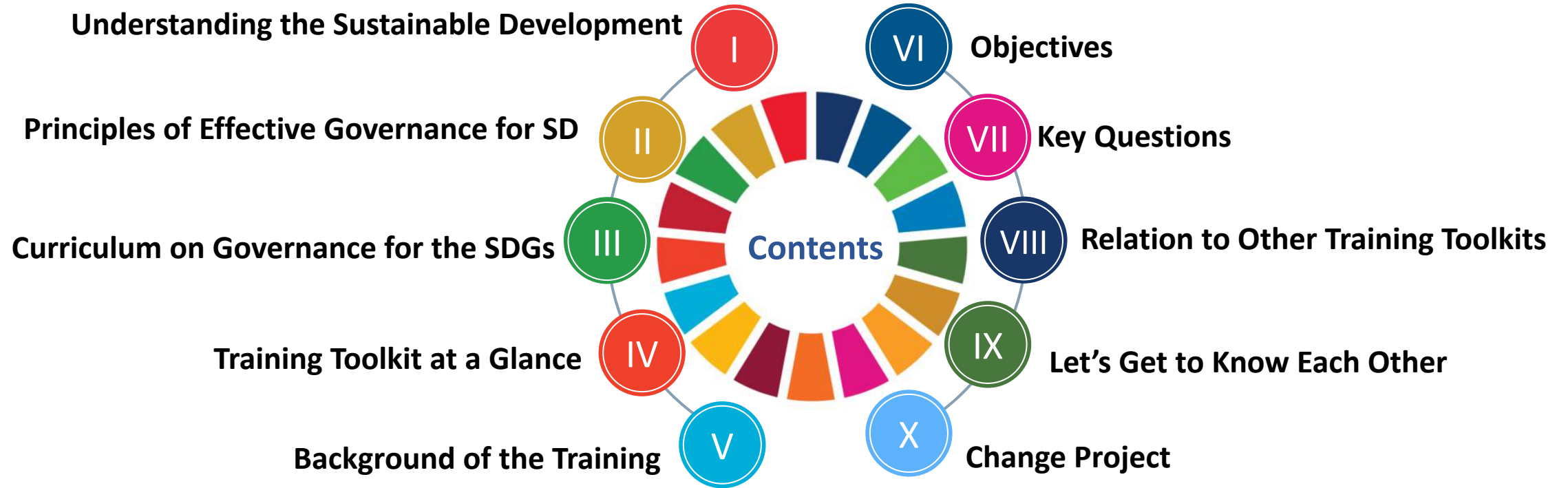


Governance for the Sustainable Development Goals

Capacity Development Curriculum

Effective National to Local Public Governance for SDG Implementation

Module 1: Course Overview





SUSTAINABLE DEVELOPMENT GOALS



17 Goals & 169 Targets

16 PEACE, JUSTICE AND STRONG INSTITUTIONS





UNITED NATIONS

TRANSFORMING OUR WORLD:



THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

Vision of the 2030 Agenda for Sustainable Development



Human Rights-Based Approach



Leave No One Behind



Gender Equality and Women's Empowerment

2030 Agenda



Three Dimensions of Sustainable Development

- Sustainable development has been defined as *“development that meets the needs of the present without compromising the ability of future generations to meet their own needs”*. -Brundtland report, 1987
- For sustainable development to be achieved, it is crucial to harmonize three core elements: **economic growth**, **social inclusion** and environmental protection.



UNDP DRC



UN DESA



UN Environment



Another Way to Look at SDGs – The Five Ps



I. Understanding the Sustainable Development (Cont.)



Universal

Every Actor involved has a moral duty to contribute to the implementation of the 2030 Agenda

Inclusive

“Leave no one behind” is the principal behind the SDGs

Indivisible

All 17 goals are inter-connected.



Partnership is a key to achieve the SDGs



Integrated Approach

The issues confronting society today which the SDGs aim to tackle are so complex that they require multi-disciplinarily, transversal approach, also at the local level



2030 Agenda

The SDGs are a moral compass for a long-term vision

Cooperation

The SDGs can only be attained if we collaborate with all actors involved



Principles of Effective Governance for Sustainable Development

Effectiveness

- » Competence
- » Sound policymaking
- » Collaboration

Accountability

- » Integrity
- » Transparency
- » Independent oversight

Inclusiveness

- » Leaving no one behind
- » Non-discrimination
- » Participation
- » Subsidiarity
- » Intergenerational equity



Principles of effective governance for sustainable development

What are they for?

