Day by Day Agenda

Institutional Arrangements and Governance Capacities for Policy Coherence	
Institutional Readiness and Capacities for Policy Coherence to achieve the Sustainable Development Goals	
9:00-10:00	**Welcome & Course Introduction**
Content	*Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity* This Module gives an overview of the whole course, welcome participants and introduces participants and course facilitator
10:00-13:00	**Module 1: Institutional Capacities for Policy Coherence**
Content	The module aims to familiarize participants with the crucial significance of institutions for policy coherence. Institutions are vital to creating policy coherence because they shape roles and resources in decision-making. They distribute tasks and political attention and contribute to the distribution of power in government. Institutions have their own cultures and mind-sets which differ in how much they encourage cooperation across institutions. The module takes a broad conceptual perspective and introduces participants to the role and significance of institutions in governance and policymaking, to institutional principles for governance, to the concept of policy coherence and system-thinking to support policy coherence. It discusses the importance of coordination for policy coherence as well as organizational factors for coordination problems. **Group work** on policy synergies, **group activity** on systems thinking, **group work** on case study on carnivore management
Learning Outcomes	• To understand why policy coherence is relevant • To discuss the concept of policy coherence • To reflect on the concept of institutions • To understand why and how institutions are relevant for policy coherence • To discuss the concept of systems-thinking • To discuss coordination as a pre-requisite for coordination • To reflect on what drives coordination problems

Key Readings	• CEPA Strategy Guidance Note on Promotion of coherent policymaking, February 2021: https://publicadministration.un.org/Portals/1/Strategy%20note%20coherent%20policymaking%20Mar%202021.pdf • International Council for Science (ICSU) (2017), A Guide to SDG Interactions: from Science to Implementation [D.J. Griggs, M. Nilsson, A. Stevance, D. McCollum (eds)]. International Council for Science, Paris DOI: 10.24948/2017.01 • Nilsson, M., T. Zamparutti, J.-E. Petersen, B. Nykvist, P. Rudberg and J. McQuinn, (012), Understanding policy coherence: Analytical framework and examples of sector-environment policy interactions in the EU. Environmental Policy and Governance, 22:395-423. • Nilsson, M., D. Griggs and M. Visbeck, (016), Map the interactions between Sustainable Development Goals. Nature, 534:320-322. • OECD (2018), Policy Coherence for Sustainable Development 2018: Towards Sustainable and Resilient Societies, OECD Publishing, Paris http://dx.doi.org/10.1787/9789264301061-en • OECD (2019a), Policy Coherence for Sustainable Development 2019: Empowering People and Ensuring Inclusiveness and Equality, OECD Publishing, Paris, https://doi.org/10.1787/a90f851f-en. • OECD (2019b), Governance as an SDG Accelerator: Country Experiences and Tools, OECD Publishing, Paris, https://doi.org/10.1787/0666b085-en. • United Nations (2018), Working Together: Integration, institutions and the Sustainable Development Goals, World Public Sector Report 2018, Division for Public Administration and Development Management, Department of Economic and Social Affairs, (DPADM), New York, April, chapter 1: https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/wChapter%201.pdf • United Nations (2019), Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. The 46 countries that presented voluntary national reviews at the High-level Political Forum in 2018, https://sustainabledevelopment.un.org/content/documents/22008UNPAN99132.pdf • United Nations (2019), Sustainable Development Goal 16: Focus on public institutions, World Public Sector Report 2019, Division for Public Institutions and Digital Government, Department of Economic and Social Affairs, New York, June. (introduction and chapter 1): https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/World%20Public%20Sector%20Report%202019.pdf • Wong, R. (2019), Balancing Institutions for Implementing the Sustainable Development Goals Through ʽNetwork Within Hierarchy". In: Sustainability 2019, 11, 4498; doi:10.3390/su11164498.
Schedule	• Roundtable: 10:00-10:10 • Presentation: 10:10-10:45 • Activity: 10:45-11:10 • Presentation: 11:11:30 • Break: 11:30-11:40 • Activity: 11:40-11:55

