



United Nations

Department of
Economic and
Social Affairs



**UNITED NATIONS
CAMBODIA**



**National School of Local Administration
Royal Government of Cambodia**

Training of Trainers Workshop on EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION IN CAMBODIA

*Organized by
National School of Local Administration (NASLA)
United Nations Department of Economic and Social Affairs (UN DESA)
United Nations Resident Coordinator Office in Cambodia
United Nations Development Programme (UNDP) Cambodia*

10 to 17 May 2022

08:00 – 17:00 | Cambodia (GMT+ 7)

10:00 – 19:00 | Seoul (GMT+ 9)

21:00 – 06:00 | New York (GMT-4)

Venue: UNDP Cambodia, Phnom Penh, Cambodia

Concept Note and Agenda

I. Event Description

The National School of Local Administration (NASLA) of Ministry of Interior, Royal Government of Cambodia, in collaboration with the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and with the support of its Project Office on Governance (UNPOG), and with the support of the UN Resident Coordinator Office in Cambodia and United Nations Development Programme (UNDP) in Cambodia, is organizing a five-days Training of Trainers (TOT) Workshop on “Effective National to Local Public Governance for SDG Implementation in Cambodia”, which will be held from 10 to 17 May 2022 in UNDP Cambodia.

The TOT Workshop is based on the Curriculum on Governance for the SDGs - Training of Trainers Toolkit on “Effective National to Local Public Governance for SDG Implementation” ([United Nations Public Administration Network](#)), which UN DESA/DPIDG/UNPOG developed. DPIDG’s mission is to advance effective, accountable, and inclusive governance

and public institutions for sustainable development, including through innovation, digital government, and digital transformation. The [Curriculum on Governance for the Sustainable Development Goals](#) aims to promote a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs.

The TOT Workshop will be conducted in a hybrid format where the participants from Cambodia will attend in person and invited speakers will virtually participate via the Zoom platform. The Workshop will be attended by invited government officials from Cambodia and UN officials and other invited international experts and officials from participating countries.

The **National School of Local Administration (NASLA)** was established in 2016 to build capacity for civil servants, the council of sub-national administrations, students, and other stakeholders and conduct research on governance, local development, and enhancement of local autonomy and management of sub-national administration. NASLA started providing training programmes in 2018 and has delivered more than 140 training courses to over 7,200 civil servants.

2. Context

The United Nations General Assembly Resolution A/RES/69/327¹ emphasizes the growing need to strengthen public institutions and public services at all levels supporting sustainable development. With a strong emphasis on policy coherence and integration, the framework resolution “Transforming our world: the 2030 Agenda for Sustainable Development” states, “Governments and public institutions will also work closely on implementation with regional and local authorities, sub-regional institutions, international institutions, academia, philanthropic organizations, volunteer groups and others.”² The need for integrated, inclusive, and coherent approaches— that enhance horizontal coordination between sectors and vertical integration between levels of government—also addresses one of the underlying principles of the 2030 Agenda of “leaving no one behind.”

The Principles for Effective Governance for Sustainable Development³, adopted by the United Nations Committee of Experts on Public Administration (UN CEPA) in its resolution 2018/12 and endorsed in 2019 by the United Nations Economic and Social Council (ECOSOC), highlight the need for ongoing pragmatic improvements in national and local governance capabilities to achieve the 2030 Agenda and other international agreements. The UN Summit on Sustainable Development Goals (SDGs) in September 2019, which resulted in the adoption of the Political Declaration, “Gearing up for a decade of action and delivery for sustainable development”, calls for strengthening institutions for more integrated solutions and specifically the need to equip domestic institutions to better address interlinkages, synergies and trade-offs between the Goals and targets through a whole-of-government and whole-of-society approach that can bring about transformative change in governance and public policy and ensure policy coherence for sustainable development.⁴ The UN Secretary-General Report, “Our Common

¹ <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N15/280/62/PDF/N1528062.pdf?OpenElement>

² UN General Assembly. 2015. UN Resolution 70/1: Transforming our world: the 2030 Agenda for Sustainable Development. New York (para. 45).

³ See Principles of effective governance for sustainable development. E/2018/44-E/C.16/2018/8

⁴ United Nations General Assembly (2019). Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly. A/RES/74/4. <https://undocs.org/en/A/RES/74/4>

Agenda”⁵, emphasizes improving people’s experience with public institutions at all levels and basic services.

