



**International Conference on the Localisation  
of the SDGs and the Co-Construction of the  
Means of Implementation**  
Yonsei University, 23-24 February 2019

# **Agile and Sustainable Cities: Managing System Vulnerability through Process Transparency**

**Lichia Saner-Yiu, CSEND**





- **SDG 11, “Make cities and human settlements inclusive, safe, resilient and sustainable” as roadmap**



- **SDG 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” as means of implementation**

# Proposition of My Presentation



## Installing a system-wide monitoring mechanism for service delivery in cities

- **SDG 16.6** stated “Develop effective, accountable and transparent institutions at all levels”
- **SDG 11.3** stipulates that “By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries”

# Cities



❖ **Key battle grounds of future sustainability of human communities**

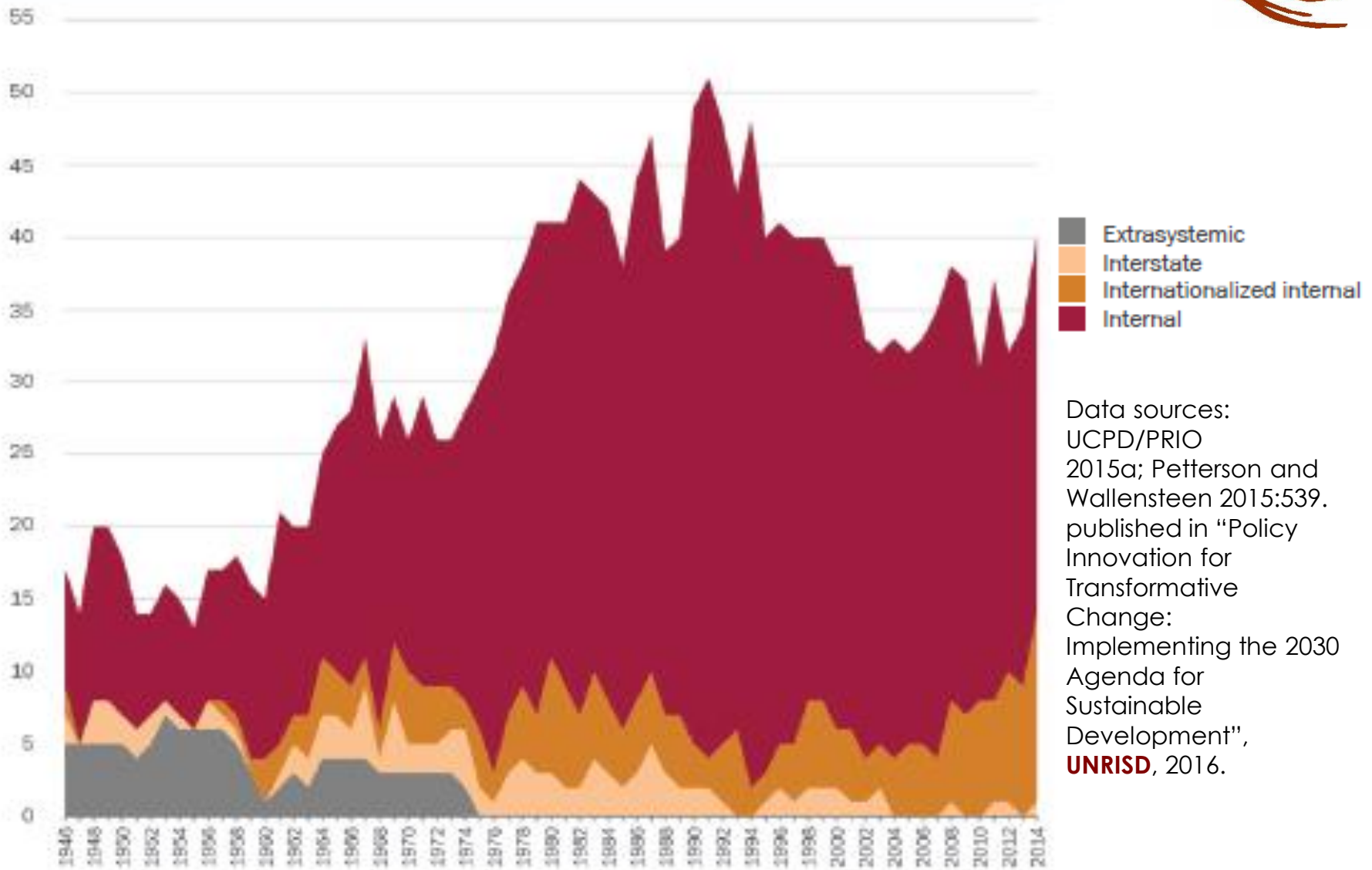


# System Challenges



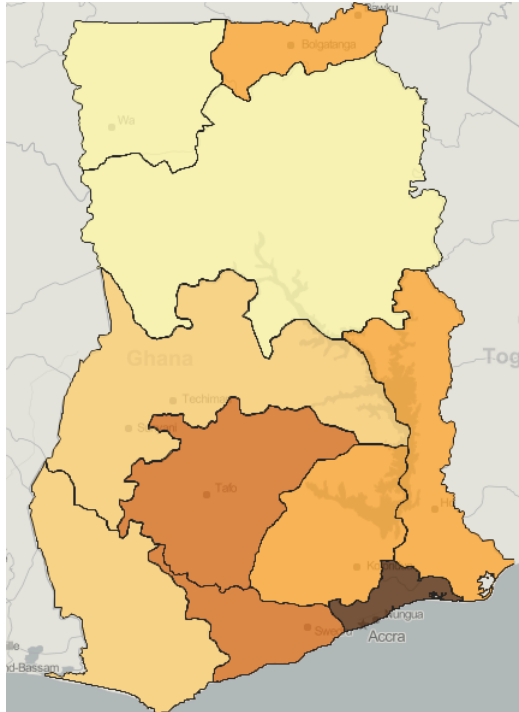
- **Policy coherence & sustained effort**
  - **Participation and engagement of stakeholders (horizontal, vertical)**
- **Collaborative relationship for collective impact**
  - **Organisational learning and transformation**
  - **Strengthening the feedback loops and timely information**
- **Reflection, critical thinking and system orientation**