	• Presentation: 11:55-12:15 • Activity: 12:15-12:45 • Wrap-up: 12:45-13:00
13:00-14:00	Lunch Break
14:00-17:00	**Module 2: Assessing Institutional Readiness for Policy Coherence**
Content	The module focusses on how to assess the institutional readiness of a governance system for policy coherence and introduces the UN DESA Institutional Readiness Assessment, its building blocks, and indicators. The UN DESA Institutional Readiness Assessment is based on nine building blocks. Next assessing structural preconditions for policy coherence, the assessment emphasizes the political nature of policy coherence. The module discusses why and how politics matters for policy coherence. The module explores the first three Building Blocks of the UN DESA institutional readiness assessment for policy coherence and discusses in-depth the significance of political commitment for policy coherence. **Individual brainstorming activity** on institutional strengths and weaknesses for policy coherence, **individual activity** to fill in UN DESA Institutional Readiness Assessment Building Blocks 1-3, **round table** to reflect on findings from Building Block 1
Learning Outcomes	• To understand why and how to assess institutional readiness for policy coherence • to be able to describe indicators for assessing institutional readiness alongside nine building blocks • to discuss the relevance of political commitment for policy coherence • to reflect on institutional strengths and weaknesses qualifies • to discuss how to foster political commitment
Key Readings	• OECD (2019), Policy Coherence for Sustainable Development 2019, chapter 2. https://www.oecd.org/governance/policy-coherence-for-sustainable-development-2019-a90f851f-en.htm • United Nations (2018), Working Together: Integration, institutions and the Sustainable Development Goals, World Public Sector Report 2018, Division for Public Administration and Development Management, Department of Economic and Social Affairs, (DPADM), New York, April, chapter 2: https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/wChapter%202.pdf • UNEP (2020), Methodology for SDG-indicator 17.14.1: Mechanisms in place to enhance policy coherence for sustainable development: https://unstats.un.org/sdgs/files/meetings/webex-26feb2020/Tier%20reclassification%20requests.zip • Weitz, N., Strambo, C., Kemp-Benedict, E., Nilsson, M., 2017. Closing the governance gaps in the water-energy-food nexus. Glob. Environ. Chang. Part A 45, 165−173. https:// doi.org/10.1016/j.gloenvcha.2017.06.006. • Institutional Readiness for Policy Coherence to Implement the 2030 Agenda for Sustainable Development: The Case of Finland.
Schedule	• Round table: 14:00-14:10

	- Presentation: 14:10-14:45 - Brainstorming Activity: 14:45-15:00 - Individual Activity/Readiness Assessment: 15:00-16:10 (incl. 10 mins break) - Round table on Building Block 1: 16:10-16:30 - Presentation: 16:30-17:00
17:00-17:30	**Wrap-up and Reflection on Action for Change**

Day 2: Organizational Structures for Inter-Ministerial Collaboration, Use of Technologies for a Whole-of-Government Approach and Aligning Budgets to Policy Priorities

9:00-09:30	**Recap Day 1 and Overview Day 2**
9:30-12:30	**Module 3: Planning for SDG Implementation: Organizational Structures for Inter-ministerial Collaboration**
Content	The module aims to enable participants to use National Development Plans (NDPs) and similar national planning documents to make progress towards policy coherence. NDPS and similar documents have a rich history as key strategic documents for long-term planning and development. SDG implementation requires changes to these instruments, and countries have taken different pathways, including developing new NDPs in response to the 2030 Agenda. The module introduces a range of to NDPs and discusses tools for how to align strategic planning documents to the SDGs. The UN's Rapid Integration Assessment and MAPS are discussed in greater detail. Organizational structures for planning, SDG implementation and inter-ministerial coordination are key for moving towards policy coherence and strengthening the capacity of governments to align long-term policy making across sectors and with the SDGs. For that reason, the module presents and reflects on different models of organizational structures for SDG implementation and coordination. **Round table** to reflect on findings of UN DESA Institutional Readiness Assessment Building Blocks 1-3, **group work** on designing organizational structures for policy coherence,
Learning Outcomes	- To understand the potential contributions of NDPs to policy coherence and the achievements of SDGs - To recognize the critical role of leadership and ownership in adapting NDPs for implementation of SDGs - To be aware of the choices of organizational arrangements for coherent policies across sectors and levels of government - To recognize of the critical role of mandate and authority of organizational arrangements for effective implementation of SDGs - To realize the breadth of country experiences
Key Readings	- Chimhowu, A. O., Hulme, D., & Munro, L. T. (2019). The 'New' national development planning and global development goals: Processes and partnerships. *World Development, 120*, 76-89. https://reader.elsevier.com/reader/sd/pii/S0305750X19300713?token=6D116CA71A777C4027EF3B5350900FA80E18D480FF1D0730AC8E4E5A8ABBC1D5ECF04EA47AB6491413565B0A81CCCBFC