The implementation of the 2030 Agenda for Sustainable Development is an enormous governance challenge for all countries, irrespective of development and income levels.⁶ The integrated nature of the 2030 Agenda requires government at all levels to work across policy silos and set ambitious and interrelated economic, social and environmental objectives. The implementation of the 2030 Agenda will depend on how the SDGs are coordinated and implemented through national to local governance. The UN Committee of Experts on Public Administration (CEPA) calls for elaborating local 2030 Agendas, linking global goals to local action and raising awareness of sustainable development. The relationship between national and local governments should be based on effective collaboration and coordination, and the resources of local governments should be commensurate with their responsibilities.

While implementation of the 2030 Agenda occurs primarily at the national level, SDG achievement depends strongly on progress made at the local level. It is estimated that 65% of the 169 targets underlying the 17 SDGs will not be reached without proper engagement of, and coordination with, local and sub-national governments.⁷ The principle of subsidiarity ensures that role for local governments as they are the ones closest to the people. Effective public governance, through better national to local and local to national coordination for policy coherence and a streamlined process of stakeholder engagement for the inclusive and participatory decision-making process, is essential in implementing the SDGs and response to the COVID-19 pandemic and climate changes. The COVID-19 pandemic and climate change have underscored local governments’ crucial role, given their proximity to and understanding of the challenges their communities face, as the first responders for delivering essential services.

The Royal Government of Cambodia (RGC) is “committed its wholehearted support of the SDGs, and its ambition to maintain Cambodia’s rapid pace of development and carry through the necessary measures and reforms. The RGC has worked to adapt the goals to the national context and has crafted a fully localized framework – the Cambodian SDGs (CSDGs). In addition to the global 17 goals, an 18th goal requiring the clearance of landmines and the unexploded ordinance was added. The final framework comprises 18 CSDGs, 88 nationally relevant targets, and 148 globally and locally defined indicators. This underlines the level of nationalization of the SDGs and commitment of the RGC.”⁸ Localization of SDGs is well underway in Cambodia, from setting goals and targets to determining how they will be implemented and using indicators to measure and monitor progress.⁹

Several challenges hinder progress on the SDG implementation in Cambodia: “the need to ensure consistency and coherence between the CSDGs and plans and actions; the need to prioritize between CSDG targets and make policy and resourcing choices; government’s lack of financial and technical expertise.”¹⁰ The RGC recognizes that much remains to be done if

⁵ https://www.un.org/en/content/common-agenda-report/assets/pdf/Common_Agenda_Report_English.pdf

⁶ OECD (2019), *Governance as an SDG Accelerator: Country Experiences and Tools*, OECD Publishing, Paris, <https://doi.org/10.1787/0666b085-en>.

⁷ *Getting Started with the SDGs in Cities: A Guide for Stakeholders*, SDSN, 2016

⁸ Cambodia’s Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable Development https://sustainabledevelopment.un.org/content/documents/23603Cambodia_VNR_PublishingHLPF.pdf

⁹ Khmer Times. July 17, 2017. SDGs Localization in Cambodia. Accessed December 12, 2017. UNDP. 2016. Rapid Integrated Assessment: Cambodia SDG Profile.

¹⁰ Cambodia’s Voluntary National Review on the Implementation of the 2030 Agenda for Sustainable

Development

https://sustainabledevelopment.un.org/content/documents/23603Cambodia_VNR_PublishingHLPF.pdf

the ambitions of the CSDGs are to be fully realized and seeks to sharpen the focus on implementation through prioritization of actions, enhancing governance, effective resourcing, and building genuine partnerships.¹¹

In light of the above, Cambodia's National School of Local Administration (NASLA) has been supporting local administrations' capacity development and innovative learning for local administrations to implement the CSDGs. NASLA plays a crucial role in strengthening the resilience, effectiveness, and responsiveness of public service delivery.

3. Objectives

The TOT Workshop on "Effective National to Local Public Governance for SDG Implementation in Cambodia" aims to strengthen public institutions to facilitate more coherent implementation of SDGs while supporting greater integrated public governance, including through planning, policymaking and finance practices, between national and local authorities.

