



**United
Nations**

Department of
Economic and
Social Affairs

Workshop on

SUBSIDIARITY AND DECENTRALIZATION FOR SUSTAINABLE DEVELOPMENT

Summary Report

12 March 2024

08:00 – 10:00 | New York (GMT-4)

15:00 – 17:00 | Nairobi (GMT+ 3)

21:00 – 23:00 | Seoul (GMT+ 9)

Organized by

United Nations Department of Economic and Social Affairs (UN DESA)

through the

Division for Public Institutions and Digital Government (DPIDG) and its

Project Office - United Nations Project Office on Governance (UNPOG)



BACKGROUND

The Committee of Experts on Public Administration (CEPA) adopted 11 principles of effective governance at its seventeenth session. The principles, endorsed by the Economic and Social Council in its resolution 2018/12, highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to achieve the Sustainable Development Goals (SDGs). The principles are designed to ensure effective, accountable and inclusive institutions for sustainable development at all levels.

One of these is the principle of subsidiarity: To promote government that is responsive to the needs and aspirations of all people, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level. CEPA has identified five commonly used strategies for promoting subsidiarity, namely: (1) fiscal federalism and decentralization; (2) strengthening urban governance; (3) strengthening municipal finance and local finance systems; (4) enhancement of local capacity for prevention, adaptation and mitigation of external shocks; and (5) multilevel governance.

Engaging subnational governments and local communities in the design, implementation and monitoring of public policies fosters inclusive and participatory implementation of the SDGs. To effectively decentralize and bring government to the people, countries and their constituent subnational governments must work in new ways and with new partners, effectively using all the governance, fiscal, and managerial mechanisms at their disposal. This often involves strengthening public sector capabilities at subnational levels and taking steps to ensure the financial stability of subnational authorities. Decentralization outcomes also depend on the quality of multi-level governance mechanisms in pursuit of whole-of-government and whole-of-society approaches to the challenges of sustainable development.

The UN Department of Economic and Social Affairs has engaged leading experts and communities of practice in the preparation of a set of guidance notes that show how localization of the SDGs is not limited to integrating the global goals in local development plans but extends to strengthening decentralization, urban governance and local finance systems, and requires subnational authorities to be capable of effectively preventing and responding to external shocks. The benefits of decentralizing appropriate public sector functions and finances to subnational levels of government, and attention to multi-level governance arrangements are also covered. The guidance notes, available [here](#), include information on how governments can both assess the current status and measure progress to ensure that governance systems address long-term challenges. The notes outline the strategies, assess the extent to which they are being or have been adopted in other countries, and highlight the methods of implementation, opportunities to engage in peer learning and research, and pursue further international development cooperation in accordance with country needs.



FORMAT AND OBJECTIVES OF THE WORKSHOP

Using the notes as a main point of reference, DESA/DPIDG, together with its Project Office on Governance (UNPOG), organized an online facilitated workshop on 12 March 2024. The workshop focused on African countries, designed to share knowledge and provide a platform to connect participants with practitioners, the UN system and other organizations to take concrete, action-oriented steps towards more effective relations among levels of government in implementing the Sustainable Development Goals.



This workshop fostered knowledge exchange on inclusivity and subsidiarity for sustainable development, deepened understanding of relevant competencies, showcased peer learning opportunities and research networks, and identified capacity-building initiatives for decentralization and subnational relations.

The workshop is intended to benefit policymakers at central, regional and local levels, particularly in African countries. Relevant United Nations organizations, regional organizations and professional and academic communities, together with all relevant stakeholders, are invited to attend.

PARTICIPANTS' FEEDBACK

The Virtual Workshop on Subsidiarity and Decentralization for Sustainable Development was attended by 453 participants (online) from 101 countries, mainly from Asia-Pacific and African countries. These countries include – Afghanistan, Albania, Algeria, Angola, Argentina, Australia, Austria, Bahamas, Bangladesh, Belgium, Benin, Bhutan, Bolivia, Botswana, Brazil, Burkina Faso, Cambodia, Cameroon, Canada, Chad, Chile, China, Comoros, Congo, Costa Rica, Côte d'Ivoire, Czech Republic, Democratic Republic of the Congo, Djibouti, Egypt, Equatorial Guinea, Eritrea, Ethiopia, France, Gabon, Gambia, Georgia, Germany, Ghana, Grenada, Guinea, Haiti, India, Indonesia, Ireland, Italy, Jamaica, Japan, Jordan, Kenya, Kosovo, Latvia, Lebanon, Lesotho, Liberia, Libya, Madagascar, Malawi, Malaysia, Maldives, Mali, Mauritania, Mauritius, Mexico, Mongolia, Morocco, Mozambique, Myanmar, Namibia, Nepal, Netherlands, Niger, Nigeria, Oman, Pakistan, Papua New Guinea, Peru, Philippines, Republic of Korea, Rwanda, Senegal, Sierra Leone, Sint-Maarten (Dutch), Somalia, South Africa, South Sudan, Sri Lanka, Sudan, Switzerland, Tanzania, Thailand, Trinidad and Tobago, Tunisia, Türkiye, Uganda, United Kingdom, United States, Uzbekistan, Yemen, Zambia, and Zimbabwe.

A total of **74 participants** responded to the **post-event survey**. The post-event evaluation was undertaken to solicit participants' feedback to ensure measurable and sustainable impact of the event on the participants' country, organization, institution, and their personal learning objectives. Summaries of the results are highlighted below:

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- About **81% (60 participants)** of the respondents indicated that they were satisfied with the virtual workshop.
 - Approximately **75.7% (56 participants)** of the respondents stated that the virtual workshop will benefit them in their current job or studies.
 - Around **93.2% (69 participants)** of the respondents indicated that they would recommend the virtual workshop to their peers and colleagues.

Further details on the participants' capacity development support requests from UN DESA/DPIDG/UNPOG, together with the post-event survey results are available at the Annex.



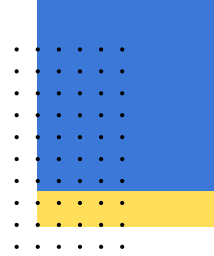
WORKSHOP SUMMARY

The online workshop was the occasion to launch the UN CEPA strategy guidance notes on the principles of subsidiarity. The workshop featured an opening by **Ms. Hyeyoung Kim, Head of United Nations Project on Governance (UNPOG)/DESA**, who highlighted that the successful achievement of the SDGs requires empowering local governments. They are best suited to deliver essential services and lead local change. To achieve this, central governments must give up control of tasks that can be handled more effectively at the local level. This localization requires collaboration between national and subnational governments, along with strengthening local capacities and finances. The provided strategy guidance notes offer solutions for local governments to improve areas like resource management, infrastructure development, and disaster preparedness. By working together, local and national governments can create strong multi-level governance for sustainable development. Ms. Kim underscored the importance of the principle of subsidiarity that helps to identify tangible steps to operationalize localization of the SDGs.