# Figure 1.10. Number of armed conflicts by type, 1946-2014

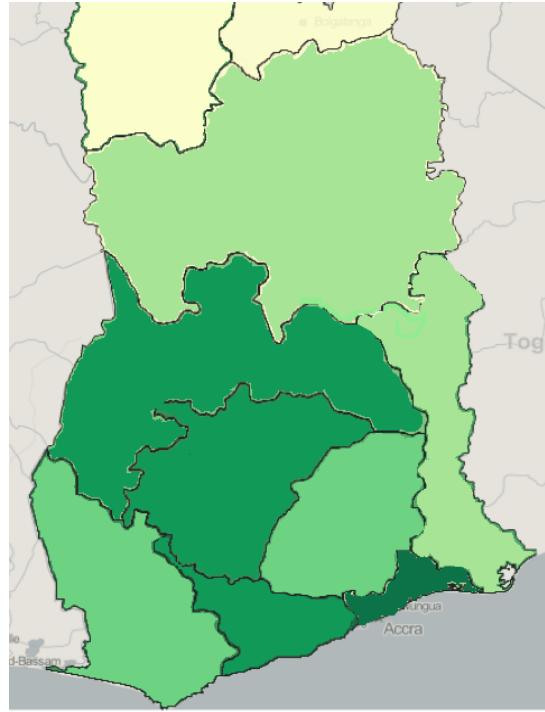
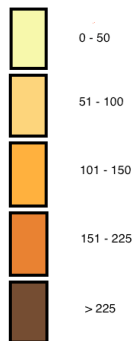


Data sources:  
 UCPD/PRIO  
 2015a; Petterson and  
 Wallenstein 2015:539.  
 published in "Policy  
 Innovation for  
 Transformative  
 Change:  
 Implementing the 2030  
 Agenda for  
 Sustainable  
 Development",  
**UNRISD**, 2016.

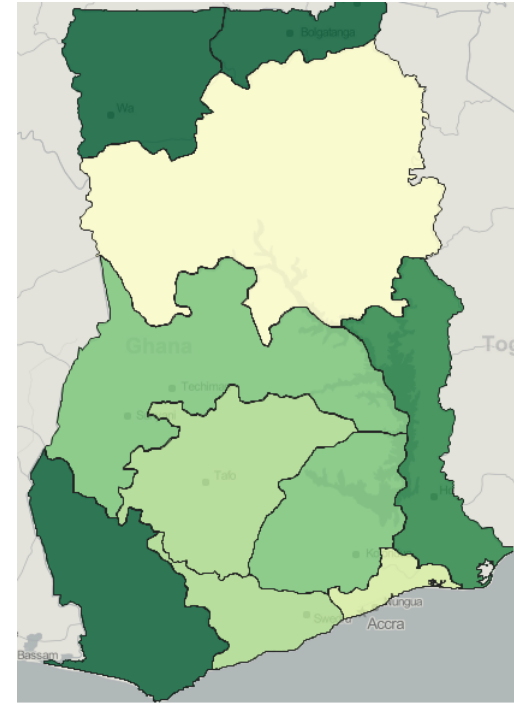
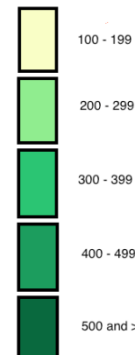
# Example: Health Infrastructure Development and Local Health Needs