- Morita, K., Okitasari, M. & Masuda, H. (2020). Analysis of national and local governance systems to achieve the sustainable development goals: case studies of Japan and Indonesia. *Sustain Sci, 15,* 179−202. https://doi.org/10.1007/s11625-019-00739-z
- OECD (2016). *OECD Survey on Planning and Coordinating the Implementation of the SDGs: First Results and Key Issues*. https://www.oecd.org/gov/cob-sdg-survey-overview-of-results.pdf
- OECD (2019). *Governance as an SDG Accelerator: Country Experiences and Tools.* Paris: OECD Publishing. https://doi.org/10.1787/0666b085-en
- Telch, F., Isaza, C. & Rubaii, N. (2020). Governance challenges within national development planning: lessons from the Colombian experience. *International Review of Public Administration.* DOI: 10.1080/12294659.2020.1802869
- UN DESA (2016). Synthesis of Voluntary National Reviews 2016. https://sustainabledevelopment.un.org/content/documents/127761701030E_2016_VNR_Synthesis_Report_ver3.pdf
- UN DESA (2017). Synthesis of Voluntary National Reviews 2017. https://sustainabledevelopment.un.org/content/documents/17109Synthesis_Report_VNRs_2017.pdf
- Institutional Readiness for Policy Coherence to Implement the 2030 Agenda for Sustainable Development: The Case of Finland- Case study based on the UN DESA Readiness Assessment on Governance Capacities and Institutional Arrangements for Policy Coherence.
- Institutional Readiness for Policy Coherence to Implement the 2030 Agenda for Sustainable Development: The Case of Portugal - Case study based on the UN DESA Readiness Assessment on Governance Capacities and Institutional Arrangements for Policy Coherence.
- UNDP (2017). MAPS in Action. https://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/sdgs-in-action.html
- UNDP (2017). *Rapid Integrated Assessment (RIA) to facilitate mainstreaming of SDGs into national and local plans*. https://publicadministration.un.org/unpsa/database/Winners/2020winners/consejo_nuevohttps://publicadministration.un.org/unpsa/database/UNPSA-Initiatives-and-the-SDGs
- UNDP (2018). *Budgeting for Agenda 2030. Opting for the right model*. Concept Note
- UNDP (2019). Summary of man findings from SDG mainstreaming, acceleration and policy support mission reports. Discussion Paper. https://www.eurasia.undp.org/content/rbec/en/home/library/sustainable-development/summary-of-findings-from-sdg-MAPS-missions.html
- UN DESA (2018). Working Together: Integration, institutions and the Sustainable Development Goals. World Public Sector Report 2018. Division for Public Administration and Development Management, Department of Economic and Social Affairs, (DPADM). New York, chapter 2: https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/wChapter%202.pdf
- UN DESA (2020). *Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development* . The 47 countries

	that presented voluntary national reviews at the high-level political forum in 2019. https://sustainabledevelopment.un.org/content/documents/25839Compendium _of_National_Institutional_Arrangements.pdf
Schedule	• Round table: 09:30-09:40 • Presentation: 09:40-10:30 • Break: 10:30-10:40 • Round table on Building Blocks 1-3: 10:40-11:10 • Presentation: 11:10-11:30 • Group work: 11:30-12:15 • Wrap-up: 12:15-12:30:
12:30-13:30	Lunch Break
13:30-17:45	**Module 4: Aligned Budgeting and Digital Technology for Coherent Implementation of the SDGs**
Content	This module aims to familiarize participants with three critical instruments of public policies for the design and implementation of SDGs: performance-based budget planning and execution, financial frameworks. and instruments of regulatory quality. As budgets are powerful instruments for realizing plans and policies, they are a good fit for SDGs – in principle. The module introduces the institutional and political challenges and offers practical ways to integrate the SDGs in the budgeting process through integrated financing frameworks and the concept of performance-based budgeting. Recognizing the existing administrative limits and capacities in countries, governments will have to make choices how best to shape the actual budgeting systems for policy coherence. Addressing the interlinkages among SDGs in public service delivery can be supported significantly through integrated digital services. They require high degrees of coordination among ministries and agencies and leveraging system-thinking. This includes paying attention to the technical conditions of access of citizens to digital services, such as internet availability and penetration rates. **Individual activities** to fill in UN DESA Institutional Readiness Assessment Building Blocks 4 & 5, **round tables** to reflect on findings from Building Blocks 4&5, **group work** to develop an "Action Pan on Better Housing", **round table** on digital government
Learning Outcomes	• To recognize the critical contributions of financing, budgeting and digital government to policy coherence and SDG implementation • To be aware of principles of output-based budgeting for SDG implementation and the range of actual practices and experiences • To understand the role of institutional frameworks for enabling budgeting for policy coherence • To appreciate potential and requirements of digital transformation for sustainable service delivery
Key Readings	• United Nations, Inter-agency Task Force on Financing for Development (UN Inter-agency Task Force) (2019), Financing for Sustainable Development Report