The opening statement was followed by an introduction of national perspectives from Malawi, Nigeria South Africa, and African Union Commission.

National Perspective from Africa

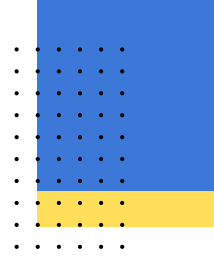
Emphasizing subsidiarity and decentralization as vital for sustainable peace and development, **Ms. Rebecca Adda-Dontoh, UN Resident Coordinator for Malawi** highlighted Malawi's rich landscapes, notably Lake Malawi, and its challenges, including frequent tropical cyclones and reliance on rainfed agriculture, leading to poverty, food insecurity, and gender disparities. Despite political progress and macroeconomic reforms, challenges persist. The presentation delved into Malawi's decentralization strategies, highlighting political and technical complexities, overlapping responsibilities, and fiscal imbalances. Despite hurdles, recent policy reforms offer hope, with UN support focusing on data-driven development, integrated service delivery, and local governance enhancement. In closing, she stressed that subsidiarity and decentralization uphold human dignity and inclusion, essential for realizing the SDGs.



Mr. Bala Yusuf Yunusa, Senior Technical Adviser at the Office of the President on Sustainable Development Goals, Nigeria stressed that the implementation context for both the 2030 Agenda and the Agenda 2063 in Nigeria is significant due to its vast geographical spread, with 36 states and the federal capital territory, encompassing 774 local governments. The strategic approach to SDG implementation operates at both national and subnational levels, with the Office of the Senior Special Assistant to the President on SDGs established in 2016 to oversee this process. At the national level, this office collaborates closely with ministries, departments, and agencies to integrate SDGs into sectoral policies and plans. Fiscal federalism empowers states and local governments with 50% of national resources, facilitating decentralized governance. Each state has its own SDG office to develop medium and long-term SDG-based development plans tailored to their specific needs and priorities. Currently, 18 states are in various stages of plan development, with seven having completed long-term plans. The national office supports and strengthens these state-level offices to ensure SDG integration and mainstreaming. Through voluntary national and local reviews, capacity-building efforts, and alignment with SDG-based development planning, Nigeria aims to operationalize the SDGs effectively within its multilevel governance framework, guided by the principles of subsidiarity and decentralization.

Mr. Tebogo Matlou, Project Manager, International Programmes and Partnerships, South African Local Government Association, South Africa highlighted the challenges and opportunities for local governments in achieving the SDGs. Despite being a latecomer to voluntary local reviews, South Africa is working with eight major cities to develop SDG-based plans. A key challenge is the complex relationship between national and local governments. Decentralization efforts aim to empower local communities, but political resistance and lack of resources often hinder progress. Municipalities lack capacity, funding, and data to plan effectively. Additionally, corruption, lack of accountability, and complex legislation create further obstacles. To address these challenges, South Africa is developing a programme called SALGA SDG Hub Centric to help municipalities align their plans with the SDGs. This program creates new funding opportunities and fosters collaboration between municipalities. Additionally, a national urban planning forum is planned to focus on specific SDGs related to infrastructure and sustainability. Mr. Matlou emphasized the importance of partnerships and knowledge sharing to achieve the SDGs. By working together, municipalities and other stakeholders can ensure that no one is left behind in the pursuit of a sustainable future.

Mr. Issaka Garba Abdou, Head, Governance and Human Rights Division, Directorate for Governance and Conflict Prevention, African Union Commission stressed that the African Union emphasizes the centrality of decentralization and subsidiarity principles in its mandate, as reflected in Agenda 2063 and the African Charter on Decentralization. These efforts aim to promote local governance, democracy, and resource mobilization to eradicate poverty and achieve common development goals. The establishment of the African Union High Council of Local Authority underscores this commitment to enhancing local community participation in decision-making processes. Highlighting best practices, such as Rwanda's healthcare



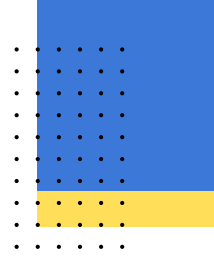
decentralization, Morocco's solar power initiatives, and Kenya's local economic development, the AU showcases successful examples of decentralized governance contributing to SDG attainment. However, challenges persist, including inadequate decision-making proximity to beneficiaries, service responsiveness, resource limitations, and elite dominance. The AU advocates for innovative approaches, including leveraging technology for participatory governance and enhancing transparency and accountability to address these challenges.

Strategies to Operationalize the Principle of Subsidiarity

The national perspective was followed by four substantive expert presentations on Strategy Guidance Notes on Strengthening Urban Governance, Strengthening Municipal Finance and Local Finance Systems, Enhancement of Local Capacity for Prevention Adaptation and Mitigation of External Shocks, and Fiscal Federalism and Decentralization.

Mr. Patrick Spearing, Secretary of the Committee of Experts on Public Administration, DPIDG/UN DESA made an introductory remark on the strategy guidance notes. The strategies outlined in the principle of subsidiarity come from various UN treaties, resolutions, and commitments adopted over many years and the engagement of the expert consultants, aiming to provide practical frameworks for operationalizing these concepts. While strategies like fiscal federalism, strengthening municipal finance, and urban governance are suggested, they are not exhaustive and can vary based on country priorities and contexts. The challenges faced by countries, such as Malawi, Nigeria, and South Africa, highlight the importance of building up subnational authorities in diverse areas including peacebuilding, conflict prevention, and addressing sectoral issues like education, health, and infrastructure. The guidance notes offer insights into current public sector situations, implementation strategies, opportunities for peer learning, engagement with international partners, and case examples to aid in achieving national sustainable development objectives. Subsidiarity is part of a broader framework of effective governance for sustainable development, and further information is available on the organization's website. The contributions of the expert consultants are acknowledged for their valuable insights and assistance in advancing subsidiarity for sustainable development initiatives.