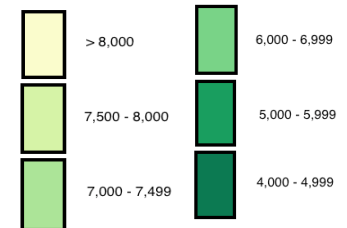
Population Density



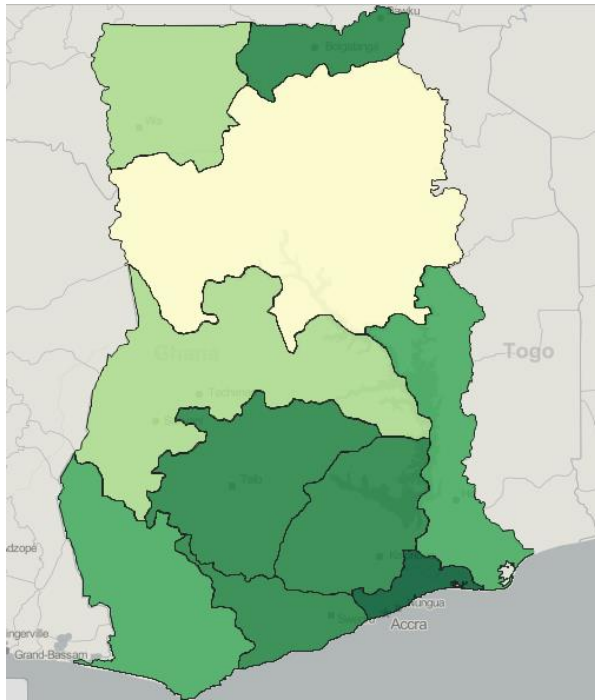
Regional Per Capital Income



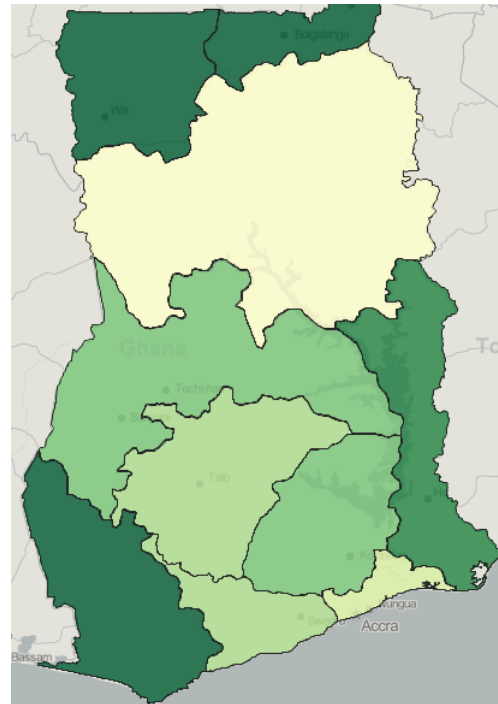
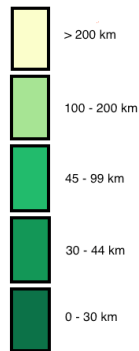
Average No. served by Health Facilities



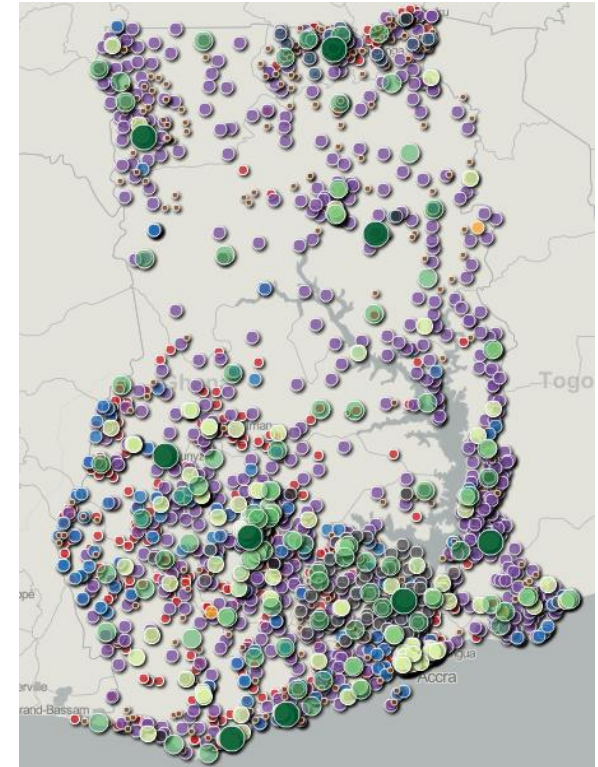
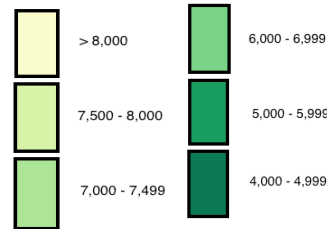
# Example: Health Infrastructure Development and Local Health Needs



Average no. of m<sup>2</sup> a health facility cover



Average No. served by Health Facilities



Health Facilities by Types

Dark Forest  
Green: Regional hospitals  
Brown: CHPC



# Requirements



- 1. Governance structure** – relationships, representation and accountability
- 2. SOPs** – Predictability
- 3. Systems** – Information platform, measurements, M&E, reporting
- 4. Mechanisms** – reviewing and recording, coordination and consultation