- » Building strong institutions at all levels
- » Serving as a reference point that brings together relevant standards and technical guidelines
- » Informing public sector reform initiatives for the SDGs

Where do they come from?

- » Developed by CEPA specifically for SDG implementation
- » Endorsed by the UN Economic and Social Council
- » Based on United Nations agreements

How can countries benefit from them?

- » As an analytical framework in policy formulation
- » As a guide in assessing institutional capacities, processes and culture
- » As a foundation of SDG awareness raising and training initiatives

CEPA >> **Committee of Experts on Public Administration**
CEPA is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.

Principles of Effective Governance for Sustainable Development

How can they be of benefit?

- build effective, accountable and inclusive institutions at all levels
- Support countries in operationalizing the institutional aspects of SDG 16 through concrete strategies
- Promote mainstreaming of effective governance in SDG implementation
- Engage all relevant stakeholders
- Bring together proven standards and operational guidelines
- Provide a baseline for policymaking



EFFECTIVENESS

- COMPETENCE
- SOUND POLICY MAKING
- COLLABORATION

ACCOUNTABILITY

- LEAVING NO ONE BEHIND
- NON DISCRIMINATION
- PARTICIPATION

INCLUSIVENESS

- INTEGRITY
- TRANSPARENCY
- INDEPENDENT OVERSIGHT
- SUBSIDIARITY
- INTERGENERATIONAL EQUITY

What are the 11 principles of effective governance?

How does one know when countries have implemented good governance? Although a cornerstone of all developmental efforts and the sine qua non of sustainability, governance is often nebulous. As a concept, it is hard to decipher. As a practice, it is hard to pin down. The eleven Principles of effective governance for sustainable development tackle precisely this conundrum: how to lucidly operationalize governance so that everyone can find common ground when talking about its scope and scale thereby integrating it ably into SDG implementation.

Developed to help interested countries, on a voluntary basis, build effective, accountable and inclusive institutions with a view to achieving the transformative vision of the 2030 Agenda for Sustainable Development, they apply to all public institutions, including executive and legislative organs, public entities active in security and justice sectors, independent constitutional bodies and state enterprises, among others.

Coupled with 62 commonly applied strategies, many of which have been recognized and endorsed over the years in various United Nations forums, resolutions and treaties, the 11 principles are being operationalized in such ways that the global tapestry of governance can be made more visible and legible for all countries and all people.

What are the objectives?

Help interested countries, on a voluntary basis, build

effective, accountable, inclusive

institutions at all levels, with a view to achieving the shared vision for the people and the planet embodied in the 2030 Agenda.



How can they benefit the Member States

SDG implementation

Strengthening evidence-based and action-oriented support for the implementation and follow-up of the 2030 Agenda

Promoting policy and institutional coherence

Effective governance

Bringing together relevant standards and operational guidelines in all areas of institution-building relevant to SDGs

Engagement platform

Engaging the relevant United Nations organizations, regional organizations and professional and academic communities
Invigorating partnerships

Promoting collaboration and engagement

Reference point

Establishing, maintaining, and enhancing effective, accountable and inclusive institutions at all levels






11 Principles - 62 Strategies of Effective Governance for Sustainable Development

Effectiveness			Accountability		
Competence 1. Promotion of a professional public sector workforce 2. Strategic human resources management 3. Leadership development and training of civil servants 4. Performance management 5. Results-based management 6. Financial management and control 7. Efficient and fair revenue administration 8. Investment in e-government	Sound policymaking 9. Strategic planning and foresight 10. Regulatory impact analysis 11. Promotion of coherent policymaking 12. Strengthening national statistical systems 13. Monitoring and evaluation systems 14. Science-policy interface 15. Risk management frameworks 16. Data sharing	Collaboration 17. Centre of government coordination under the Head of State or Government 18. Collaboration, coordination, integration and dialogue across levels of government and functional areas 19. Raising awareness of the Sustainable Development Goals 20. Network-based governance 21. Multi-stakeholder partnerships	Integrity 22. Promotion of anti-corruption policies, practices and bodies 23. Codes of conduct for public officials 24. Competitive public procurement 25. Elimination of bribery and trading in influence 26. Conflict of interest policies 27. Whistle-blower protection 28. Provision of adequate remuneration and equitable pay scales for public servants	Transparency 29. Proactive disclosure of information 30. Budget transparency 31. Open government data 32. Registries of beneficial ownership 33. Lobby registries	Independent oversight 34. Promotion of the independence of regulatory agencies 35. Arrangements for review of administrative decisions by courts or other bodies 36. Independent audit 37. Respect for legality