	2019 (New York: United Nations, 2019), available from: https://developmentfinance.un.org/fsdr2019
	- https://sustainabledevelopment.un.org/memberstates/palau - UN DESA (2020): E-Government Survey 2020 Digital Government in the Decade of Action for Sustainable Development. https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf - Deighton-Smith, R., A. Erbacci and C. Kauffmann (2016), "Promoting inclusive growth through better regulation: The role of regulatory impact assessment", OECD Regulatory Policy Working Papers, No. 3, OECD Publishing, Paris, https://doi.org/10.1787/5jm3tqwqp1vj-en. - UNDP (2018), Budgeting for Agenda-2030: Opting for the right model, Concept Note, September 2018 - OECD (2017), Budgeting and performance in the European Union: A review by the OECD in the context of EU budget focused on results, OECD Journal on Budgeting Volume 2017/1, https://www.oecd.org/gov/budgeting/budgeting-and-performance-in-the-eu-oecd-review.pdf - OECD (2019a), Implementing Regulatory Impact Analysis in the Central Government of Peru: Case Studies 2014-16, OECD Publishing, Paris, https://doi.org/10.1787/9789264305786-en - OECD (2019b), Government at a Glance 2019, OECD Publishing, Paris, https://doi.org/10.1787/8ccf5c38-en - OECD (2019c), Budgeting and Public Expenditures in OECD Countries 2019, OECD Publishing, Paris. https://doi.org/10.1787/9789264307957-en - United Nations (2019), Sustainable Development Goal 16: Focus on public institutions, World Public Sector Report 2019, Division for Public Institutions and Digital Government, Department of Economic and Social Affairs, New York, June. https://publicadministration.un.org/publications/content/PDFs/World%20Public%20Sector%20Report2019.pdf
Schedule	- Round table: 13:30-13:40 - Presentation: 13:40-14:40 (incl. Video) - Individual Activity/Readiness Assessment Building Block 4: 14:40-15:00 - Break: 15:00-15:10 - Round table on findings: 15:10-15:30 - Presentation: 15:30-15:50 - Group work: 15:50-16:30 - Break: 16:30-16:40 - Individual activity/Readiness Assessment Building Block 5: 16:40-17:05 - Round table on findings: 17:05-17:15 - Presentation: 17:15-17:30 - Roundtable: 17:30-17:45
17:45-18:00	**Wrap-up and Reflection on Action for Change**

Day 3: Transformational leadership, Changing Mindsets and Reaching out to Stakeholders for Policy Coherence	
9:00-09:30	**Recap Day 2 and Overview Day 3**
9:30-12:45	**Module 5: Performance management & Changing the Political and Administrative Culture for Policy Coherence**
Content	This module invites participants to deep dive into the critical role the public workforce for coherent policy making and implementation of the SDGs. Going beyond the call for political leadership and political commitment as necessary conditions, policy coherence requires an administrative and operational culture which encourages collaboration and rewards commitment of civil servants and public officials to collaborate with each other across ministries, agencies and with external stakeholders. The required competencies, collaborative skills and mindsets will be discussed based on detailed materials from the UN and other sources. The function of "spanning boundaries" is a rather recent concept. Approaches and tools of performance management ranging from raising capacity to incentives and shared accountability need to be integrated with well-defined strategic goals and training offers and become part and parcel of 'how things are done'. The module provides for five group activities to facilitate the exchanges among participants on a subject which remains in many countries still a key challenge on the way to policy coherence. With Finland, Colombia and Singapore having responded to the invitation by the UN Secretariat to go through the Readiness Assessment participants will be able to draw on three up-to-date case studies. **Tandem Activity** on the role of people for policy coherence, **individual activity** to fill in Readiness Assessment Building Block 6, **group work** on case study on a recruitment procedure
Learning Outcomes	• To understand the impact of values, attitudes, mindsets on progress in coherence of policies • To appreciate competencies and skills for collaboration • To recognize the role of political and managerial leadership in favor of collaboration • To value the importance of administrative culture for policy coherence • To discuss performance management for policy coherence
Key Readings	• Chams, Nour & Garcia-Blandon, Josep. (2018). On the Importance of Sustainable Human Resource Management for the adoption of Sustainable Development Goals. Resources Conservation and Recycling. 141. 109-122. 10.1016/j.resconrec.2018.10.006. • OECD (2019a), The Path to Becoming a Data-Driven Public Sector, OECD Digital Government Studies, OECD Publishing, Paris, https://doi.org/10.1787/059814a7-en. • OECD (2019b), Recommendation of the Council on Public Service Leadership and Capability, OECD/LEGAL/0445