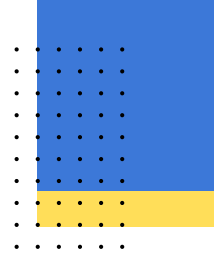
Mr. Paul Smoke, Professor, Public Finance and Planning, Robert F. Wagner Graduate School of Public Service, New York University, presented the Strategy Guidance Notes on Fiscal Federalism and Decentralization. He emphasized that fiscal federalism and decentralization play pivotal roles in low and middle-income countries, leveraging local knowledge and connections for effective governance. The principle of subsidiarity underpins these concepts, advocating for the devolution of functions to the lowest subnational level, where local governments can better address community needs. Fiscal federalism, rooted in public finance theory, guides the allocation of governmental functions and finances, emphasizing local autonomy and resource mobilization. However, successful implementation depends on integrating fiscal elements with administrative and political decentralization, empowering local governments to plan, budget, and manage autonomously to meet the diverse needs of their communities.



While fiscal federalism principles offer a framework for effective governance, their application must consider the complex economic, institutional, political, and cultural contexts within and across countries, especially in Africa. Challenges such as limited economic bases, capacity constraints, and political realities hinder seamless implementation, highlighting the need for strategic approaches to bridge the gap between theory and practice. Strategic implementation, piloting, and experimentation are crucial to adapting fiscal decentralization reforms to local contexts, ensuring alignment with community priorities and enhancing local government accountability. Furthermore, effective collaboration with international development partners is essential to navigate diverse agendas and provide tailored support for decentralization efforts. Countries must strategically leverage fiscal federalism and decentralization to address local needs, fostering trust, accountability, and capacity development among national and local governments. Flexibility and responsiveness to local realities are paramount, enabling countries to evolve decentralized systems that align with their unique contexts and development priorities, with international partners playing a supportive role in facilitating this process.

Ms. Astrid Haas, Urban Economist and Adjunct Professor at the School of Cities at the University of Toronto, Extraordinary Lecturer at the African Tax Institute, University of Pretoria and Research Associate at the African Centre for Cities, University of Cape Town, presented the Strategy Guidance note on Strengthening Municipal Finance and Local Finance Systems. She delved into the critical linkage between local finance systems and the achievement of SDGs, emphasizing the pivotal role of funding at the local level for effective implementation and development. The presentation underscored the significance of public financial management in underpinning local finance systems, highlighting the need for strategic planning and capital investment prioritization to address resource constraints and signal long-term commitments to investors. The budget cycle processes, stressing stakeholder engagement, needs assessment, approval mechanisms, and monitoring and evaluation are integral stages to ensure effective implementation and accountability in resource allocation.

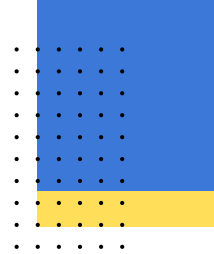
Regarding revenue generation, Ms. Haas advocated for diverse sources, including property and land taxes and user fees, while cautioning against overreliance on transfers with conditionalities that may constrain local governments. It emphasized the importance of balancing revenue streams with expenditure profiles, prioritizing capital investments for long-term development, and maintaining a prudent approach to borrowing. Additionally, the presentation highlighted the significance of asset registers in recognizing public wealth and leveraging assets for potential borrowing, underscoring the interdependence between strong public financial management and the social contract, which fosters compliance and strengthens local and municipal financial systems.



Ms. Hanna Kleider, Associate Professor in the Department of Political Economy at King's College London presented the Strategy Guidance Notes on Multi-level Governance and introduced the concept of multi-level governance, expanding on its significance and implications for modern policymaking. Multi-level governance refers to the distribution of authority across different tiers, allowing for flexible scaling based on the efficiency of policy provision at various territorial levels. The system acknowledges the diversity of preferences within regions and leverages local governments' ability to tailor services accordingly, particularly in areas like social policy and education. Moreover, multi-level governance fosters peace in multi-ethnic societies by granting autonomy to diverse cultural groups and protecting them from centralized authority. However, challenges arise from increased transaction costs and potential conflicts due to varying ideologies across jurisdictions, highlighting the need for effective coordination mechanisms.

Ms. Kleider further dissected multi-level governance by examining its two fundamental properties: centralization/decentralization and autonomy/interdependence. These properties shape the decision-making leeway and coordination dynamics within multi-level systems. Practical implementation advice suggests aligning authority allocation with the efficiency of policy provision while considering political and capacity-building factors. Temporary contracts, task-specific jurisdictions, and coordinating bodies facilitate the adjustment of authority allocation and manage interdependence challenges. Routine meetings between central and subnational representatives serve as crucial platforms for joint decision-making and conflict resolution, ensuring effective collaboration amidst diverse governance structures.

Mr. Allan Lavell, Research Associate at the Latin American Social Faculty, Costa Rica and founding member of the Latin American Network for the Social Study of Disaster Prevention (LA RED), discussed the Strategy Guidance Notes on Enhancement of Local Capacity for Prevention Adaptation and Mitigation of External Shocks. The presentation focused on the concept of disaster risk reduction, highlighting its importance in addressing the growing societal challenges associated with hazards and their transformation into damaging events. Emphasizing the socially constructed nature of disaster risk, Mr. Lavell discussed three main strategies for disaster risk management: corrective, perspective, and compensatory. Corrective measures involve addressing existing risks on the ground, while perspective strategies aim to anticipate and prevent future risks economically. Compensatory actions are taken in response to announced events, such as disaster response and reconstruction efforts. He stressed the need for local-level engagement in disaster risk reduction, particularly in urban areas where risk concentration is high and rapidly growing populations exacerbate vulnerability. Without proactive intervention at the local level, future urban risk levels could mirror those of current mega-cities, underscoring the urgency of prospective disaster risk management strategies to be enacted and supported with adequate resources.



Moreover, Mr. Lavell underscored the importance of considering disaster risk reduction as complementary to disaster response, given the increasing complexity and systemic effects of risk, particularly in urban centers. As risk continues to grow and urbanization intensifies, there is a critical need for proactive risk management strategies to be integrated into existing development frameworks at both the local and international levels. He advocated for prospective risk management approaches rooted in existing development strategies, such as land use planning and environmental management, to address risk construction factors beyond the local level's control. By emphasizing the imperative for local-level engagement and proactive risk reduction measures, Mr. Lavell highlighted the interconnectedness of risk factors and the necessity for collaborative efforts to mitigate the societal impacts of disasters in an increasingly urbanized world.