11 Principles - 62 Strategies of Effective Governance for Sustainable Development

Inclusiveness					
<p>Leaving no one behind</p> <p>38. Promotion of equitable fiscal and monetary policy</p> <p>39. Promotion of social equity</p> <p>40. Data disaggregation</p> <p>41. Systematic follow-up and review</p>	<p>Non-discrimination</p> <p>42. Promotion of public sector workforce diversity</p> <p>43. Prohibition of discrimination in public service delivery</p> <p>44. Multilingual service delivery</p> <p>45. Accessibility standards</p> <p>46. Cultural audit of institutions</p> <p>47. Universal birth registration</p> <p>48. Gender-responsive budgeting</p>	<p>Participation</p> <p>49. Free and fair elections</p> <p>50. Regulatory process of public consultation</p> <p>51. Multi-stakeholder forums</p> <p>52. Participatory budgeting</p> <p>53. Community-driven development</p>	<p>Subsidiarity</p> <p>54. Fiscal federalism</p> <p>55. Strengthening urban governance</p> <p>56. Strengthening municipal finance and local finance systems</p> <p>57. Enhancement of local capacity for prevention, adaptation and mitigation of external shocks</p>	<p>Intergenerational equity</p> <p>58. Multilevel governance</p> <p>59. Sustainable development impact assessment</p> <p>60. Long-term public debt management</p> <p>61. Long-term territorial planning and spatial development</p> <p>62. Ecosystem management</p>	



Equipping Public Servants with the Capacities to Implement the SDGs

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice. It calls for societies based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on effective, accountable and inclusive institutions, as elaborated in Sustainable Development Goal 16.

The 11 Principles of Effective Governance for Sustainable Development, developed by the UN Committee of Experts on Public Administration and endorsed by the Economic and Social Council (ECOSOC) in 2018 highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to reach the SDGs. One of the Principles of Effective Governance is competence. A competent and effective public service with well-motivated and professional public servants is at the center of success in implementing government policies and programs related to the 2030 Agenda and the SDGs, including in delivering services to those left furthest behind. Without a dedicated effort to help governments mobilize and develop the knowledge and capacities of public servants at all levels, progress on the SDGs may be undermined.



"The pandemic has provided us with an important moment to reflect on two key issues: How to better support public servants in their work and how to build institutional resilience in the public sector so that we can better meet such challenges in the future." Mr. Zhenmin Liu, Under-Secretary-General for Economic and Social Affairs on the occasion of UN Public Service Day 2020



VISION

The Curriculum on Governance is a comprehensive set of training of trainers capacity development toolkits, which contain ready-to-use training material on key governance dimensions needed to advance the implementation of the SDGs. By facilitating training of trainers, the Curriculum can help equip public servants with the knowledge and capacities to effectively implement the SDGs. The Curriculum's training material can be used to run face-to-face and online training workshops at national and local government levels.

GOAL

The Curriculum's goal is to promote critical understanding of sustainable development issues, enhance governance capacity, strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs and develop the knowledge and capacities required to implement the 2030 Agenda for Sustainable Development. The capacity development training workshops intend to support concrete outcomes and lasting impact.

STRUCTURE

The Curriculum on Governance for the SDGs is composed of a number of training of trainers toolkits. They have been developed in a holistic way and are complementary. They are structured around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, cooperative and experiential learning through case studies, action planning and other activities that can assist countries in advancing governance transformation for sustainable development.





METHODOLOGY

The Curriculum is designed and implemented through the engagement of governments and schools of public administration. Its methodology is based on key building blocks in line with the UN Secretary General's vision:

- Promoting systems thinking;
- Leveraging the potential of ICT and digital government;
- Fostering collaboration and co-creation;
- Driving institutional transformational change;
- Focusing on impact;
- Enhancing flexibility.