	• UN DESA, World Public Sector Report 2018 • NESTA Innovation Skill Team: Skills& attitudes for public problem solving, in: The New Work Times, Ottawa, Canada, Febr. 27, 2018, p9-14 • Toolkit on Changing Mindsets, UN DESA-DPIDG, February 2020, https://drive.google.com/drive/folders/1kyX1U2u1utJ1K07_22pOtx3ftenxrnQA?usp=sharing • https://apolitical.co/en/solution_article/here-are-the-7-skills-you-need-to-collaborate-in-government • OʻFlynn (2019) https://www.anzsog.edu.au/resource-library/news-media/why-public-sector-leaders-need-to-give-staff-freedom-to-cross-boundaries • Khan, A.: How can transformational leaders and changing mindsets impact societyʻs shared values, culture,social norms and impact for SDGs? 2019 UNPSF, Baku, Azerbaijan, June 24-26,2019 http://unpog.org/file/download.asp?sn=238 • Hirvola, P: How can changes in mindsets lead to changes in public service performance to deliver on the SDGs? What capacities and new values need to put in place? 2019UNPSF 2019 http://unpog.org/file/download.asp?sn=239 • Institutional Readiness for Policy Coherence to Implement the 2030 Agenda for Sustainable Development: The Case of Singapore. This case study is primarily based on the UN DESA Questionnaire on Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development filled in by the Ministry of Foreign Affairs, Singapore. Additional information and explanation has been added from the Voluntary National Review 2018 Singapore. Information collected from other sources have been referenced. • Bloomberg Harvard, City Leadership Initiative: Creating Public Value: Concept Note 0028CN, (2020)
Schedule	• Round table: 09:30-09:40 • Presentation: 09:40-09:45 • Tandem Activity: 09:45-10:00 • Presentation: 10:00-10:30 • Break: 10:30-10:40 • Individual Activity/Readiness Assessment Building Block 6: 10:40-11:10 • Presentation: 11:10-11:40 • Group work: 11:40-12:30 • Wrap-up: 12:30-12:45
12:30-13:30	Lunch Break
13:30-16:45	**Module 6: Stakeholder Participation in the SDG Policy Cycle**
Content	The module aims to familiarize participants with rationales and designs to achieve effective stakeholder participation for the SDG implementation. Why is participation and stakeholder engagement key to the Agenda 2030 and is addressed by several SDGs and targets? What is the potential, what are the challenges? Engaging relevant stakeholders and including multiple perspectives, types of knowledge and experiences among them are vital pre-requisites for policy coherence. The module

	discusses the significance and challenges of stakeholder engagement for policy coherence, introduces different levels of participation and looks at how to set up stakeholder engagement. Involving stakeholders in the SDG implementation allows to develop implementation arrangements and approaches based on a diverse set of perspectives, expertise and interests, and thus to address the specific regional and local situations, understand the impact of policies and to generate and sustain support for the SDGs. **Tandem activity** to brainstorm on types of stakeholders, **individual activity** to fill in Readiness Assessment Building Block 8, **group work** on stakeholder mapping and stakeholder engagement plan
Learning Outcomes	• To understand the significance of stakeholder participation for policy coherence • To identify relevant stakeholders • To discuss how to select stakeholders • To reflect on the relevance of power and resources for stakeholder engagement • To discuss institutional formats for stakeholder participation
Key Readings	• Duffy, J. (2020). How to plan for strategic stakeholder engagement. https://apolitical.co/en/solution_article/how-to-plan-for-strategic-stakeholder-engagement • Duit, A., & Löf, A. (2018). Dealing With a Wicked Problem? A Dark Tale of Carnivore Management in Sweden 2007-2011. *Administration & Society*, *50*(8), 1072−1096. https://doi.org/10.1177/0095399715595668 • OECD (2019), Governance as an SDG Accelerator : Country Experiences and Tools, OECD Publishing, Paris, https://doi.org/10.1787/0666b085-en. Chapter 2 and Annex B. • United Nations (2018), Working Together: Integration, institutions and the Sustainable Development Goals, World Public Sector Report 2018, Division for Public Administration and Development Management, Department of Economic and Social Affairs, (DPADM), New York, April, chapter 4: https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/wChapter%204.pdf • UN DESA/UNITAR (2020), Stakeholder Engagement & the 2030 Agenda. A Practical Guide. Available at: https://sdgs.un.org/sites/default/files/2020-07/2703For_distribution_Stakeholder_Engagement_Practical_Guide_spreads_2.pdf • UNPSA Award − Winners of 2017 − Case of Madrid: https://publicadministration.un.org/unpsa/database/Winners/2018-winners/Citizen-participation-project • Institutional Arrangements and Governance Capacities for Policy Coherence FACT SHEET, United Nations Public Service Awards 2019 Winner - Indonesia Category: Ensuring Integrated Approaches in Public Sector Institutions . prepared by the United Nations Department of Economic and Social Affairs (UN DESA Division for Public Institutions and Digital Government (DPIDG) March 2021.
Schedule	• Round table: 13:30-13:40 • Presentation: 13:40-13:55