Mr. Brian Roberts, Emeritus Professor at the University of Canberra, Australia, briefly presented the Strategy Guidance Notes on Strengthening Urban Governance. Urban governance refers to planning, financing, and management of urban areas, emphasizing its political and collaborative nature involving government, business, civil society, and international organizations. It highlights the evolving landscape of urban governance, expanding beyond government jurisdiction to include diverse stakeholders, particularly in addressing climate change. The guidance notes, structured in six sections, explore the historical context of urban governance strategy, public sector applications, implementation of urban governance strategies, case studies, and international development collaboration. Urban governance operates at various levels, from local neighborhoods to international considerations such as dealing with UNESCO World Heritage Sites and localizing the SDGs.

Urban governance strategy is complex and involves the integration of many different functions and societal interests. All urban governance strategies end up with management arrangements which involve a composition of integrated and interrelated urban interests and responsibilities. The best way to approach the development and implementation of urban governance strategy is to use a systems approach, paying particular attention to multiple functions and responsibilities of agencies, organizations and stakeholders and other party interests involved. There are six key urban Governance strategy functions outlined in the guidance note. They are planning and strategy, development, finance, service delivery, resource and asset management, information technology and good governance. Many of these functions are undertaken by sectoral agencies and government organizations or partnership arrangements with business, institutional, and civil society groups determined by laws, policies, and other administrative arrangements. Some require multi-sector input and coordination at multilateral levels. The magnitude and attention given to actions by different stakeholders and interest groups change over time. The guidance note recommends using a systems approach when developing and implementing urban governance strategies. This involves clearly linking functions to responsible organizations, defining mandates and capabilities, and identifying necessary resources.



Interactive Discussion

Question 1: In Nepal, some of the political party politicians do not like provinces' institutions and they think the provinces are useless, no work. What is your answer in the federal system?

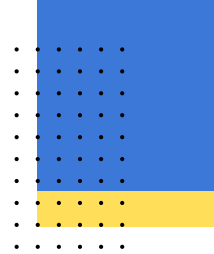
Answer from Mr. Paul Smoke: One of the challenges in Nepal is the switch to a federal system from a different one. This transition involves processes of change and transition that may not have been fully realized at the beginning. The big challenge in federal systems is to find the right balance between the provinces or states, or whatever the intermediate tier is called, and the right balance between them and the lower levels. The biggest challenge in some federations is that the state or regional governments exert significant control over the resources allocated to the lower levels. This results in cities and local governments becoming highly dependent on these intermediate tiers of government. Figuring out how to strike that balance correctly is the biggest challenge in federal systems.

Question 2: How can urban governance be integrated for effective marine spatial planning as more attention has been given to land use planning for decades?

Answer from Mr. Allan Lavell: The integration of land and sea is absolutely fundamental for the majority of the large cities in the world. If we realize the number of cities that are located on seaboard for obvious reasons, of resource availability in terms of transport integration, now globalization, then it should be clear that we have a need for an integrated land sea approach. One example of this from was the whole policy of from ridge to reef, which was practiced in Jamaica over 25 years ago whereby anything that was happening downstream was caused by things happening upstream. And things that happened downstream then increased the probability of hazards from the sea inwards and consequently affecting urban areas in terms of wave action or other things. We need risk and exposure to hazard to be fully integrated into territorial planning and urban development schemes if we could reduce exposure to disaster related hazards. If we could keep exposure limited, we would eliminate a significant portion of the problem of disaster risk. However, since that's not feasible, territorial planning and urban planning must integrate measures such as building codes and structural limitations to reduce vulnerability.

Question 3: How can we use these tools about disaster risk reduction and climate change adoption as vital tools for decentralization and sustainable development?

Answer from Mr. Allan Lavell: While there is a tendency to believe that disaster risk reduction requires its own set of instruments, this is particularly true for corrective management, where protective measures like dikes are constructed in response to specific hazards, such as flooding. However, these structures may also serve other social purposes, like recreational activities. In contrast, prospective management focuses on ensuring the sustainability of development by incorporating hazard considerations into land use planning principles.



Despite legal requirements in some places, such as Colombia, where local governments are mandated to integrate risk into their development planning, many fail to do so due to limitations in capacity, resources, knowledge, and skills. Additionally, competing priorities often divert attention away from disaster risk reduction efforts. It's important to recognize that disaster risk is not an isolated issue but intersects with other problems, highlighting the need for a holistic approach to planning.

Question 4: In developing countries implementing decentralization at the municipal local level, there is the high risk of political dynasties that increases the risk of prolonged corruption practices. What is the best way to avoid this if not minimized, in implementing decentralization system?

Answer from Ms. Hanna Kleider: In the context of Latin America, which underwent significant decentralization in the 1980s, 1990s, and early 2000s, the case of Colombia provides insight. Colombia recognized that corruption at the local level might stem from the central government providing revenues while local authorities decide on expenditures. Consequently, local leaders could distribute resources to the population easily, relying on funds from the central government. To address this, Colombia has recently moved towards increasing fiscal autonomy, which may seem counterintuitive given the corruption context. However, by localizing the costs of corruption, where the local population bears the consequences, there's hope for increased accountability. The idea is that with more involvement in how taxes are spent, the local population will demand transparency and accountability, thereby strengthening democracy at the local level. While this approach is not foolproof, it represents Colombia's response to the perceived root causes of corruption.

Question 5: How do political economy dynamics, including key stakeholders, influence reform processes for local revenue generation (through decentralization and enhanced tax authority) and what are the successful cases and drivers of such reforms in developing countries, considering the impact on both municipal finance and equitable urban development?

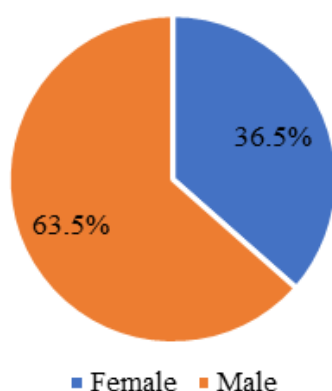
Answer from Ms. Astrid Haas: It's important to recognize that political economy significantly influences reform processes, either driving them forward or causing derailment. Therefore, when engaging in reform, stakeholder analysis and communication are crucial. However, administrative reforms, which can be implemented at the local level without higher-level approval, may not be as heavily influenced by political economy. These reforms focus on improving efficiency and digitizing systems, often leading to revenue generation. It's advisable to prioritize these "low hanging fruit" with quick wins when initiating reform processes, rather than tackling larger political challenges that can be lengthy and prone to derailment. Nonetheless, there are still opportunities for progress in the interim.

