

KEYNOTE ADDRESS DELIVERED AT THE 66TH NEW YEAR SCHOOL ON THE THEME “IMPROVING THE PERFORMANCE OF THE LOCAL GOVERNMENT SYSTEM IN THE ERA OF E-GOVERNANCE” BY ESTHER ODURAA OFEI-ABOAGYE (PhD) ON 5TH JANUARY 2015

1. Introductory Remarks

I am humbled but delighted to be invited address this august gathering. Sustainable national development cannot be achieved without effective local governance. It is therefore important that every innovative strategy and the necessary reform actions are applied to local governance in Ghana to achieve our objective of a country fit for and responsive to all its citizens. It is in this regard that the boundless opportunities that information technology and electronic resources offer are deployed towards achieving equitable and participatory local level development.

This address seeks to support the above position by examining the functions local governments are expected to perform. It will indicate that there are common functions of local government, including Ghana’s assembly system. It argues that changing international and national development paradigms have implications for the work local authorities have to do and the expectations of the citizenry of them. The presentation will cite such influences as the lessons emanating from the implementation of the Millennium Development Goals (MDGs) and the post-2015 agenda of the Sustainable Development Goals (SDGs). It will also highlight the fact that the changing international environment including globalization requires local authorities and their civil society associates to remain abreast with modern trends, have relevant skills and capacities as well as provide an enabling set-up for business and partnerships.

E-governance offers critical opportunities for better information-sharing and dissemination amongst key parties; enhanced information management –including data-gathering, storage and analysis – for planning, monitoring and evaluation; quicker, more responsive service delivery; and better participation of the citizenry in governance, stronger horizontal and vertical accountability. This is possible and can involve all sections of the population.

2. Local Governance and Changing Trends in International and National Development

The local level is the level of governance nearest the day-to-day lives of ordinary people. Therefore, their habitation, markets, food stuffs, basic services, sanitation, environments, social interactions and even civic duty is largely the business of the assembly. The local level is extremely strategic and improving the lives of people can be most effectively achieved there. For assemblies to be able to fulfill their constitutional mandate (that is to deepen democracy, facilitate service delivery, promote local level development and enhance participation in governance) then effective communication and engagement between all critical parties is required at that level.

Worldwide, local authorities have been generally expected to provide and or facilitate basic services delivery and develop and deliver relevant infrastructure. In different countries, the local authority is expected to undertake public works and provide social infrastructure including schools, health facilities, waterworks, markets, road and highway construction and maintenance. The range of services provided by local authorities in various countries include

fire prevention, local security/police protection, vehicle licensing. Other services could be libraries, museums, parks and recreational facilities, sewage treatment, public health and sanitation.

In specific reference to Ghana, the law (see for instance Act 462, Section 10, 1-3) made assemblies responsible for the overall development in the district through the exercise of deliberative, legislative and executive powers. Their functions included

- Exercising political and administrative authority in the district
- Constituting the planning authority for the district
- Maintenance of security and public safety in the district
- Provision of infrastructure (such as schools and clinics)
- Provision of municipal services (including sanitation services, water delivery and recreational services and play grounds)
- Formulation and approval of budget of the district through consultative processes
- Making bye-laws
- Levying and collection of taxes, rates and fees to generate revenue and
- Promotion of justice by ensuring ready access to the courts in the district

Over the past two decades, the agenda of local authorities has evolved. Changes in development thinking in the post-structural adjustment period re-focused international attention on the causes of poverty and the structures and strategies for reduction. Quite naturally, local authorities came to be perceived as having potential roles to play in this agenda. Local authorities would facilitate pro-poor development and promote equitable opportunities by improving basic services with resources from local taxes and development funding transfers.

Along with the tenets of sustainable development, local governance arrangements would endeavour to provide better representation of the people in decision-making about resources allocation and development planning for the poor. Local authorities and non-state actors working together would promote greater transparency, accountability, responsiveness, frugality in the use of resources, efficiency and equity.

As nation-states sought to promote development, international commitments related to the environment, population, gender, sustainable and human development emerged in the United Nations Agendas and Platforms for Action that emerged from the 1990s. At the turn of the century, the United Nations Millennium Declaration was signed by 189 countries in September, 2000. Nations and local authorities were expected to adopt and adapt the resulting Millennium Development Goals (MDGs) to suit local circumstances. For instance, the National Development Planning Commission (NDPC)'s planning guidelines at both the national and local levels mainstreamed the Millennium Development Goals (MDGs) into these.