The Curriculum provides methodologies and approaches that can advance knowledge and assist governments in developing capacities at the individual, organizational and institutional/societal level, to drive the transformational change needed to implement the 2030 Agenda. The toolkits are intended to be used in interactive, results-oriented and engaging training courses. Modules from various toolkits can be combined based on a country's needs. The training toolkits will be continuously updated and expanded based on the feedback received from schools of public administration and governments. They will become “living documents”.





GLOBAL INITIATIVE ON GOVERNANCE FOR THE SDGs

UN DESA's Division for Public Institutions and Digital Government (DPIDG), which is leading the UN Programme on Public Administration, coordinates the Global Initiative on Developing Capacities of Public Servants for SDG implementation. The Initiative is in line with the ECOSOC Principles of Effective Governance for Sustainable Development. It aims at developing the capacities of governments and public servants (in terms of knowledge, skills, attitudes, leadership competences and mindsets) to support the implementation of the SDGs.

The Global Initiative has led to the establishment of Regional Task Forces of Schools of Public Administration, Management Development Institutes and human resources managers in the public sector. The Regional Task Forces have contributed to the overall design of the Curriculum on Governance for the SDGs, which was developed by UN DESA/DPIDG. Every year new toolkits will be added depending on the demand and needs of governments and schools of public administration, and in close collaboration with the Resident Coordinators system and relevant partners.

UN DESA/DPIDG's CAPACITY DEVELOPMENT FOCUS

UN DESA leads the development arm of the United Nations Secretariat. With a mission to promote development for all, the Department provides thought leadership, capacity development, and encourages multilateral partnerships to empower countries and people to achieve their development goals. It also brings the UN together on sustainable development to facilitate greater complementarity and coherence.

The overall capacity development mission of the UN DESA/DPIDG is to support governments in strengthening their capacities to translate the SDGs and other internationally agreed goals into institutional arrangements, strategies and programmes for effective service delivery and participatory, accountable and inclusive decision-making processes.

The Division's capacity development efforts are geared towards supporting developing countries, with a focus on Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS).



BENEFICIARIES

The Curriculum and its training toolkits can be used in different ways by:

- Governments and schools of public administration or institutions with training mandates. Trainers have access to the material produced to mainstream the courses and modules into their own curricula, depending on their specific needs.
- Resident Coordinators, UN agencies and Regional Commissions to conduct national capacity development workshops.
- Members of the United Nations Public Administration Network (UNPAN).
- UN DESA to conduct regional and national workshops, upon governments' request, and in collaboration with the United Nations Regional Commissions and Resident Coordinators.





PUBLIC SERVANTS' MINDSETS TO IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT

UN DESA | DPIDG
Training of Trainers | English



INNOVATION AND ICT FOR PUBLIC SERVICE DELIVERY

UN DESA | DPIDG
Training of Trainers | English



TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN PUBLIC INSTITUTIONS

UN DESA | DPIDG
Training of Trainers | English



GOVERNMENT INNOVATION FOR SOCIAL INCLUSION OF VULNERABLE GROUPS

UN DESA | DPIDG | UNPOG
Training of Trainers | English



INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE CAPACITIES FOR POLICY COHERENCE

UN DESA | DPIDG
Training of Trainers | English



RISK-INFORMED GOVERNANCE AND INNOVATIVE TECHNOLOGY FOR DISASTER RISK REDUCTION AND RESILIENCE

UN DESA | DPIDG | UNPOG
Training of Trainers | English



EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION

UN DESA | DPIDG | UNPOG
Training of Trainers | English



DIGIT4SD: DIGITAL GOVERNMENT IMPLEMENTATION

UN DESA | DPIDG
Training of Trainers | English



E-GOVERNMENT FOR WOMEN'S EMPOWERMENT

UN ESCAP & UN DESA | DPIDG | UNPOG
Training of Trainers | English



INTEGRATED POLICIES AND POLICY COHERENCE FOR THE SDGs

UNITAR, ECLAC & UN DESA | DPIDG | DSDG
Training of Trainers | English





Effective National to Local Public Governance for SDG Implementation

Related SDGs: SDG 11, 16, 17

Keywords: Institutions, National to Local, SDG 16

Language: English

Objectives:

The primary objective of the training is to strengthen public institutions to facilitate more coherent implementation of the SDGs, while supporting greater integrated public governance, including through planning, policymaking and finance practices, between national and local authorities.