ANNEX 1 POST-EVENT EVALUATION

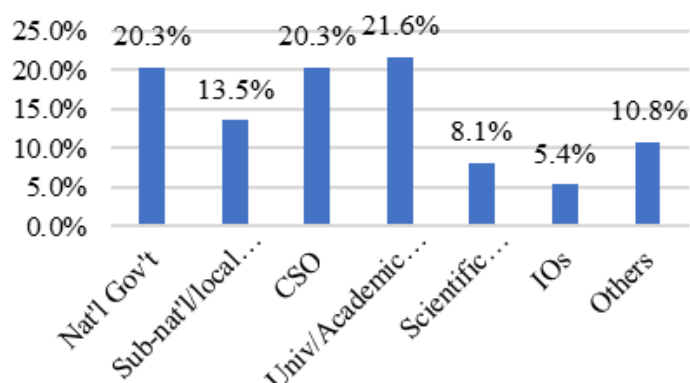
The **Virtual Workshop on Subsidiarity and Decentralization for Sustainable Development** was attended by **433 participants** (online). A total of **74 participants** from **28 countries** responded to the post-event survey. The countries include – Afghanistan, Argentina, Bangladesh, Bénin, Bhutan, Bolivia, Cameroon, Canada, Cote d'Ivoire, Egypt, Ethiopia, Ghana, Haiti, India, Indonesia, Jordan, Kenya, Liberia, Morocco, Myanmar, Nepal, Pakistan, Philippines, Rwanda, Somalia, Trinidad & Tobago, Tunisia, and Zimbabwe.

Overall, **81% (60 participants)** of the respondents expressed their **satisfaction** with the virtual workshop. Approximately **75.7% (56 participants)** of the respondents stated that the virtual workshop will benefit them in their current job or studies, and around **93.2% (69 participants)** of the respondents indicated that they would recommend the virtual workshop to their peers and colleagues. Below is the breakdown of the responses received:

Gender Composition



Organizational Background



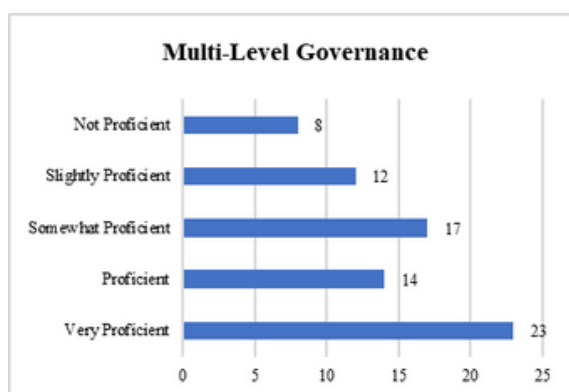
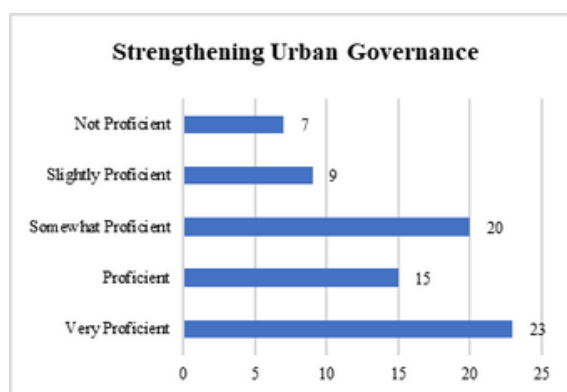
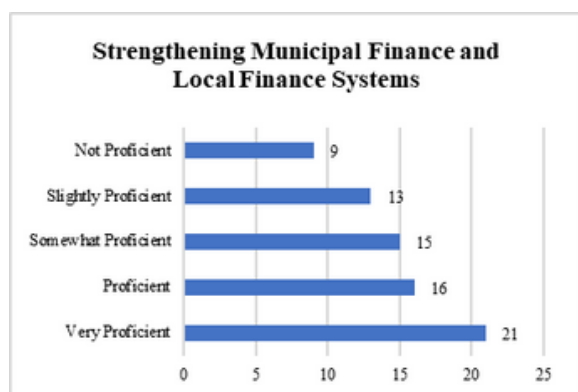
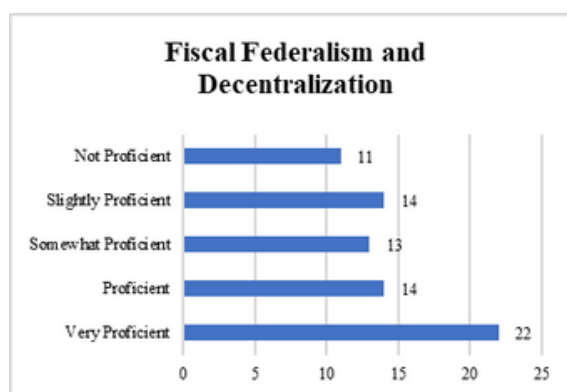
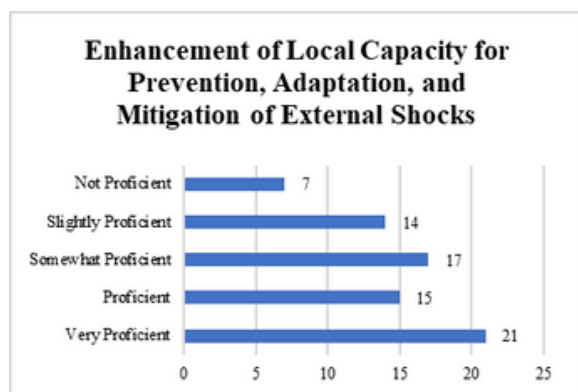
The post-event survey respondents were composed of **47 (63.5%) males** and **27 (36.5%) females**. A majority of the respondents were from **universities or academic institutions (16 respondents, 21.6%)** and from **national government and civil society organizations (15 respondents, 20.3%)**. **10 (13.5%)** were from the sub-national or local government, **8 (10.8%)** were from other organizations, **6 (8.1%)** were from scientific community and **4 (5.4%)** were from international organizations.