	• Tandem Activity: 13:55-14:15
	• Presentation: 14:15-14:45
	• Individual Activity/Readiness Assessment Building Block 8: 14:45-15:05
	• Round table on findings. 15:05-15:30
	• Break: 15:30-15:40
	• Presentation: 15:40-16:10
	• Group work: 16:10-16:45
16:45-17:00	**Wrap-up and Reflection on Action for Change**

Day 4: Monitoring, Evaluation and Data for Policy Coherence	
9:00-09:30	**Recap Day 3 and Overview Day 4**
9:30-12:30	**Module 7: Policy Coherence on Track? Monitoring and Evaluation**
Content	The aim of the module is to introduce participants to the significance of monitoring and evaluation for policy coherence and SDG implementation. Monitoring, and evaluation are key components of ensuring if and how implemented policies achieve the intended goals. Monitoring and evaluation provide relevant information on the outcome of policies to be used for reform or to adapt implementation practices and to get insights into 'where you stand' regarding SDG implementation and sustainable development more broadly. Valid indicators are crucial for monitoring and evaluation. The module looks into how monitoring and evaluation link with policy coherence, which challenges are related, how the global SDG monitoring/reporting system operates and looks in detail into sub-indicator 7 of indicator 17.4.1. **Group work** on sub-indicator 7, **individual activity** to fill in Readiness Assessment Building Block 9, **group work** on developing a monitoring and evaluation framework
Learning Outcomes	• To understand the relevance of monitoring and evaluation for policy coherence • To reflect on SDG indicator framework • To discuss how to link monitoring and evaluation to policy coherence • To explore institutional frameworks for SDG Monitoring
Key Readings	• OECD (2019), Governance as an SDG Accelerator : Country Experiences and Tools, OECD Publishing, Paris, https://doi.org/10.1787/0666b085-en. (chapter 4 and Annex D) • OECD (2020), Improving Governance with Policy Evaluation: Lessons From Country Experiences, OECD Public Governance Reviews, OECD Publishing, Paris, https://doi.org/10.1787/89b1577d-en. • UN (2020): The Sustainable Development Goals Report 2020. New York. https://unstats.un.org/sdgs/report/2020/ • CEPA Strategy Guidance Note on Monitoring and Evaluation Systems, https://publicadministration.un.org/Portals/1/Strategy%20note%20monitoring%20and%20evaluation%20Feb%202021.pdf • TAP Network (wo year): Ultilizing Supreme Audit Institutions. In: SDG Accountability Handbook, https://secureservercdn.net/166.62.112.219/9bz.99d.myftpupload.com/wp-content/uploads/2019/05/Utilizing-Supreme-Audit-Institutions.pdf