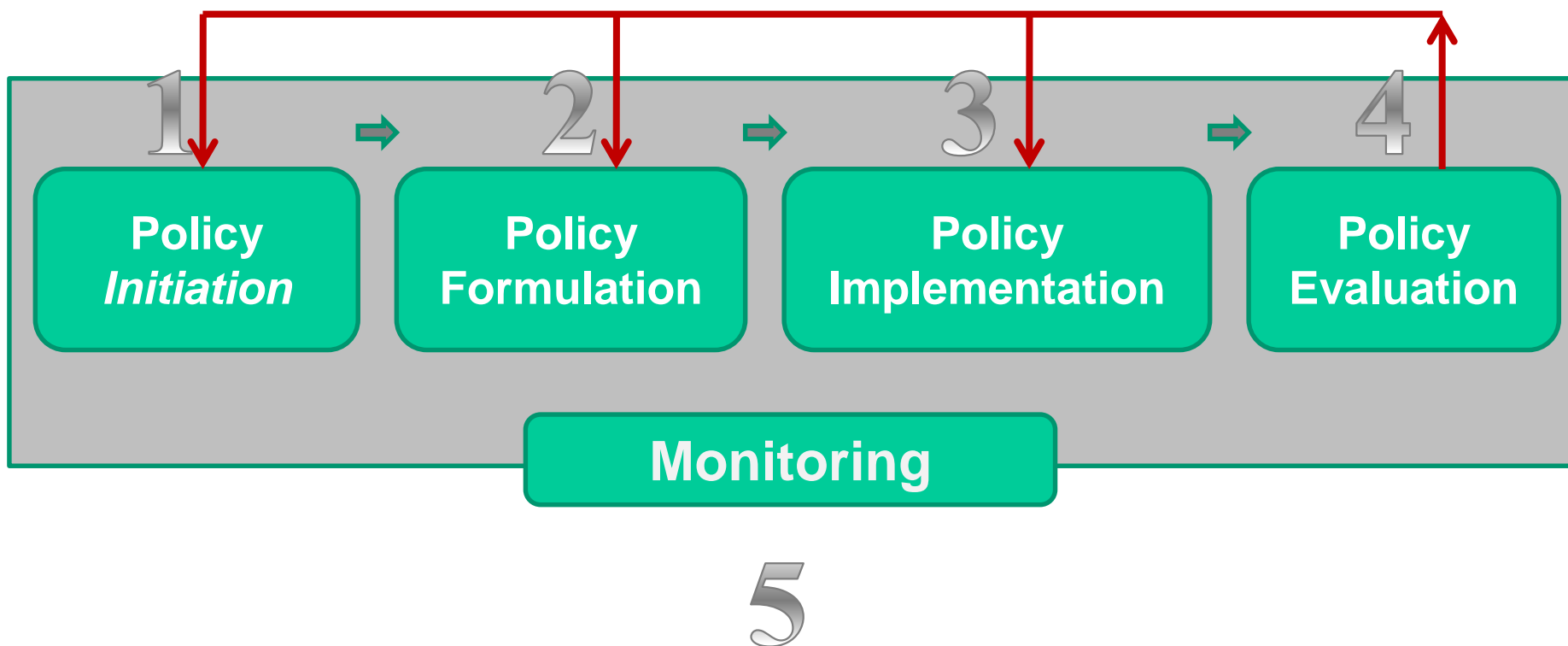
# Governance & Institutional Learning



- **Process transparency**
- **Process accountability**

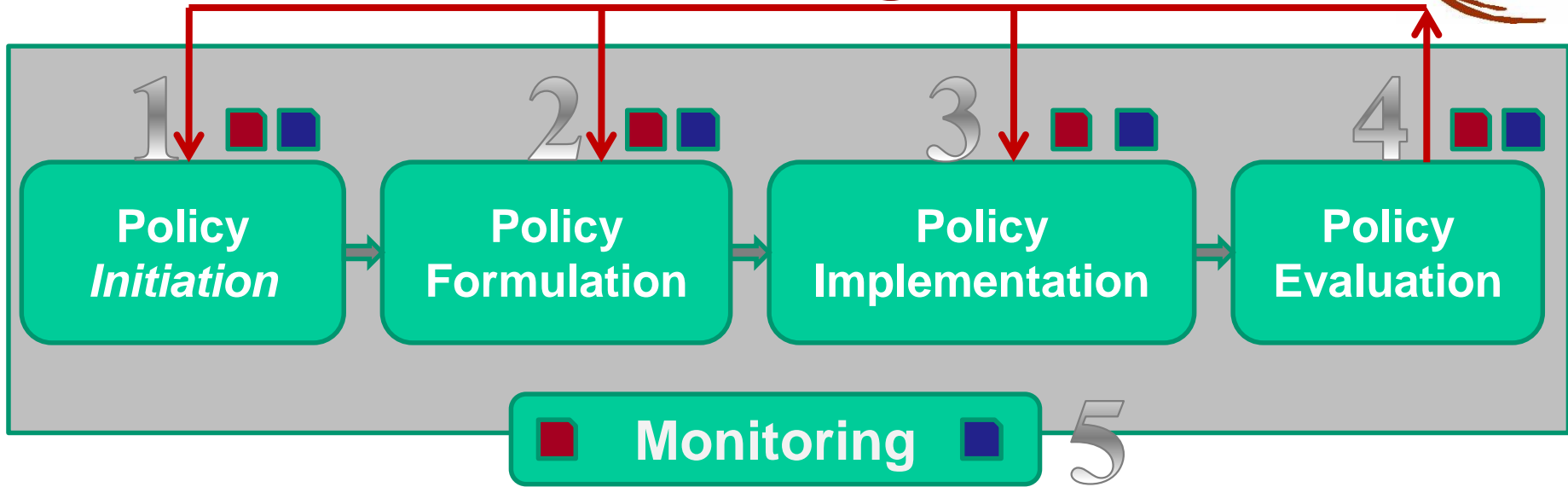


# Policy Making Process