Learning Outcomes: Upon completion of the training, participants will be able to:

- **Apply the principle of effective governance** to build effective, accountable and inclusive institutions at all levels, with a view to achieving the shared vision for the people and the planet embodied in the 2030 Agenda for Sustainable Development.
- **Mobilize whole-of-government approaches** for strengthening vertical coordination and aligning national to local planning to accelerate progress on the Sustainable Development Goals
- **Implement whole-of-society approach** for national to local planning to ensure effective stakeholder engagement in public governance and leave no one behind
- **Identify and apply various innovating financing** to advance local SDG implementation
- **Develop a governance strategy and roadmaps** on monitoring, evaluating and accelerating SDG implementation at the local level while communicating progress.
- **Participate in developing local government's reports in the localization of the SDGs** and the global agendas. These actions will serve as key inputs to support their involvement in the national process and contribute to the report to the High-level Political Forum on Sustainable Development





Effective National to Local Public Governance for SDG Implementation

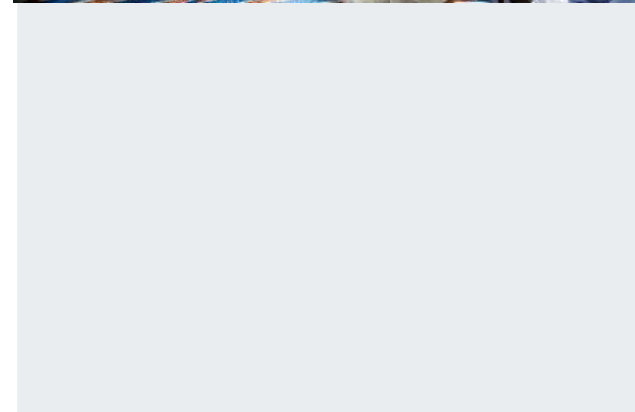
Methodology

- Set of comprehensive and fully customizable training material
- Can be used as direct training or training of trainers
- In-class lectures and course assignments
- The feedback on the assignments will be given in-class
- Full attendance and participation in the assignments is required
- Can be tailored for the specific context.

Target Audience

- Government officials, from both national and local government agencies,
- Schools of public administration and institutes of public management
- UN Country Teams and others
- Other relevant stakeholder, including civil society organizations, the private sector, and academia, will also be actively involved

Access the Toolkit: The toolkit is free of charge; link to the Toolkit will be provided.





Syllabus

The Toolkit is comprised of the following Modules that can be used to conduct a regional or national training:

Module 1: Course Introduction & Self-Assessment

Module 2: Strengthening Institutional Effectiveness for SDGs

- Module 2.1: Effective Institutions
- Module 2.2: Institutional Arrangements
- Module 2.3: Whole-of-Government Approach
- Module 2.4: Whole-of-Society Approach
- Module 2.5: Need for Localization of SDGs

Module 3: Localizing the SDGs

- Module 3.1: Regional and Global Trends of Localization
- Module 3.2: Vertical Integration for Policy Coherence
- Module 3.3: Consultation Process for Policy Formulation
- Module 3.4: Localization from national to Sub-national
- Module 3.5: National to Local Planning
- Module 3.6: National to Local Governance for Effective Health Emergency Management
- Module 3.7: Resource Allocation and Capacity Building