Question Responses

1 Pre-event Analysis

1.1. Prior Knowledge on the Strategy Guidance Note on Subsidiarity

When asked about their prior knowledge on the **Strategy Guidance Note on Subsidiarity**, a majority of the participants were proficient on the topics of **enhancement of local capacity for prevention, adaptation, and mitigation of external shocks** (36 respondents, 48.6%), **fiscal federalism and decentralization** (36 respondents, 48.6%), **strengthening municipal finance and local finance systems** (37 respondents, 50%), **strengthening urban governance** (38 respondents, 51.3%), and **multi-level governance** (37 respondents, 50%).



1.2. Knowledge to Obtain from the Virtual Workshop

Respondents were requested to indicate the specific knowledge they expected to obtain from the virtual workshop. Some selected feedback is featured below:

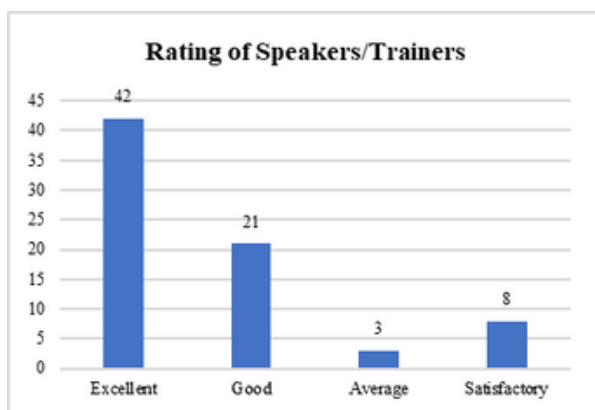
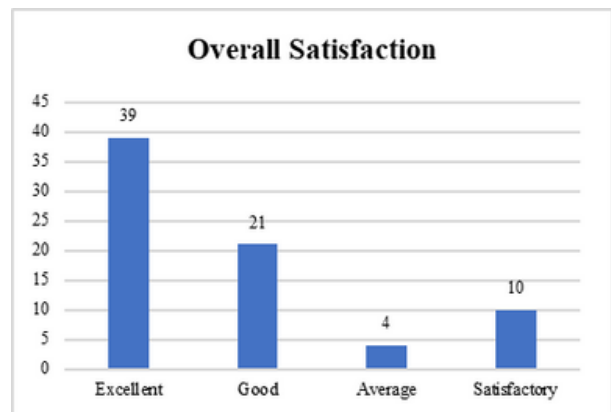
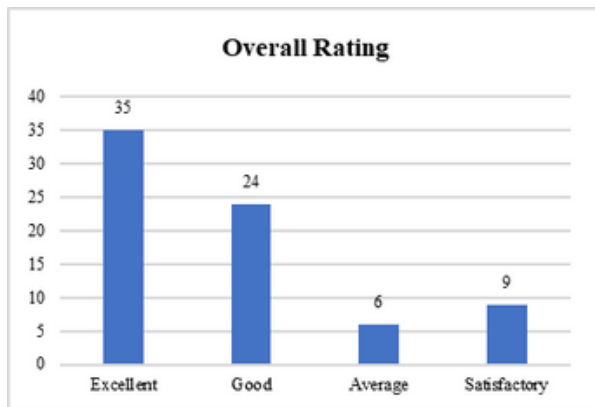
RESPONSES	
<i>I want to know about the small nations and how they could act as a whole for good governance.</i>	<i>Strengthening urban governance, especially on climate change in mitigation and adaptation.</i>
<i>I am interested in the multi-level governance system.</i>	<i>Subsidiarity was a new term to me. I wanted to know more about it.</i>
<i>About fiscal federalism and decentralization</i>	<i>Global governance for local development</i>
<i>Sustainable development</i>	<i>Strengthening urban governance</i>
<i>The importance of decentralization for development</i>	<i>Strengthening local governance</i>
<i>Fiscal decentralization and municipal finance</i>	<i>About urban governance arrangements and implementation</i>
<i>I want to become a real player in decentralization.</i>	<i>What are the benefits of subsidiarity to my hospital and city?</i>
<i>Strengthening local government by decentralization and local financing</i>	<i>The African perspective, the main challenges, and the best practices</i>
<i>Understand decentralization for sustainability to apply it</i>	<i>Role of fostering sustainable development through localized decision-making and resource management</i>
<i>Strategies and the best practices on subsidiarity and decentralization</i>	<i>How to address corruption and the lack of integrity in achieving the SDGs.</i>
<i>Decentralization in the context of third world countries and how it can be crafted to suit their economies</i>	<i>Technical capacity enhancement on data handling of local government for sustainable development</i>
<i>The workshop was very insightful and informative. One main topic that struck me was the topic on financial disbursements, which is sad since it is the one with least priority by the local government to sustain development we are trying to achieve.</i>	<i>I want to learn about how subsidiarity and decentralization can contribute to sustainable development. Furthermore, I want to know how to identify strategies for building the capacity of local governments and institutions to effectively manage the decentralization system.</i>
<i>Interest and applications of decentralization have been increasing in the past years. These have been proven to be highly effective in delivering outcomes in governance.</i>	<i>The empowerment of local governments in the implementation of the SDGs and reduced risk or mitigation of external shocks</i>
<i>Strategies for developing countries</i>	<i>Updates on sustainable development</i>
<i>I wanted to know how it can be beneficial for the society and the common people.</i>	<i>How to minimize fiscality to ensure the rapid development of the SDGs</i>
<i>Multi-level governance</i>	<i>Different points of view and ideas</i>

<i>Enhancing local capacity and the fiscal aspects</i>	<i>Gain a lot and insight from the presentations</i>
<i>Futuristic sustainable development in the field of DRR</i>	<i>I'd be interested in learning about various aspects such as participatory approaches, capacity building, and monitoring and evaluation.</i>
<i>How can I help governance to make the best decision for resiliency?</i>	<i>How to make urban governance and SDGs to work at the local level</i>
<i>Enhancement of local capacity for shock mitigation</i>	<i>Effective inclusion of local actors</i>
<i>The ability to finance SDGs in the Arab world</i>	<i>I want to know beyond theory on how subsidiarity and decentralization works in real ground, and how the Indian scenario is distinguished from the African scenario in the implementation of this term.</i>
<i>Learn more about different governance strategy from different countries</i>	<i>Increase my understanding and awareness of the competencies and skills needed to apply the principle of subsidiarity with an emphasis on institutions at all levels.</i>
<i>I would like to know how the government can take advantage of its local government units in the implementation of the SDGs.</i>	<i>Deeper understanding of subsidiarity for sustainable development. Strategies for empowering local governments (fiscal federalism, governance structures, finances). Real-world examples of successful decentralization for sustainability. Challenges and opportunities in implementing these strategies.</i>
<i><u>Conocimiento básico e información complementaria sobre las nociones que ya tenía, a fin de poder profundizar en el futuro estos temas. En particular, por los debates sobre el principio de subsidiariedad en los países latinoamericanos.</u> (Basic knowledge and complementary information on the notions to delve deeper into these topics in the future. In particular, on the debates on the principle of subsidiarity in Latin American countries.)</i>	