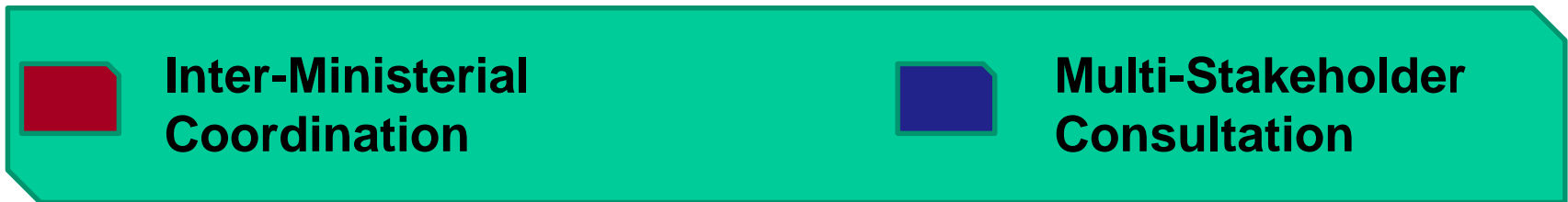




# Policy Making Process

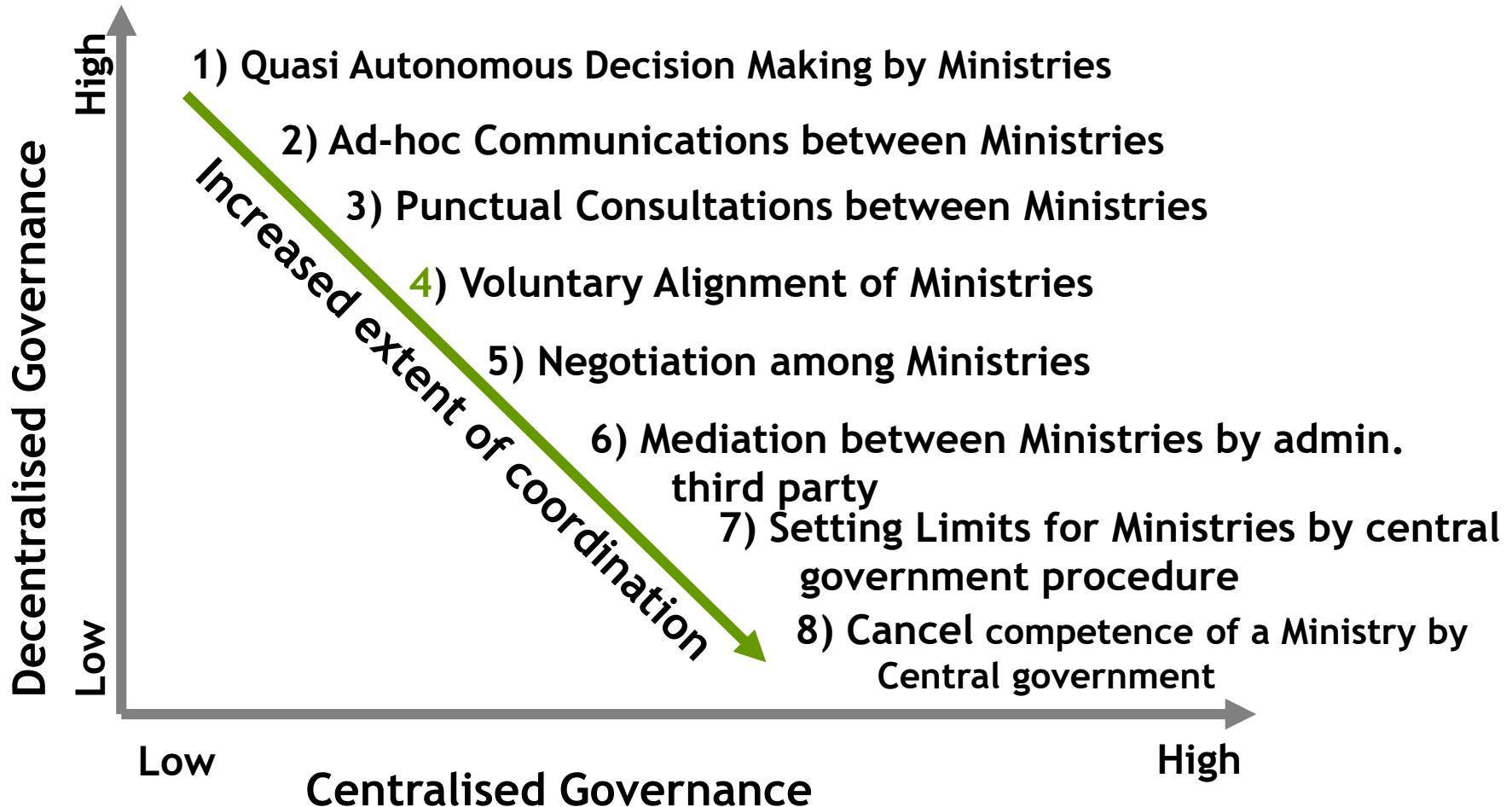


Ownership + Coherence + Relevance = **Quality**



# Levels of Governmental Policy Coordination

(CSEND, 2009)