Strong local ownership and leadership emerged as one of the critical lessons from the MDGs' experience; and was taken on board in consulting on and formulating the Post-2015 Sustainable Development Goals (SDG) Framework. The seventeen (17) themes of the SDGs have important implications for the work of local authorities. They include ending poverty and hunger and achieving food security and improved nutrition. Others relate to healthy lives and well-being for all at all ages, gender equality, ensuring inclusive and equitable quality education and life-long learning opportunities for all. The remaining themes include sustainable agriculture, management of water and sanitation, affordable reliable, sustainable

and modern energy, resilient infrastructure for industrialization and inclusive and sustainable economic growth with full and productive employment and decent work (See Appendix One). These themes resonate with the expectations that citizens have of performing local authorities.

Other international priorities need strong local government involvement to succeed in different countries. For instance, there is increasing attention to what is known as the demographic dividend which is economic growth resulting from a change in the age structure of a country's population. There could be more opportunities for rapid economic growth and human resource development from having more people in the productive labour force, in a context of falling birth rates. The population structure can pay a benefit or dividend when the "youth bulge" is consciously harnessed; given that a large section of the population under 30 connected to technology, endowed with energy and curiosity and hungry for knowledge can be turned to advantage. Surely, local authorities and communities have a role to play in achieving this dividend, through enhanced, innovative action that takes advantage of information and communications technology (ICT).

3.Reforms to Promote More Effective Local Government Performance

There have been a number of ongoing reforms in decentralization and local governance in Ghana. Some of these have involved the use of ICT to promote efficiency. However, e-governance has not been a driving force, consciously, creatively and strategically deployed.

After the first decade of decentralization, the first National Decentralization Action Plan was formulated in 2004. Its implementation included the introduction of the Functional Organizational Assessment Tool (FOAT) and the District Development Facility (DDF). In a further bid to enhance performance and responsiveness, broad consultations were conducted country-wide to assess the performance of the assembly system, five years later. The 2010 Decentralization Policy resulted and with its accompanying Action Plan focused on nine (9) main areas:

1. Political decentralization and legal issues to clarify the status and roles and strengthen relationships between levels of government and actors
2. Decentralized development planning and budgeting to strengthen capacities at the local level and their integration in the national agenda
3. Spatial planning focusing on capacity strengthening and integration into district planning processes
4. Administrative decentralization to improve the administrative and human resource capacity of local government entities to ensure quality service delivery
5. Local economic development to facilitate economic growth, employment and income generation for household welfare and poverty alleviation
6. Fiscal decentralization to improve funding and financial management of MMDAs
7. Popular participation and accountability to promote local democracy through strong and viable stakeholder involvement
8. A social agenda re-emphasizing assembly responsibilities for education, health, water and sanitation, women's rights and gender concerns, children's and young people's issues, disability and HIV/AIDS issues and human rights
9. Involvement of non-state actors in local governance such as traditional authorities and civil society groups.

Over the four (4) years of implementation of the Second National Decentralization Action Plan, there has been re-structuring and re-tooling of systems and processes. Some critical steps have included

- Implementation of LI 1961 Local Government (Departments of District Assemblies) Commencement Instrument 2009, which provides for the conversion of departments into departments of assemblies; transfer of functions to relevant departments of assemblies; this involved
- Integration of Category One departments which did not require legal review to change their status; the accompanying change management, completion of service protocols and the establishment of performance and service standards
- Further operationalization of the Local Government Service with the transfer of the staff of the Departments of the Assemblies from the Civil Service; postings and recruitment to fill established gaps;
- Improvement of financial resource capacities of local authorities through expedited fiscal decentralization; and kick-starting the composite budgeting system in 2012; vigorous action on the inter-governmental fiscal framework and locally generated revenues
- Application of the District Assemblies Common Fund (DACF) and District Development Facility (DDF) to social infrastructural development – basic schools, health facilities and market improvements amongst others
- Ongoing legislative review to facilitate the integration of the Category II institutions as departments into the MMDAs.¹

While these reform efforts are ongoing, there are still concerns that decentralization and the assembly system still have some way to go to meet the expectations of the citizenry.