	• UN DESA (2018), Working Together: Integration, institutions and the Sustainable Development Goals, World Public Sector Report 2018, Division for Public Administration and Development Management, Department of Economic and Social Affairs, (DPADM), New York, April, chapter 2: https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/wCha pter%202.pdf • UN DESA, (2021) Toolkit on DiGIT4SD: Digital Government Implementation, https://unpan.un.org/node/1118 • UNEP (2020). Methodology for SDG-indicator 17.14.1: Mechanisms in place to enhance policy coherence for sustainable development: https://unstats.un.org/sdgs/files/meetings/webex-26feb2020/Tier%20reclassification%20requests.zip • UN Water (2017). Integrated monitoring guide for Sustainable Development Goal 6 on water and sanitation: good practices for country monitoring systems. Available from: http://www.unwater. org/app/uploads/2017/09/G1_Good-practices-for-country-monitoring- systems_Version-2017-07-12a.pdf.
Schedule	• Round table: 09:30-09:40 • Presentation: 09:40-10:20 (incl. video) • Group work: 10:20-10:45 • Break: 10:45-10:55 • Individual Activity/Readiness Assessment Building Block 9: 10:55-11:25 • Presentation: 11:25-11:45 (incl. video) • Group work: 11:45-12:15 • Wrap-up: 12:15-12:30
12:30-13:30	Lunch Break
13:30-17:00	**Module 8: Data for Evidence-informed Policymaking**
Content	This module familiarizes participants with the crucial role of evidence and data to inform coherent policies. While data is abundant in contemporary societies, challenges for data governance and for the use of evidence in policymaking are still considerable. Yet, not only for the SDG implementation, it is crucial to recognize the value of data to assess policy linkages, synergies, and trade-offs. The module introduces the concept of data governance and discusses the challenges of evidence-informed policymaking, data use and data governance and familiarizes participants with the CLEWS tool. **Tandem Activity on** evidence and government, **round table** on Institutional Readiness Assessment Building Block 5, **group work** on CLEWS
Learning Outcomes	• To understand the relevance of data for evidence-informed policy making and policy coherence • To be familiar with elements of data governance frameworks • To discuss tools for moving towards data governance in support of policy coherence • To be aware of cases and examples of evidence for policymaking and data governance

Key Readings	• Benfeldt, O., Persson, J. S., & Madsen, S. (2018). Why governing data is difficult: Findings from Danish Local Government. In *Smart Working, Living and Organising: IFIP WG 8.6 International Conference on Transfer and Diffusion of IT, TDIT 2018, Portsmouth, UK, June 25, 2018, Proceedings* (pp. 15-29). Springer. I F I P, Vol.. 533 https://doi.org/10.1007/978-3-030-04315-5_2
	• Carruthers, D., Karetji, P. & Thamrin, F. (2020). Extending the Art of the Possible with Big Data to Better Inform COVID-19 Responses. Blog Post Pulse Lab Jakarta. https://www.unglobalpulse.org/2020/07/extending-the-art-of-the-possible-with-big-data-to-better-inform-covid-19-responses/
	• Head, B. (2016). Toward More "Evidence-Informed" Policy Making? *Public Administration Review*, Vol. 76, Iss. 3, pp. 472−484.
	• OECD (2019a), The Path to Becoming a Data-Driven Public Sector, OECD Digital Government Studies, OECD Publishing, Paris, https://doi.org/10.1787/059814a7-en.
	• OECD (2019b), *Enhancing Access to and Sharing of Data: Reconciling Risks and Benefits for Data Re-use across Societies*, OECD Publishing, Paris, *https://doi.org/10.1787/276aaca8-en*.
	• Silva, J.P.SC. (2018). The data revolution in government needs one final element: cooperation. Apolitical. https://apolitical.co/en/solution_article/data-fusion-in-government
	• UNEP (2020). Methodology for SDG-indicator 17.14.1: Mechanisms in place to enhance policy coherence for sustainable development: https://unstats.un.org/sdgs/files/meetings/webex-26feb2020/Tier%20reclassification%20requests.zip
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	• UN DESA(March 2021), Indonesia, Institutional Arrangements and Governance Capacities for Policy Coherence FACT SHEET

Schedule	• Round table: 13:30-13:40
	• Presentation: 13:40-13:55
	• Tandem Activity: 13:55-14:20
	• Presentation: 14:20-14:50
	• Round table on findings Readiness Assessment Building Block 5: 14:50-15:10
	• Presentation: 15:10-15:30
	• Break: 15:30-15:40
	• Group work: 15:40-16:20
	• Presentation: 16:20-16:45
16:45-17:00	**Wrap-up and Reflection on Action for Change**