2 Content and Delivery

2.1. Overall Ratings

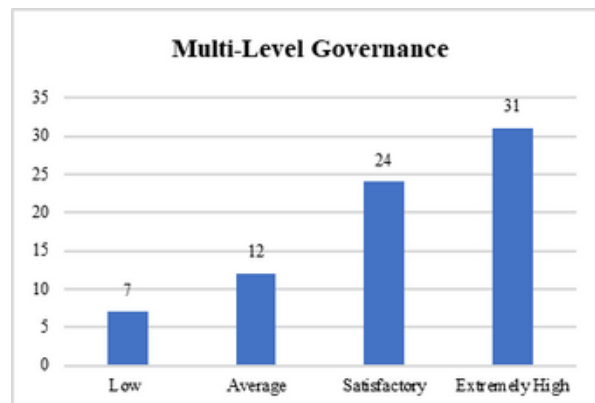
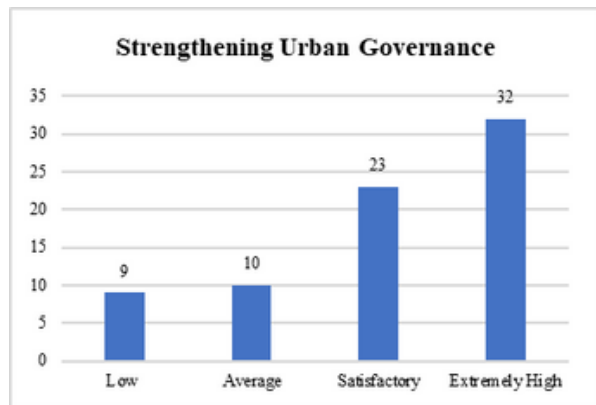
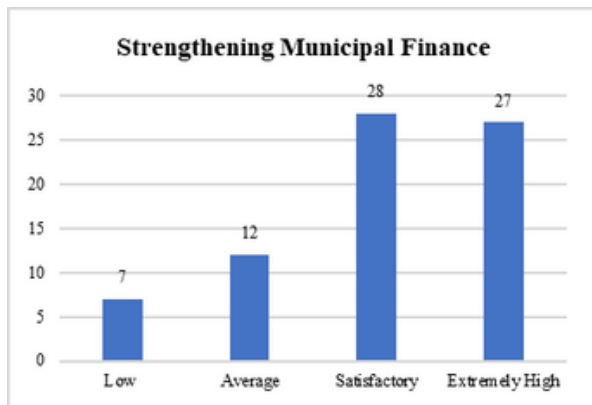
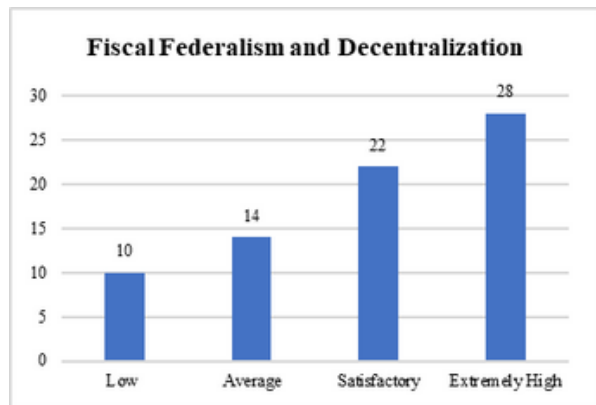
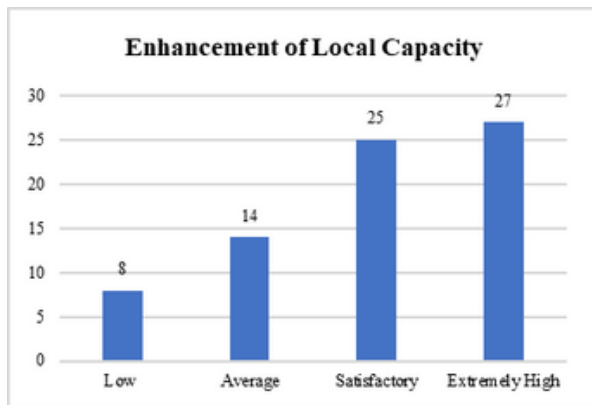
The participants were **extremely satisfied** with the virtual workshop. When asked to rate the virtual workshop, **79.7% (59 respondents)** responded as **excellent and good**, **81.1% (60 respondents)** said they were **greatly satisfied** with the workshop, and **85.1% (63 respondents)** rated the **speakers and trainers as excellent and good**.