# “Getting the House in Order”



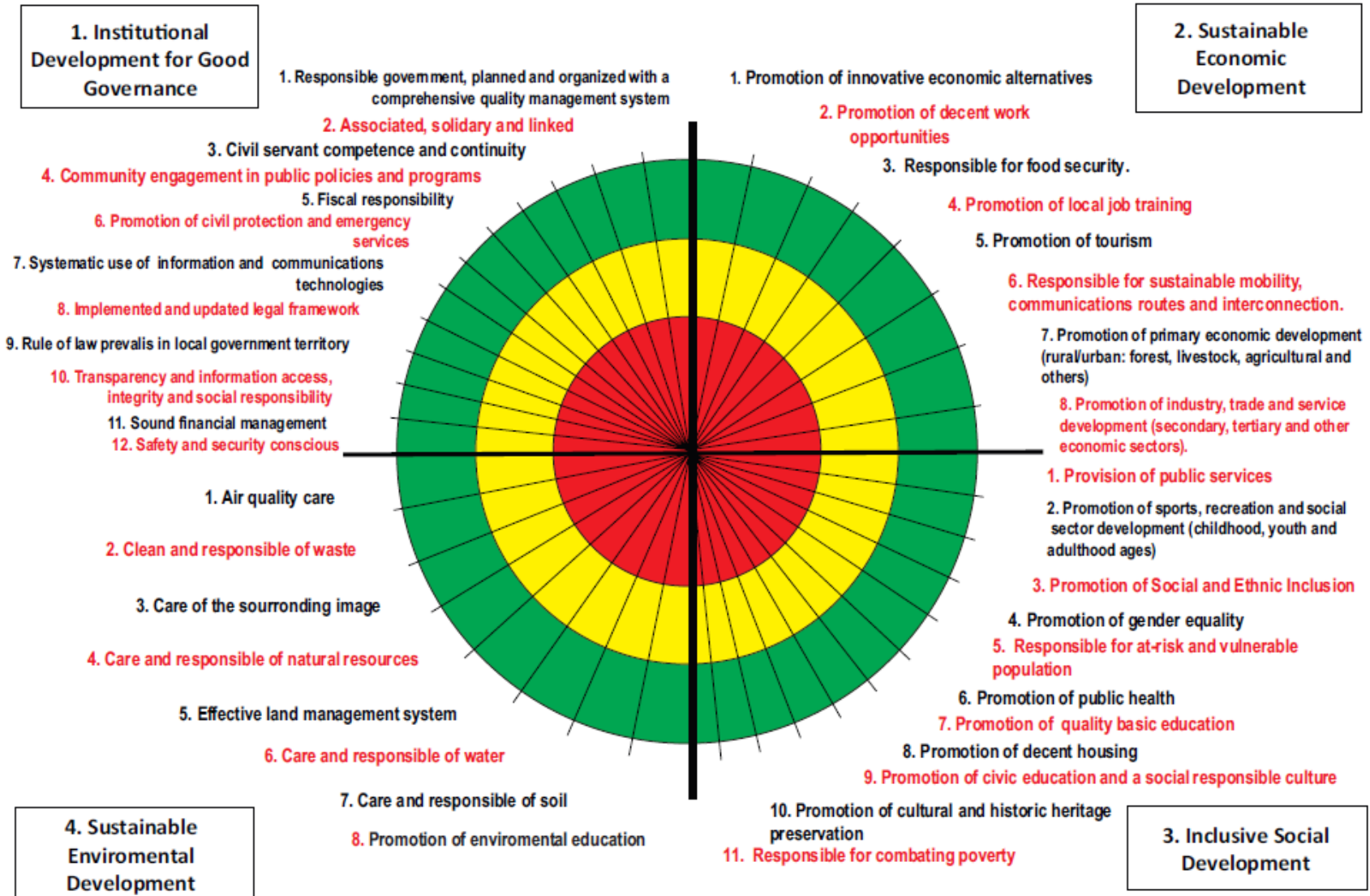
- **Quality management systems -- Guidelines for the application of ISO 9001:2008 in local government**
  - **Adaption of ISO 9001 → serve as guidelines for local government**
- **Quality management system → organizational framework**
- **→ information, methods, skills and controls are used and applied consistently**
- **→ establish clear requirements, communicate policies and procedures, monitor how work is performed and improve teamwork**

# Step 1: A process approach to city management



1. determine the **processes** needed for quality management
2. determine the **sequence and interaction** of these processes,
3. determine **criteria and methods** needed to ensure the effective operation and control of these processes,
4. ensure the availability of **resources and information** necessary to support the operation and monitoring of these processes,
5. **monitor, measure** where applicable, and **analyse** these processes, and
6. implement actions necessary to achieve planned results and **continual improvement**

# Integral diagnostic, check-up, evaluation and follow-up” system for the development of a reliable government — Local government at an acceptable level (using 39 indicators)





# To Conclude



- Human centred solution remains the key to sustainable development and regional productivity and competitiveness
- Cities needs **density, drive, talents, and the “enabling environment”** to facilitate entrepreneurial undertaking and disruptive innovation -> clear rules of the game
- It also requires inclusiveness and **equitable access to social services and economic opportunities** to enable thriving communities

# To Conclude



Put this into the context of a resilient and agile social system or cities .....

1. Individual and organisational learning interplay
2. Hard infrastructure and soft capability interplay
3. These interplays lead to responsive and timely decisions that are **ACTIONABLE and IMPACTFUL**
4. It is “**build to change**” and continues to evolve and reinvent
5. **Needs robust governance structure, SOPs, smart systems and strong monitoring and measuring tools (ISO 18091)**



Email Address: [yiui\[at\]csend.org](mailto:yiui[at]csend.org)  
Web Page: [www.csend.org](http://www.csend.org)