Recent studies and presentations such as one by Prof. Bondzie-Simpson of the University of Cape Coast in December, 2014, the Afrobarometer results conducted under the auspices of the Ghana Center for Democratic Development (CDD) and studies by the Institute of Democratic Governance (IDEG) suggest that stakeholders expect improved performance. Citizens' satisfaction and understanding of assembly operations, perceptions of responsiveness and contacts with the grassroots are still lagging behind.

An assessment of the capacity constraints of the assemblies in the implementation of the National Decentralization Policy Framework undertaken in 2014 by the Inter-Ministerial Coordinating Committee (IMCC) on Decentralization indicated that improved management information systems (MIS) were urgently required for effective monitoring and reporting. The incorporation of Information Communication Technology (ICT) facilities into the operations of assemblies would expedite ready storage, retrieval and access to critical information.

As suggested in an earlier section, the changing international agenda places demands on Ghanaian local authorities beyond what the **current** policy framework imposes. A greater role is expected of local authorities in social protection. The demands for globalization require pro-active local economic development, capacities for engaging in public-private partnerships and provision of international service standards from local communities.

¹ These include Town and Country Planning, Cooperatives, Controller and Accountant General's, Library Board, National Youth Organizing Commission, Registry of Births and Deaths and the District Sports Organizer.

In order to do this, assemblies and their local partners must stimulate local innovation, harness the available local knowledge and attract collaboration for project implementation and financing. Assemblies must come into their own as business organizations and independent legal entities and undertake the requisite organizational development, professional negotiation and contracts management capacities and branding.

In addition to this, Ghanaian local level actors need a good grasp of emerging and topical issues in Ghanaian local level development including

- the new policies in climate change, environmental sanitation and management, urban management and development, school feeding and social protection;
- the new Medium-Term Development Framework and Shared Growth and Development Agenda as well as
- the changing requirements of public financial management in Ghana
- human rights and security issues
- what branding and image management mean for different local authorities and their business and
- the role of creative arts and culture in local governance.

Local authorities and their collaborators require an appreciation of the changing relationships that they are involved in. Relationships are underpinned by effective communication and coordination. Some critical relationships are those between:

- central government and local government entities in relation to policy-making and implementation, financing, service provision and partnerships;
- local authorities, communities and citizens by way of stakeholder engagement and public communication
- local politicians (such as assembly members) and local bureaucrats (coordinating directors, administrators and technocrats);
- local authorities and traditional authorities and opinion leaders

5. E-governance and the link with good governance

In all of the areas indicated above, the available technology can be used to great advantage. Therefore, a calculated and carefully thought-out campaign to harness the changing information technology landscape and available electronic and social media tools to enable local authorities to live up to these expectations is urgently required. E-governance is about reform facilitated by the creative use of ICT. It has been said that the ultimate objective of e-governance should be to provide cradle-to-grave services for the citizenry.

While there are various definitions of e-governance, it generally involves the application of information and communication technology (ICT) in the conduct of governance. It can be the application of ICT to enhance the delivery of government functions so that the recipients (other government agencies, citizens, communities, business entities, development partners and civil society organizations) enjoy efficient, transparent and equitable services and responses. ICT can facilitate communication between actors at different levels as well – the national and the local.

There is considered to be a difference between e-government (where ICT is applied to public administration to improve public services) and e-governance. E-government has been perceived as largely, a one-way communication process emanating from government. However, e-governance should include the processes for managing ICTs in their application to achieve the effective conduct of business.

Good governance is predicated on various principles that involve citizens being able to participate in the formulation and implementation of decisions that affect them. This basic assumption is underpinned by access to information. Therefore, if there are innovations and technological advancements and best practices that would facilitate information availability, dissemination, exchange, feedback between the government and governance stakeholders and ultimately accountability, these must be harnessed.

With the expanding and evolving mandate of local authorities, the strategic use of networks for innovative and responsive development is imperative. Local administrators, technocrats and service delivery entities must be able to access, relate to, disseminate information to and generate feedback from and collaborate with traditional and emerging interest groups.

Ghana has long acknowledged that at the local level, governance should involve stakeholder participation and joint ownership of development initiatives by local authorities, interest groups and citizens. The interest groups that have been commonly identified have included traditional authorities, market, occupational groupings and production associations (which are acknowledged in legislation such as the Local Government Act, Health Service Act and Education Service Acts, amongst others).