Module 4: Monitoring, Evaluation, and Reporting

- Module 4.1: Monitoring and Evaluation
- Module 4.2: Reporting SDGs

Module 5: Action Plan for Accelerating Change

- Identification Roadblocks And Opportunities
- Change Project Completion





Effective National to Local Public Governance for SDG Implementation

Time	Day 1	Day 2	Day 3	Day 4	Day 5
Modules	Strengthening Institutional Effectiveness for SDGs	Localizing the SDGs	Localizing the SDGs	Monitoring, Evaluation, and Reporting	Action Plan for Accelerating Change
Morning Session	Module 1: Welcome & Course Introduction <i>Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity</i> (09:00-10:00)	Module 3.1: Regional and Global Trends of Localization <i>Presentation (09:00-09:30)</i> <i>Activity(09:30-10:30)</i>	Module 3.5: National to Local Planning <i>Presentation (09:00-09:20)</i> <i>Activity (09:20-09:50)</i> <i>Presentation (09:50-10:10)</i> <i>Activity (10:10-10:30)</i>	Module 4.1: Monitoring and Evaluation <i>Presentation (09:00-09:30)</i> <i>Activity (09:30-10:00)</i> <i>Presentation (10:00-10:30)</i> <i>Activity (10:30-11:00)</i> <i>Presentation (11:00-11:30)</i> <i>Activity (11:30-12:00)</i>	Module 5: Action Plan for Accelerating Change <i>Identification and Roadblocks and Opportunities</i> (09:00-12:00)
	Module 2.1: Effective Institutions <i>Presentation (10:00-10:15)</i> <i>Group Discussion (10:15-10:30)</i> <i>Presentation (10:30-10:45)</i> <i>Group Discussion (10:45-11:00)</i>	Module 3.2: Vertical Integration for Policy Coherence <i>Presentation (10:30-10:45)</i> <i>Activity (10:45-11:00)</i> <i>Presentation (11:00-11:25)</i> <i>Activity (11:25-12:00)</i>	Module 3.6: National to Local Governance for Effective Health Emergency Management <i>Presentation (10:30-11:30)</i> <i>Activity(11:30-12:00)</i>		
	Module 2.2: Institutional Arrangements <i>Presentation (11:00-11:15)</i> <i>Short Discussion (11:15-11:30)</i> <i>Presentation (11:30-11:45)</i> <i>Group Discussion (11:45-12:00)</i>				
Lunch Break					
Afternoon Session	Module 2.3: Whole-of-Government Approach <i>Presentation (13:30-14:00)</i> <i>Activity(14:00-14:30)</i>	Module 3.3: Consultation Process for Policy Formulation <i>Presentation (13:30-13:45)</i> <i>Activity (13:45-14:15)</i> <i>Presentation (14:15-14:30)</i> <i>Activity(14:30-15:00)</i>	Module 3.7: Resource Allocation and Capacity Development <i>Presentation (13:30-14:00)</i> <i>Activity (14:00-14:30)</i> <i>Presentation (14:30-15:00)</i> <i>Activity (15:00-15:30)</i> <i>Presentation (15:30-16:00)</i> <i>Activity (16:00-16:30)</i>	Module 4.2: Reporting SDGs <i>Presentation (13:30-14:00)</i> <i>Activity (14:00-14:30)</i> <i>Presentation (14:30-15:00)</i> <i>Activity (15:00-15:30)</i> <i>Presentation (15:30-16:00)</i> <i>Activity (3:16:00-16:30)</i>	Module 5: Action Plan for Accelerating Change <i>Completion & Presentation of Change Project</i> (13:30-15:30) <i>Lessons and impressions</i> (15:30-16:30)
	Module 2.4: Whole-of-Society Approach <i>Presentation (14:30-14:45)</i> <i>Group Discussion (14:45-15:00)</i> <i>Presentation (15:00-15:15)</i> <i>Activity(15:15-15:30)</i>	Module 3.4: Localization from National to Sub-National <i>Presentation (15:00-15:30)</i> <i>Activity (15:30-15:50)</i> <i>Presentation (15:50-16:10)</i> <i>Activity(16:10-16:30)</i>			
	Module 2.5: Need for Localization of SDGs <i>Presentation (15:30-16:00)</i> <i>Activity(16:00-16:30)</i>				
	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)



V. Background of the Training Toolkit

SDG achievement depends strongly on solving the societal problems.

There is a gap in the real challenges and opportunities due to the lack of effective institutional mechanisms at the local level to deliver on the SDGs.

Local governments are often confronted with difficulties and struggling.

SDGs implementation remains scattered or fragmented.

Lack of institutional effectiveness among national and local governments may challenge SDG implementation.

Citizens, governments, private sector, government institutions all tend to be indifferent to SDGs.