4. Thematic Focus

The TOT Workshop will focus on strengthening public institutions via the whole-of-government and whole-of-society approach for SDG implementation, localizing the SDGs and monitoring, evaluation and reporting of SDGs. The Workshop will cover the following five sessions (See Section 9. Programme at a Glance of the Training Workshop):

- **Session 1: Public Governance and SDGs (Institutional Coordination)**
- **Session 2: Localizing the SDGs**
- **Session 3: Action Planning for Accelerating Change**
- **Session 4: Monitoring, Evaluation, and Reporting**
- **Session 5: Changing Mindsets for SDG Localization**

5. Methodology

The TOT Workshop will feature presentations by experts, hands-on interactive activities, group discussions and innovative practices for peer-to-peer learning. The activities and group discussions will enable participants to transform in-depth learning into practice. It will be conducted in a hybrid modality.

6. Format

The TOT Workshop will be composed of 5 sessions, delivered over a period of 5 days. Participants should commit to participating full-time in all 5 sessions as they are interconnected and build on each other. Participants will undertake a limited number of offline activities (readings, preparation of presentations) individually and/or in teams for each session and between sessions. Each session will present the following key features:

- Pre-workshop preparation

¹¹ Ibid.

- Brief introduction/icebreaker
- Presentations
- Interactivity – participant presentations, breakout rooms, polls, chat, discussion
- Key messages – to bring out insights and learnings in a different format each day
- Concrete follow-up actions at the country level

7. Target Audience

The target audience of the TOT Workshop will be officials from NASLA, General Department of Administration, Phnom Penh Capital Administration and Siem Reap Provincial Administration of the Royal Government of Cambodia.

8. Expected Outcomes

The TOT Workshop will convene a group of trainees from NASLA to build their capacities to support local authorities across the country in delivering the CSDGs in collaboration with national government officials. As result of the workshops, participants will develop a local action plan for effective national and local coordination to deliver the CSDGs.

Expected outcomes may also include:

- Clear understanding of the Cambodian SDGs Framework 2016-2030 (CSDGs) and how it is implemented at the local level
- Applied the principle of effective governance to build effective, accountable and inclusive institutions at all levels to achieve the shared vision for the people and the planet embodied in the 2030 Agenda for Sustainable Development.
- Enhanced understanding of whole-of-government approaches for strengthening vertical coordination and aligning national to local planning to accelerate progress on the Sustainable Development Goals.
- Gained an understanding of how to promote a whole-of-society approach to ensure effective partnership and stakeholder engagement in public governance and leave no one behind.
- Identified and applied various innovative financing mechanisms to advance local SDG implementation.
- Gained insights about the new values, mindsets, competencies, and skills needed to realize the 2030 Agenda.
- Developed a local action plan for effective national-to-local coordination to deliver Cambodian SDGs.

9. Programme at a Glance of the TOT Workshop

Effective National to Local Public Governance for SDG Implementation						
Time	Day 1 10 May	Day 2 11 May	Day 3 12 May	Day 4 16 May	Day 5 17 May	
Sessions	Setting the scene: Public Governance and SDGs	Localizing the SDGs	Action Planning for Accelerating Change	Monitoring, Evaluation, and Reporting	Changing Mindsets for SDG Localization	
Morning Session	<p>07:45-08:00: Good Morning</p> <ul style="list-style-type: none"> • Check-in <p>08:00-08:20: Opening Remarks</p> <ul style="list-style-type: none"> • NASLA • UNRC • DPIDG/UN DESA • Photo Session <p>08:20-08:40: Curriculum on Governance for the SDGs</p> <ul style="list-style-type: none"> • Presentation by DPIDG/UN DESA • Video on Curriculum on Governance for the SDGs <p>08:40-09:40: Course Introduction</p> <ul style="list-style-type: none"> • Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity by UNPOG <p>09:40-10:00: Cambodia's vision to achieve the SDGs</p> <ul style="list-style-type: none"> • Presentation by Royal Government of Cambodia 	<p>07:45-08:00: Good Morning</p> <ul style="list-style-type: none"> • Check-in <p>08:00-10:00: Strengthening Stakeholder Engagement for the SDGs</p> <ul style="list-style-type: none"> • Presentation by UNDP Cambodia and UNPOG • Activity on Setting up a Stakeholder Engagement Plan 	<p>07:45-08:00: Good Morning</p> <ul style="list-style-type: none"> • Check-in <p>08:00-08:30: SDG Localisation into Cambodian Context Progress, M&E Framework</p> <ul style="list-style-type: none"> • Presentation by Royal Government of Cambodia <p>08:30-10:00: Challenges and Opportunities faced by local authorities in delivering their mandates</p> <ul style="list-style-type: none"> • Presentation by NASLA • Activity on Challenges and Opportunities faced by Local Administrators in delivering their mandates for NSDP/CSDG implementation • Group Discussion 	<p>07:45-08:00: Good Morning</p> <ul style="list-style-type: none"> • Check-in <p>08:00-10:00: Financing for SDG localization (Cont.)</p> <ul style="list-style-type: none"> • Activities on Governance and Coordination for SDG Financing at the Local Level 	<p>07:45-08:00: Good Morning</p> <ul style="list-style-type: none"> • Check-in <p>08:00-10:00: Changing Mindset for SDG Localization</p> <ul style="list-style-type: none"> • Presentation by UNPOG • Activity on Changing Mindsets for SDGs implementation 	
	10:00-10:15: Health Break					
		<p>10:15-12:00: Activity on Governance Self-Assessment</p>	<p>10:15-11:15: Need for Localization of SDGs & Regional and Global Trends of Localization</p> <ul style="list-style-type: none"> • Presentation by UNPOG 	<p>10:15-12:00: National to Local Planning (Cont.)</p>	<p>10:15-12:00: Monitoring and Evaluation</p> <ul style="list-style-type: none"> • Presentation by UNPOG 	<p>10:15-12:00: Presentation on the Action Plan and Way Forward</p>