Day 5: Multi-level Governance and Action for Policy Coherence	
9:00-09:30	**Recap Day 4 and Overview Day 5**
9:30-12:45	**Module 9: Policy Coherence and Multi-level Governance: From Local to National to International Cooperation**
Content	The module familiarizes participants with the concept of vertical governance which is of critical importance for the localization of SDGs: How to ensure the delivery of the SDGs to their citizens at local and regional level given the level of decentralization of countries? As regional authority is increasing globally – cities have turned into major drivers of economic, social and environmental improvements - localization of the SDGs requires new channels and ways of coordination between levels of government for policy coherence. The module introduces tools and approaches of institutional, territorial and management reforms to facilitate the integration of SDGs, while identifying the potential gaps between cooperation between levels of governance and the ways how to overcome them. Participation of local and regional governments in national coordination mechanisms for the SDGs is weak or does not exist at all in far more than 50 percent of the countries. On the other hand, capacity and funding gaps to implement the SDGs are addressed in many places through establishing local representative offices of central government institutions throughout local or regional authorities. A territorial approach to SDG localization includes also greater coordination among governments across the same level – a challenge which will be subject of the group activities of the module.
	Individual activity on vertical policy coherence mechanisms, **individual activity** to fill in Readiness Assessment Building Block 7, **group work** on road construction
Learning Outcomes	• To appreciate the role of vertical coordination and collaboration for policy coherence within countries and with the international level
	• To understand the relationship between SDGs and decentralization
	• To be aware of governance arrangements of coordination of SDGs across national levels of government in practice
	• To be familiar with international experiences of vertical policy coherence

Key Readings	• Charbit, C. & Romano, O. (2017). Governing together: An international review of contracts across levels of government for regional development", OECD Regional Development Working Papers, No. 2017/04, OECD Publishing, Paris, https://doi.org/10.1787/ff7c8ac4-en.
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	• Hynes, W., Lees, M., & Müller, J. M. (eds.) (2020). Systemic Thinking for Policy Making: The Potential of Systems Analysis for Addressing Global Policy Challenges in the 21st Century. New Approaches to Economic Challenges. Paris: OECD Publishing. https://doi.org/10.1787/879c4f7a-en
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	• Munoz, S. G. (2016). Colombia – National voluntary review. The SDGs – a tool for peacebuilding. https://sustainabledevelopment.un.org/content/documents/21388Colombia_PPT%20NVR%2020%20JULIO.pdf
	• OECD (2018). Policy Coherence for Sustainable Development 2018: Towards Sustainable and Resilient Societies, OECD Publishing, Paris .http://dx.doi.org/10.1787/9789264301061-en
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	• OECD (2020a). A Territorial Approach to the Sustainable Development Goals: Synthesis report. OECD Urban Policy Reviews. Paris: OECD Publishing. https://doi.org/10.1787/e86fa715-en
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	• Royal Government of Cambodia (2019). Cambodia's Voluntary National Review 2019 on the implementation of the 2030 Agenda on Sustainable Development. https://sustainabledevelopment.un.org/content/documents/23603Cambodia_VNR_PublishingHLPF.pdf
	• UCLG (United Cities and Local Governments) ((2019). Towards the localization of the SDGs, Local and regional governments' report to the 2019 HLPF, Barcelona. https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf
	• UN DESA (2017). Synthesis of VNR

	• UN DESA (2020). Handbook for the Preparation of VNR. The 2020 Edition. https://sustainabledevelopment.un.org/content/documents/25245Handbook_2020_EN.pdf • UN DESA (2018). Working Together: Integration, institutions and the Sustainable Development Goals, World Public Sector Report 2018, Division for Public Administration and Development Management, Department • UN DESA (March2021), Mexico, Institutional Arrangements and Governance Capacities for Policy Coherence FACT SHEET • UN DESA (2021), Toolkit on Effective National to Local Public Governance for SDG Implementation, https://unpan.un.org/node/582
Schedule	• Round table: 09:30-09:40 • Presentation: 09:40-10:05 • Individual Activity: 10:05-10:25 • Break: 10:25-10:35 • Presentation: 10:35-10:50 • Individual Activity/Readiness Assessment Building Block 7: 10:50-11:05 • Round table on findings: 11:05-11:20 • Presentation: 11:20-11:45 • Group work: 11:45-12:30 • Wrap-up: 12:30-12:45
12:30-13:30	Lunch Break
13:30-16:30	**Action Plan for Policy Coherence**
Content	Action Plan for Policy Coherence
Learning Outcomes	• This Module will be an opportunity to put everything learned during the past days in action. Participants will work on developing an action plan for policy coherence in small groups and will present to the plenary.
Schedule	• Group work: 13:30-15:00 • Presentation: 15:00-16:30
16:30-17:00	**Course Evaluation by Participants & Closing Session**