level as well as curriculum models and cases from regions or countries on current SDG curricula for public administration schools.
Annex: UNPSA Statistics

Regional Groups

In order to ensure a level playing field for nominations from different countries, the winners are decided according to the UN regional groups as follows:

- Africa
- Asia and the Pacific
- Eastern Europe
- Latin America and the Caribbean
- Western Europe and Other Groups

Maximum Number of Awards: 15 First-place

Only one initiative per country can be awarded.

Number of Nominations (2007-2018)
2018 Nominations – Regional Distribution

Total number of nominations: 457

2018 Nominations by Region
Number of Countries (2007-2018)