		<ul style="list-style-type: none"> • Presentation by UCLG • Group Discussion and Q&A <p>11:15-12:00: Reducing Risks and Building Resilience</p> <ul style="list-style-type: none"> • Presentation by UNDRR • Disaster Resilience Scorecard Assessment 	<ul style="list-style-type: none"> • Activity on developing an action plan for vertical integration 	Activity on developing Monitoring and Evaluation Framework		
12:00-13:30 Lunch Break						
Afternoon Session	<p>13:30-15:00: Institutional Arrangements for SDGs</p> <ul style="list-style-type: none"> • Presentation by UNPOG • Activity on Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development 	<p>13:30-14:30: Report back on Disaster Resilience Scorecard Assessment (Cont.)</p> <p>14:30-15:00: Vertical Integration for SDG Implementation</p> <ul style="list-style-type: none"> • Presentation by UNPOG • Activity on Cross-cutting analysis 	<p>13:30-14:00: Reporting back on National to Local Planning</p> <p>14:00-15:00: Financing for SDG localization</p> <ul style="list-style-type: none"> • Presentation by ADB • Q&A 	<p>13:30-15:00: Voluntary National and Local Review for the 2030 Agenda for Sustainable Development</p> <ul style="list-style-type: none"> • Presentation by UNPOG • Presentation by Royal Cambodia Government on the VNR 2019 • Country Case from Subang Jaya City Council, Malaysia on VLRs (Peer Learning) • Group Discussion on Key Elements for the VLRs 	<p>13:30-15:00: Reflection of the Methodologies and Facilitation of the Workshop</p> <ul style="list-style-type: none"> • Presentation by UNPOG (Recap all the methodologies and how to conduct the tools and facilitation) 	
	15:00-15:15: Health Break					
	<p>15:15-16:30: Institutional Arrangements for SDGs (Cont.)</p> <ul style="list-style-type: none"> • Activity on Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development 	<p>15:50-16:30: Vertical Integration for SDG Implementation (Cont.)</p> <ul style="list-style-type: none"> • Activity on Cross-cutting analysis 	<p>15:15-16:30: Financing for SDG localization (Cont.)</p> <ul style="list-style-type: none"> • Country case from the region (Bangladesh Tbc) • Activities on Governance and Coordination for SDG Financing at the Local Level 	<p>15:15-16:30: Voluntary National and Local Review for the 2030 Agenda for Sustainable Development (Cont.)</p> <ul style="list-style-type: none"> • Group Discussion on Key Elements for the VLRs 	<p>15:15-16:00: Way Forward and Replication of the Workshop</p> <ul style="list-style-type: none"> • NASLA Facilitation • Reflection from the participants <p>16:00-16:30: Course Evaluation by participants</p>	
Wrap-up & Reflection (16:30 -17:00)	Wrap-up & Reflection (16:30 -17:00)	Wrap-up & Reflection (16:30 -17:00)	Wrap-up & Reflection (16:30 -17:00)	<p>Closing Session (16:30 -17:00)</p> <ul style="list-style-type: none"> • UNPOG/DPIDG/UN DESA • NASLA 		

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