The toolkit focuses on localization effort of the national and local governments



A call to strengthen institutions from national-local level



December 2017 Symposium
“Building Effective, Accountable and Inclusive Institutions and Public Administration for Advancing the 2030 Agenda for Sustainable Development”



June 2018 UN Public Service Forum
Workshop “Governance to localize the SDGs”



November 2019 Regional Symposium
Workshop “Governance to localize the SDGs”



Department of Economic and Social Affairs

WORKING TOGETHER: INTEGRATION, INSTITUTIONS AND THE SUSTAINABLE DEVELOPMENT GOALS

World Public Sector Report 2018



World Public Sector Report 2018

- Use Decentralization Legal/Regulatory Framework to Empower Local Governments for SDG implementation
- Ensure Public budgets are Participatory and Resource Allocation match LG responsibilities
- Incentives for public service to break silos work via Whole of Government approach
- **Closing National to Local Capacity Gaps, and**
- Using Integrated Planning Tools

Chapter 3: Vertical Integration for the Implementation of the SDGs



United Nations

A/HLPF/2019/L.1



General Assembly

Distr.: Limited
9 September 2019

Original: English

High-level political forum on sustainable development
Convened under the auspices of the General Assembly
24 and 25 September 2019
Item 6 of the provisional agenda*
Adoption of the political declaration of the high-level political forum on sustainable development

Draft resolution submitted by the President of the General Assembly

Political declaration of the high-level political forum on sustainable development convened under the auspices of the General Assembly

The high-level political forum on sustainable development convened under the auspices of the General Assembly

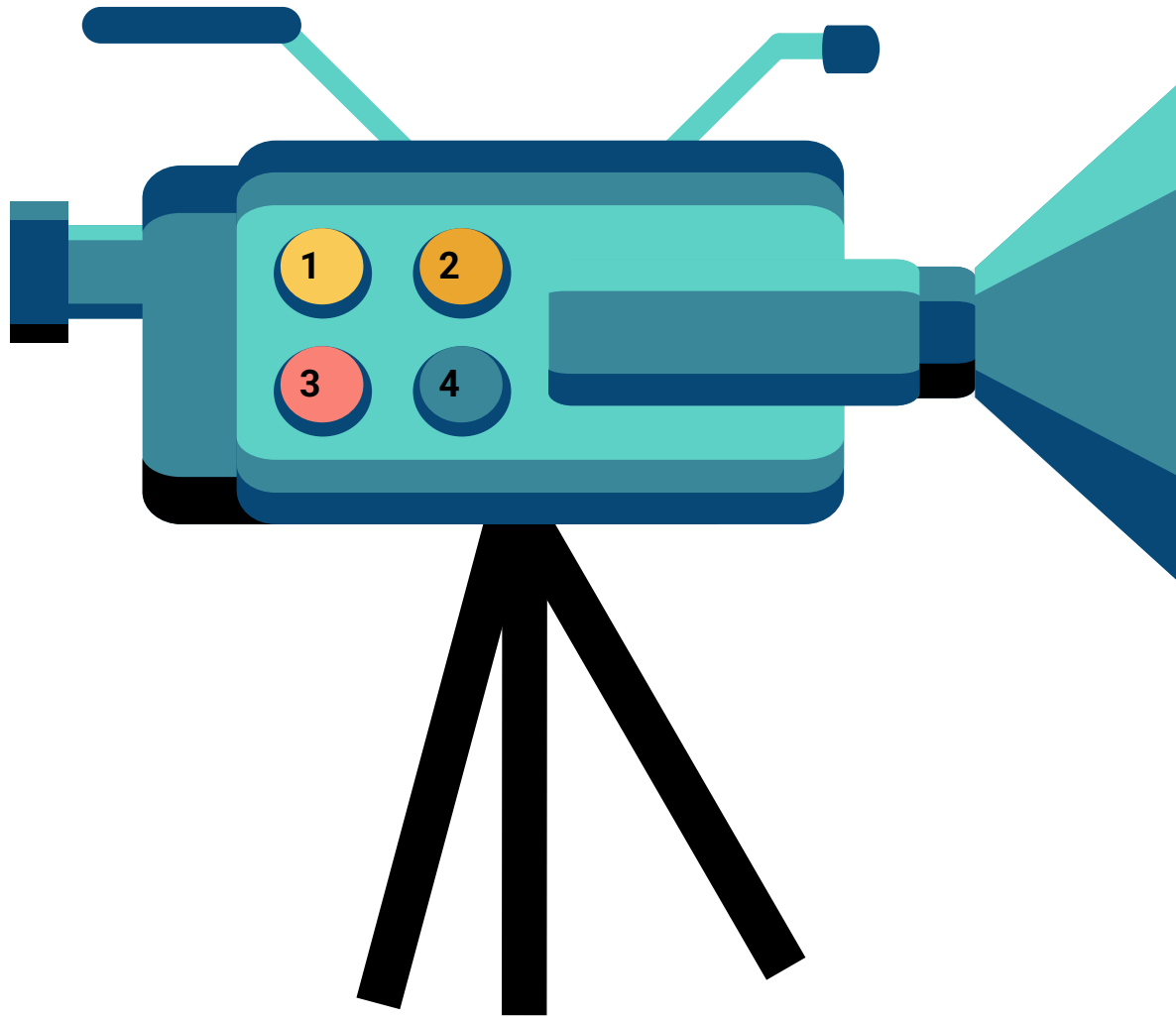
1. *Adopts* the political declaration entitled “Gearing up for a decade of action and delivery for sustainable development: political declaration of the Sustainable Development Goals Summit”, annexed to the present resolution;