However, with the changing circumstances, more non-state actors and parties are getting involved in mobilization, advocacy and accountability. These include farmer-based organizations, community-level social, savings (susu groups) and welfare clubs, faith groupings, traditional and modern youth associations (asafo companies) and district-level organized level (district councils of labour). These parties must be consciously involved and encouraged to be pro-active.

But in order for all of these groups to be effective, their members must have an understanding of the development options and issues affecting their localities. This necessitates access to critical information as well as knowledge of the communication channels and responsiveness on the part of duty bearers and service-providers.

7. Reasons, Opportunities and Challenges for E-Governance for Effective Local Governance

There are several good reasons for deploying e-governance to promote local government effectiveness. ICT can reduce the distance between government and the citizenry and strengthen relationships between the two (or three) parties; it expands the reach of government and (on the other side of the coin, access of the citizenry to government) both spatially and demographically. In countries with more experience with ICTs, simple activities can be undertaken at the local government level such as renewal of permits, payment for bills for public services, applications for utility services, electronic voting, conduct of user surveys and monitoring; deliver information such as regulations, materials and schedules for public hearings, issue briefs and notifications. It can result in the reduction of time use, promote

efficiency, accountability and replicability; and enhance privacy, confidence and anonymity of patrons.

A review of international experiences suggests that there are five (5) steps of integration and interaction of actors in achieving effective e-governance:

- simple information dissemination (one-way communication);
- two- way communication (request and response);
- introduction of service and financial transactions (with feedback systems);
- integration of existing systems and ICT arrangements (horizontal and vertical integration);
- political participation (moving from informing the individual, through communicating and receiving feedback to facilitate representation and consultation, to achieving agency or involvement of the citizen).

At various periods over the two decades of the assembly system, there have been efforts to deploy information technology to facilitate local governance. The challenges with these efforts include that they have been mostly project-based interventions and mostly, piece-meal and fragmented efforts, largely pursued within the framework of projects and plans.

One can recall the efforts creating the regional intra-networking in the Central Region under the auspices of Mr. Kojo Yankah. Various projects under the World Bank-funded Urban Projects of the 1990s and 2000s also made efforts in this direction as well as initiatives such as the Urban Land Management Information System (UMLISS) amongst others.

Assemblies have also been introduced to the concept of using electronic resources largely to provide information about their facilities and potentials to would-be investors and in some cases, tourists. The “Ghana Districts Dot Com” initiative is a case in point. Most of these assembly websites are (a) managed externally (b) not updated often enough (c) are not interactive (d) provide limited information (e) are not regarded as a tool for development – more like something that must be done. Other efforts with partner projects have not been sustained, including various data-bases.

However, they have been carried out in the absence of clearly defined policy directions for local level development. The approach to the citizenry has largely not been inclusive, not being targeted at them, nor accommodating or providing for and welcoming their input.

Present undertakings within the local government sector are regarded as opportunities to take advantage of the information revolution. For instance, the street-naming, property addressing effort must take advantage of the technological resources available and facilitate internal revenue generation. Spatial planning which is a current priority must take advantage of geographic information systems (GIS). And so on.

There is a considerable gap between national level institutions and local government institutions. In such sectors as agriculture, health and education, electronic information systems and processes have been used to great advantage; and national level data (and even district level data) can be generated as required. However, this information is not as easily accessible or utilised at the sub-national level, particularly the district level and across sectors.

There is a question of institutional and individual capacity. There is also considerable unevenness in the availability and familiarity with e-governance within regions and districts.

At the individual level, a lot of the younger, civil servants and bureaucrats are computer-literate and can use resources like i-pads and the increasingly sophisticated mobile telephony and applications like whats-up, twitter, follow blogs. Others have been familiarised with various computer applications for word processing, data management and statistical analysis as well as communication. However, older “born-before-computers” functionaries find these difficult. The capacity referred to is within institutions, not institutionalized.