3 Lessons Learned/Impact

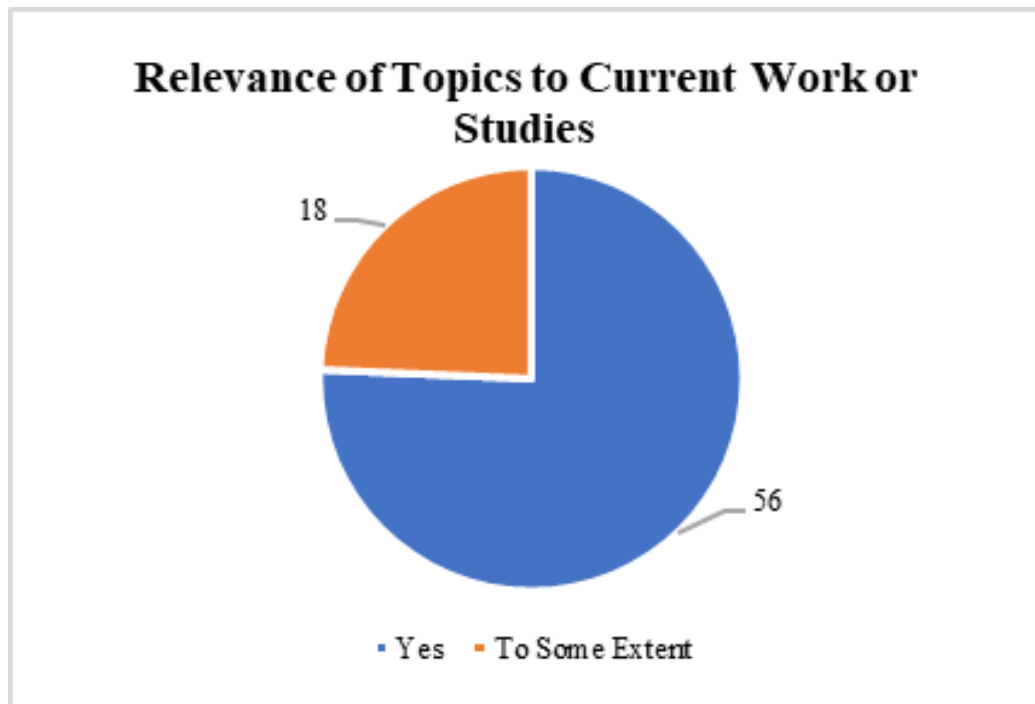
3.1 Level of Knowledge

The respondents were asked to analyze the increase of their knowledge on the topics covered in the virtual workshop. On the topic of **enhancement of local capacity for prevention, adaptation, and mitigation of external shocks**, 70% (52 respondents) stated that their knowledge **significantly increased** on the topic. 67.6% (50 respondents) claimed that their knowledge on **fiscal federalism and decentralization** increased. 74.3% (55 respondents) **expressed** their increased knowledge on **strengthening municipal finance and local finance systems, on strengthening urban governance, and on multi-level governance**.



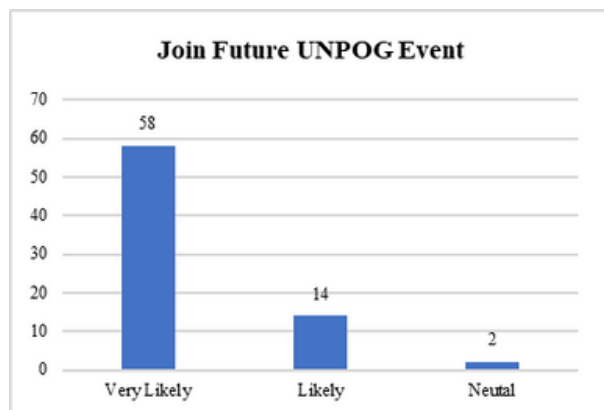
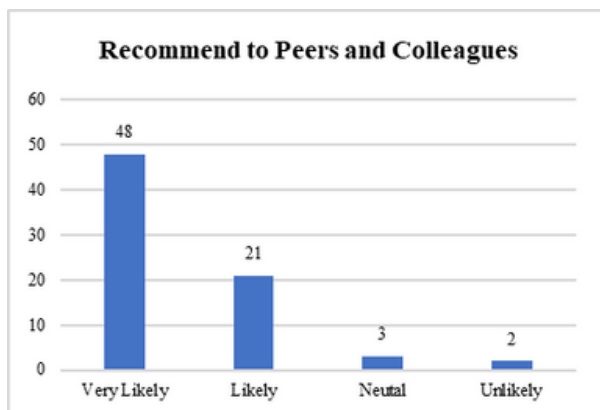
3.2. Relevance of Topics

The participants were asked to indicate the connection of the topics during the virtual webinar to their current line of work or studies. **75.7% (56 respondents)** stated that the topics were **relevant**, whereas **24.3% (18 respondents)** claimed that the topics were **relevant to their current line of work and/or studies to some extent**.

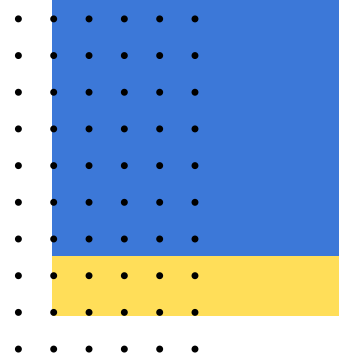


3.3. Event Recommendation

When asked if they would recommend the virtual workshop to their peers and colleagues, **69 respondents (93.2%)** reacted positively. Consequently, **72 respondents (97.3%)** stated that they are **willing to participate** in future UNPOG/DPIDG/UN DESA events.



ANNEX 2 PROGRAMME OUTLINE



Time (KST)	Agenda
08:00 – 08:10	<p>Facilitator: Ms. Najat Zarrouk, Director of the African Local Government Academy of UCLG-Africa, and member of the UN Committee of Experts on Public Administration</p> <p>Setting the scene</p> <ul style="list-style-type: none"> • Ms. Hyeyoung Kim, Head, United Nations Project on Governance (UNPOG)/UN DESA <p>Group Photo (1 mins)</p>
08:10 - 08:50	<p>National perspectives from Africa</p> <ul style="list-style-type: none"> • Ms. Rebecca Adda-Dontoh, UN Resident Coordinator for Malawi • Mr. Bala Yusuf Yunusa, Senior Technical Adviser at the Office of the President on Sustainable Development Goals, Nigeria • Mr. Tebogo Matlou, Project Manager, International Programmes and Partnerships, South African Local Government Association, South Africa • Mr. Issaka Garba Abdou, Head, Governance and Human Rights Division, Directorate for Governance and Conflict Prevention, African Union Commission
08:50 - 09:40	<p>Strategies to operationalize the principle of subsidiarity</p> <ul style="list-style-type: none"> • Mr. Paul Smoke, Professor, Public Finance and Planning, Robert F. Wagner Graduate School of Public Service, New York University, on fiscal federalism and decentralization • Ms. Astrid Haas, Urban Economist and Adjunct Professor at the School of Cities at the University of Toronto, Extraordinary Lecturer at the African Tax Institute, University of Pretoria and Research Associate at the African Centre for Cities, University of Cape Town, on strengthening municipal finance and local finance systems • Ms. Hanna Kleider, Associate Professor in the Department of Political Economy at King's College London on multi-level governance • Mr. Allan Lavell, Research Associate at the Latin American Social Faculty, Costa Rica and founding member of the Latin American Network for the Social Study of Disaster Prevention (LA RED), on enhancement of local capacity for prevention, adaptation and mitigation of external shocks • Mr. Brian Roberts, Emeritus Professor at the University of Canberra, Australia, on strengthening urban governance
09:40- 10:00	Interactive Discussion

Support for the sub-series on the principle of subsidiarity has been generously provided by the United Nations Project Office on Governance.



ANNEX 3 CONTACT INFORMATION

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