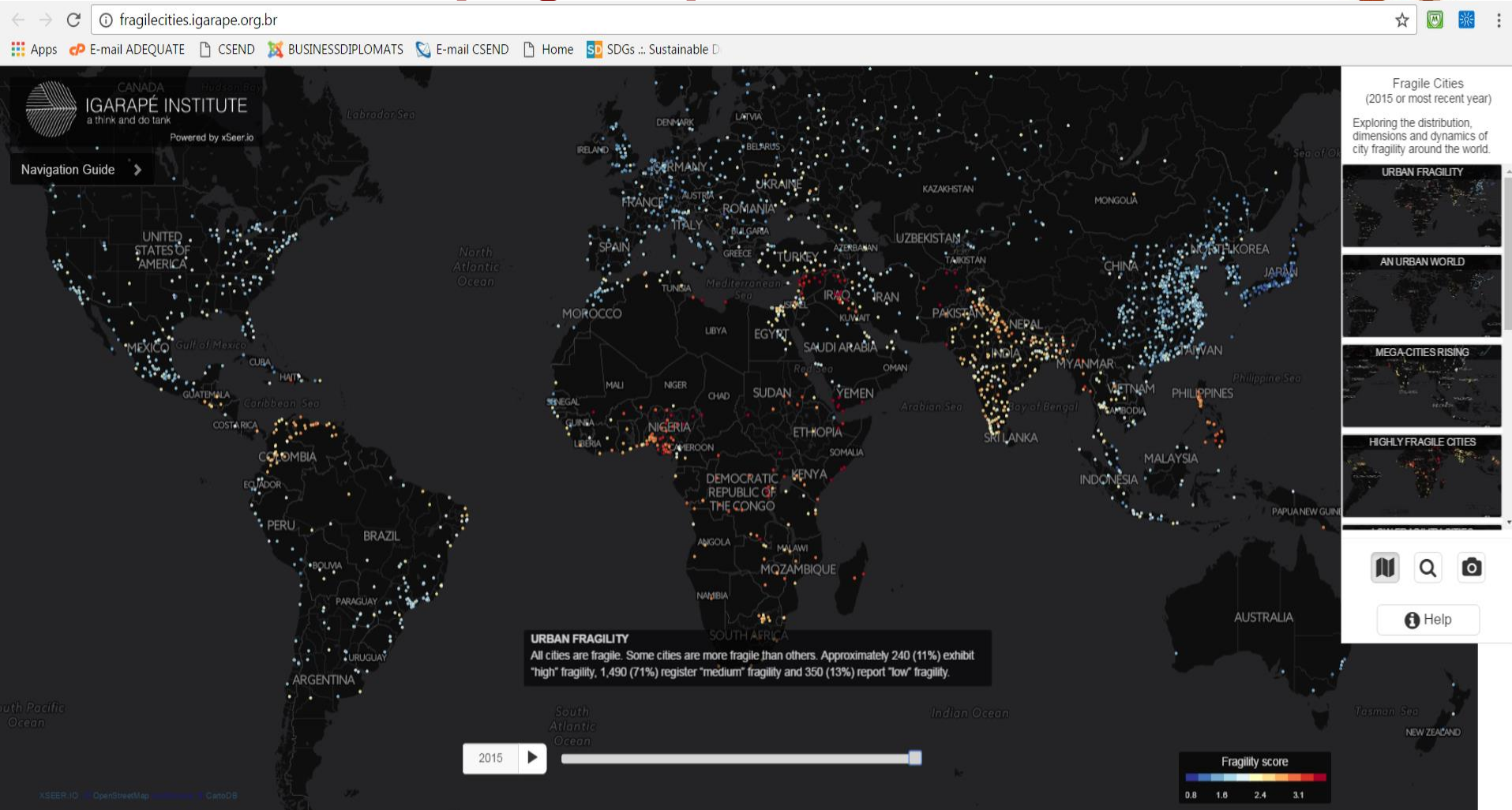
- “The new paradigm is not displacement and replacement but **connectivity and recombination**. Transactions are being digitized, data is being generated and analysed in new ways, and previously discrete objects, people, and activities are being connected.”

# Reference



1. **“Implementing the SDGs by Subnational Governments: Urgent Need to Strengthen Administrative Capacities”** by Saner, Yiu, Golab, Sidibé (2017), PAAP 20.2:23-40, 2017
2. **“Monitoring the SDGs: digital and social technologies to ensure citizen participation, inclusiveness and transparency”** by Saner, Yiu, Nguyen (2019), DPR, accepted.
3. **“Resilient cities and sustainable urban development: A Governance Perspective”** by Saner-Yiu (2017), Conference proceeding of 4th International Conference on Legal Institution Design: Governance for Sustainable Cities & Communities.