Ongoing national and regional level e-governance interventions in both the public and non-state sectors provide opportunities to promote effective local governance because of their implications for the capacities of local authorities to implement and respond to. They also present an opportunity for stakeholders to better be involved in the business of governance and to respond to these. They include the following:

- The establishment and functioning of the National Information Technology Agency (NITA)
- The “Ghana Integrated Financial Management Information System (GIFMIS), an integrated computerized financial management system used for (a) budget preparation and execution (b) accounting and financial reporting (c) cash management (d) assets management amongst others.
- The information-technology (IT)-managed Human Resource Management Information System (HRMIS) which is linked to the GIFMIS: This system is for the entire public service and is intended to establish a common, comprehensive, computerised HR database of all public service organizations. It is to be a common platform linking HRM requirements with budgets and pay-roll systems. This is intended to strengthen controls around personnel entrance, exit, promotions and positions across the various public services.
- Investment in the Tourism Sector to improve data management and harmonize information including the Tourism Satellite Account
- Efforts to use electronic resources to improve social protection delivery such as the establishment of the National Common Targeting Initiative, the National Household Registry and electronic payments for the poor and vulnerable under the Livelihood Empowerment Against Poverty (LEAP).
- Other on-going national initiatives that demonstrate the use of ICT resources are the Computerized Selection of Schools and the ongoing automation of the Registrar-General’s Department
- The Open Government Initiative: a new multilateral initiative that aims to secure concrete commitments from governments to promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance. In Ghana it is under the auspices of Minister of State responsible for Public Sector Reform and the membership drawn from relevant MDAs and civil society organisations to

promote fiscal transparency and open budget; passage of right to information law; anti-corruption initiatives and rights protection; oil revenue management; and tracking government investment.

More specific opportunities to foster the application of e-governance to improved local government performance include

- Burgeoning, rapid development of information communication technology resources internationally, seamlessly and relatively easily
- The existence and functioning of the government of Ghana website
- Enabling environment for popular participation, information-sharing and the prospects that e-governance can offer: the government is clearly interested in enhancing information-sharing with the public. Amongst others, the efforts of the Ministry of Finance in expanding consultations, such initiatives as the citizens' budget and ready placement of information on the MOF website
- Increasing use of electronic platforms and resources in tertiary education; management of students, information access, in teaching and learning, amongst others
- Increasing use of electronic resources by the private sector: financial transactions such as mobile money; advertisements; placement of orders; electronic market places – OLX, tonaton etc
- Popularization of mobile telephony for accessing critical market information in agriculture
- Interest and capacity of young people in ICT, particularly in the use of social media
- Availability of knowledge and capacity support in the private sector: various actors have gained international reputation
- Increasing mobile technology penetration
- Increasing awareness of citizens of their rights and interest in accountability
- Increasing number of NGO initiatives in using ICT resources to provide critical information in reproductive health, monitoring maternal health; as well as providing opportunities for reporting non-performance or breakdown in local level services
- Increasing use of mobile technology for SMS-messaging; news-sharing; social auditing such as undertaken by the National Commission on Civic Education (NCCE) and the African Peer Review Mechanism (APRM)

Challenges

While there are several benefits and good prospects for using e-governance to make local government more effective, there are administrative, institutional, technological and human challenges to be overcome. These include

- The differential levels of e-governance achievements between central and local government levels and between sectors; institutions and functionaries in health, education may have been more exposed to potential aspects of ICT than others
- Establishing systems to reach different end-recipients given that there are different categories of people at the local level by way of age, occupations, interests, levels of education and appreciation of issues

- Differing levels of ICT literacy; apart from the high levels of mobile penetration, what is the level of computer literacy for instance?
- Ensuring effective infrastructure setups including
 - Availability and reliability of internet and electronic systems
 - Evenness and equity in spread of infrastructure

Requirements

Arising from the foregoing, various factors could facilitate the adoption and application of e-governance for more effective local government performance. A few of these are as follows:

- A pro-active effort by government to lead the way by providing a framework for local government networking integrated into the national information technology effort but with adequate flexibility for local innovation and interaction
- Making the transition from information provision and data-collection from users to service provision (where citizens can access critical services without travelling to the district or regional capitals to register for pensions, businesses, update their records, indicate complaints, manage their taxes, amongst others)
- Systems to promote cyber-security, privacy and data-protection and prevent fraud and manipulation of information, given the sophistication of technology world wide
- Integration of several sectoral e-governance initiatives so that they can be accessed by local authorities and stakeholders; particularly, linking this with the MIS and electronic efforts of the National Development Planning Commission (NDPC) and other key agencies so that monitoring, evaluating and reviewing sub-national planning on regional and national basis can be easier, faster, more reliable and referable
- Provision of the requisite infrastructure; for instance, ensuring reliable internet connectivity, sustainable electricity, affordable equipment, amongst others
- Ensuring adequate capacity – of local authorities including infrastructure, equipment, ICT management and oversight as well as specialized capacity; as well as basic knowledge of local government staff
- Making space for creativity both in the public and non-state sectors

8. Conclusions and the Emerging Agenda

This presentation has attempted to raise issues – locating the issues of local governance to which e-resources can be applied. A number of the areas of local government action and ongoing reforms have been identified for presentation and syndicate group work during this New Year School. These include fiscal decentralization, social accountability and citizen participation, effective human resource management, knowledge and information dissemination, gender, policy reforms and implementation, planning and management of urban infrastructure development, local economic development and public-private partnerships.

However, there are areas I have indicated that need to be considered and anticipated for, strategically, especially those emanating from the international sustainable development agenda. We cannot afford to stand still while the world is moving on.

Again, we must realize that we are now dealing with a more discerning and emboldened citizenry that is not afraid to ask “why” and with relatively more options.

The reasons, opportunities, challenges and requirements for action have been outlined above. What do we do now? ICT development and the electronic resources provide prospects for making local governance more relevant and more responsive to the citizenry and making democracy a reality for the Ghanaian.

A number of issues have been raised in the presentation but it would be useful to ask these questions as well:

1. How do we encourage the application of information technology resources to the various aspects of local government operations? How can we share critical information to stakeholders to reduce the financial and time implications of physical and manual processes? (consultative processes, fee-fixing, information-sharing on revenue collection)
2. How do we synchronize the differing achievements in the public sector, at the national, regional and local government levels; and also harness the considerable resources that NGOs and CSOs have piloted **in the different sectors?**
3. Having done that, how do we progress through the remaining four (4) stages to maximise the benefits of e-governance - through two-way communication between government and citizenry; increased service and other transaction support; and useful participation by the citizenry
4. How do we ensure adequate institutional and individual capacity on both the supply (government) and demand (citizenry) sides?
5. How do we finance initial investments and sustain the systems that have been initiated – so that the horrors of district websites with the faces of DCEs and Presiding Members whose terms elapsed almost a decade ago are a thing of the past?

Dr. APJ Abdul Kalam, former President of India, visualized e-Governance in the Indian context to mean “A transparent smart e-governance with seamless access, secure and authentic flow of information crossing the interdepartmental barrier and providing a fair and unbiased service to the citizen” (quoted in Tejasvee and Sarangdevot, 2011). I have a more basic dream.

I dream of the day that the women of Topremang, Paga, Kpandai, Vli Afegame, Pobiman, Kwabena Kumi or Chorkor can electronically access maternal health information, register the birth of their children, check on market prices for cassava and maize in different parts of the country and apply for permits for their businesses. The day when they can complain through electronic means about burst pipes and noisy “joints” in their localities and provide user-feedback on sanitation service providers. On that day, these women can be informed about the fees fixed on their dress-making businesses, conduct financial transactions with the assembly and receive early warning signals about impending storms and disasters. The same dream has a section in which the women will be consulted for their opinions on impending district development infrastructure and provide them with insights on what their assembly plans to do in the markets they sell in, on an interactive basis.

I also dream about the day on which they can check their children’s basic education results and computer placements and encourage their older daughters to pursue degrees through distance-education; while they are at it, they can check their mother’s pensions.

Is this too much to ask from the Ghanaian local government system? THANK YOU

Appendix One: Sustainable Development Goals

Goal 1	End poverty in all its forms everywhere
Goal 2	End hunger, achieve food security and improved nutrition and promote sustainable agriculture
Goal 3	Ensure healthy lives and promote well-being for all at all ages
Goal 4	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all
Goal 5	Achieve gender equality and empower all women and girls
Goal 6	Ensure availability and sustainable management of water and sanitation for all
Goal 7	Ensure access to affordable, reliable, sustainable and modern energy for all
Goal 8	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all
Goal 9	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation
Goal 10	Reduce inequality within and among countries
Goal 11	Make cities and human settlements inclusive, safe, resilient and sustainable
Goal 12	Ensure sustainable consumption and production patterns
Goal 13	Take urgent action to combat climate change and its impacts*
Goal 14	Conserve and sustainably use the oceans, seas and marine resources for sustainable development
Goal 15	Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss
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
Goal 17	Strengthen the means of implementation and revitalize the global partnership for sustainable development

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