# Urban Fragility Assessment by Igarapé Institute

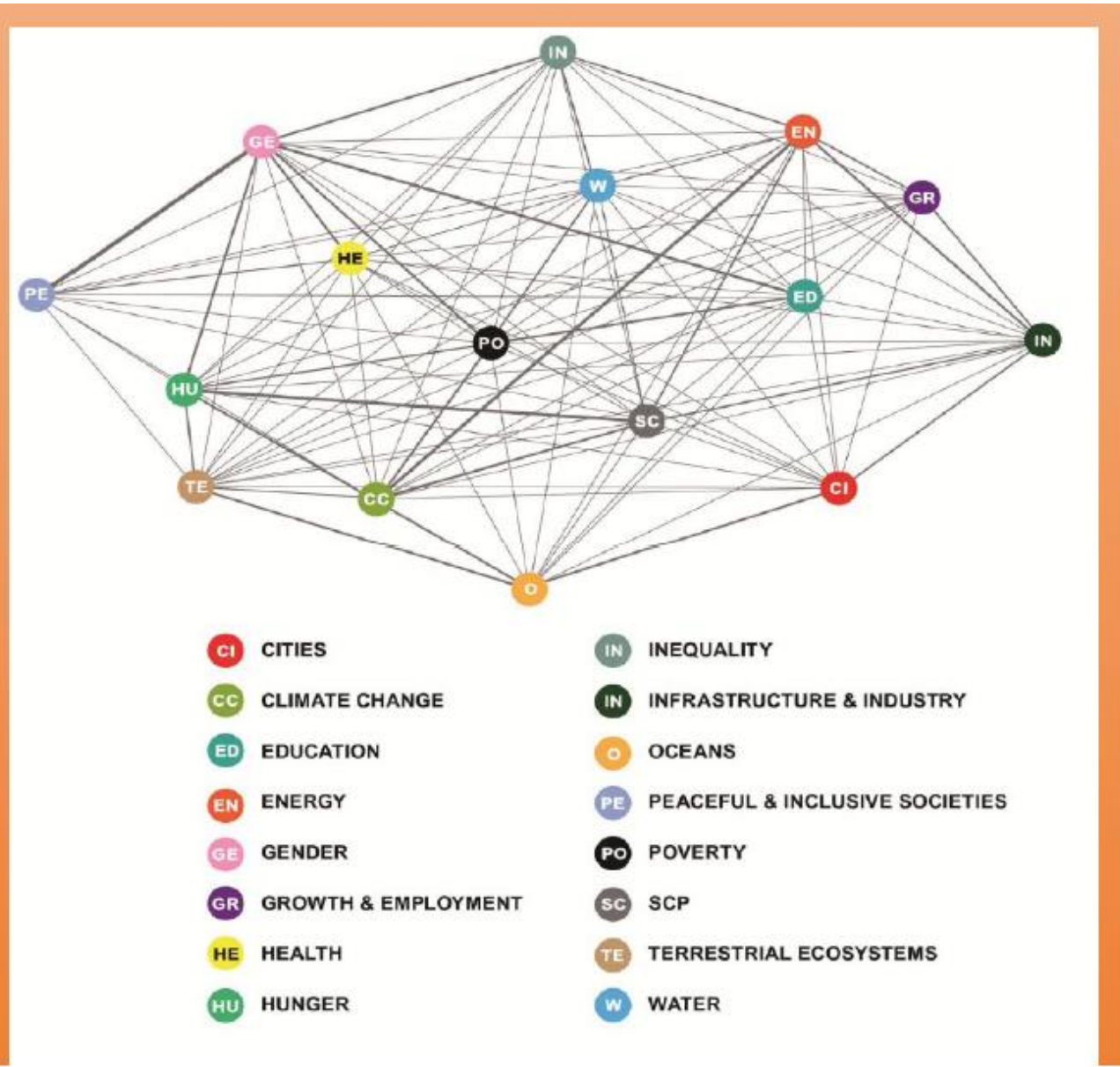


(Source: Interactive data visualisation by Igarapé Institute at <http://fragilecities.igarape.org.br/>)

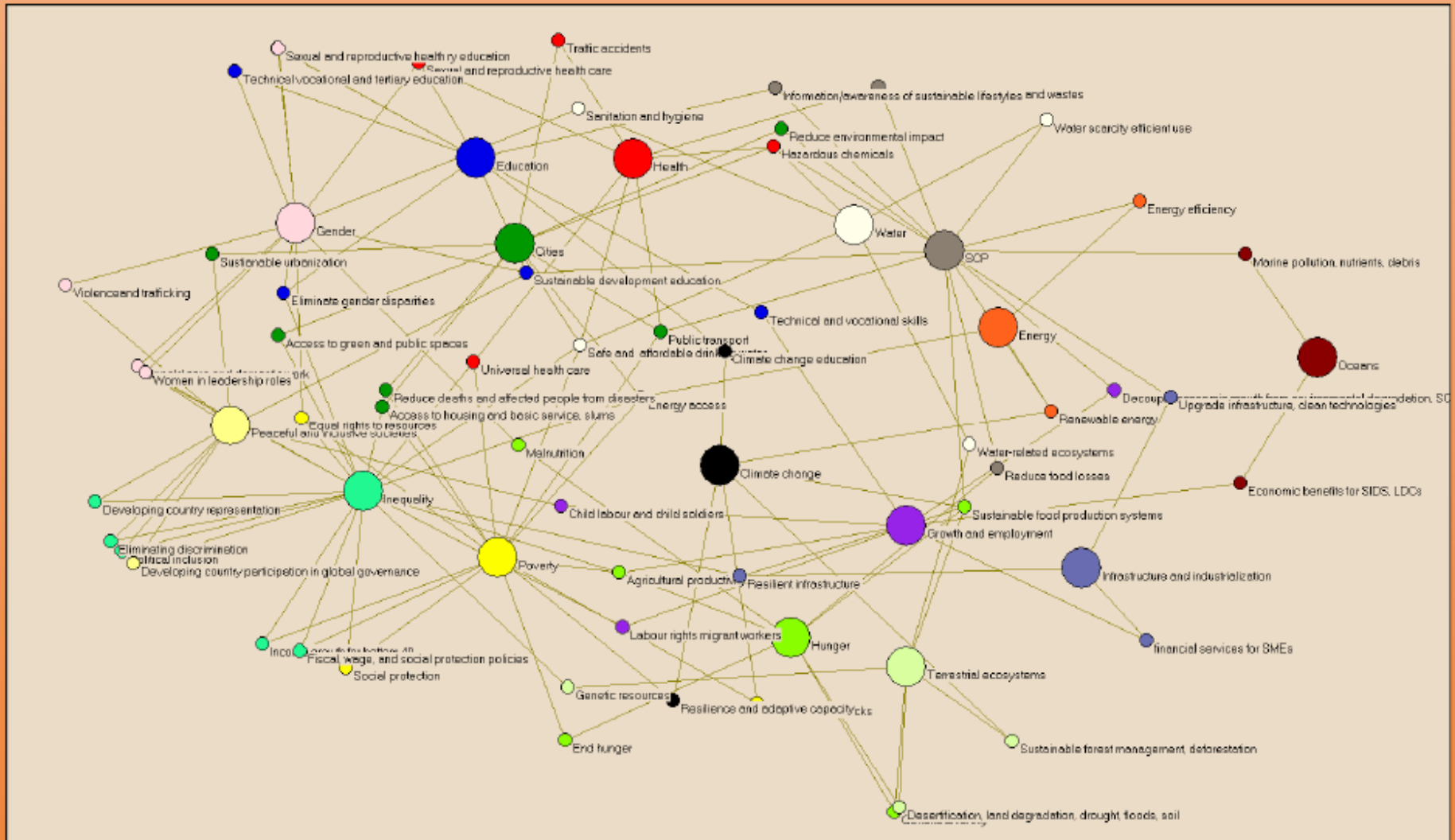
# SDG as Integrated Network



Source: elaborated in GSDR  
2015 based on ICSU report



# Integrated Objectives



Source: David Le Blanc, "Towards Integration at Last? The SDGs as a Network of Targets", Rio+20 Working Paper 4.