2. *Recommends* that the General Assembly endorse, at its seventy-fourth session, the political declaration as adopted by the forum.

10 Accelerators for the SDGs

(e) Bolstering local action to accelerate implementation: we commit to empower and support cities, local authorities and communities in pursuing the 2030 Agenda. We recognize their critical role in implementing and realizing the SDGs.

VI. Objectives



Strengthening institutional effectiveness

1

Localizing SDGs for accelerating progress on the SDGs

2

Apply whole-of-government and whole-of-society approach

3

Reinforcing the mechanism of monitoring, evaluating and accelerating SDG implementation

4

VII. Key Questions



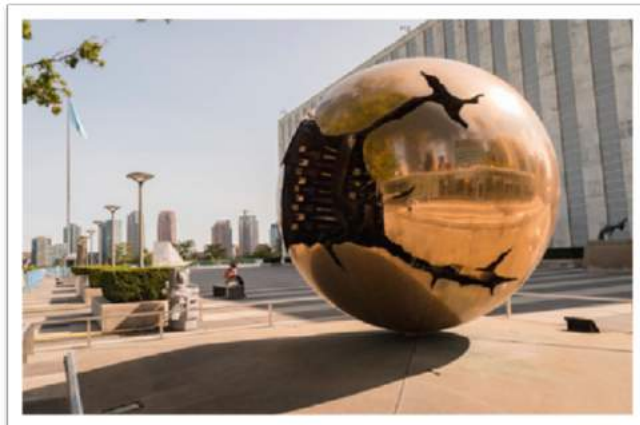
What are the gaps and barriers between national and local governments for implementing SDGs and how large are those gaps?

What are the strategies for empowering, engaging and inspiring local governments to implement SDGs?

How do you ensure, support and improve citizen engagement on the local level for SDG implementation?

How can we achieve effective coordination and collaboration between national government, local governments and citizens for sustainable development?

VIII. Relation to Other Training Toolkits



Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development



Transparency, Accountability and Ethics in Public Institutions



Institutional Arrangements and Governance Capacities for Policy Coherence



Government Innovation for Social Inclusion of Vulnerable Groups



Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience



Innovation and Digital Government for Public Service Delivery



Integrated Policies and Policy Coherence for the SDGs



DiGIT4SD: Digital Government Implementation

IX. Let's Get to Know Each Other



What has brought you here?

What is a main challenge you or your organization is facing in localizing the sustainable development goals?

What would you like to learn from this workshop?

Describe how you want your country to be in 10 years. Prioritize 3 changes relative to the National to Local coordination. Discuss changes required in values, attitudes, behaviours, capabilities, relations, institutions and policies



Please attend the entire session of the workshop



Actively participate and contribute to discussions

Share your ideas

Try to connect the lessons learned to your work function in concrete terms

X. Change Project



01

During the workshop, each participant will develop Change Project which identifies potential challenges and opportunities from your own localization process in your national context

02

Change project will be related to the problems the trainee has identified in his organization. The change project should ideally have practical relevance for the trainee or the organization that he/she is working for

03

As the workshop proceeds, each learning points will be incorporated to enhancing the Change Project

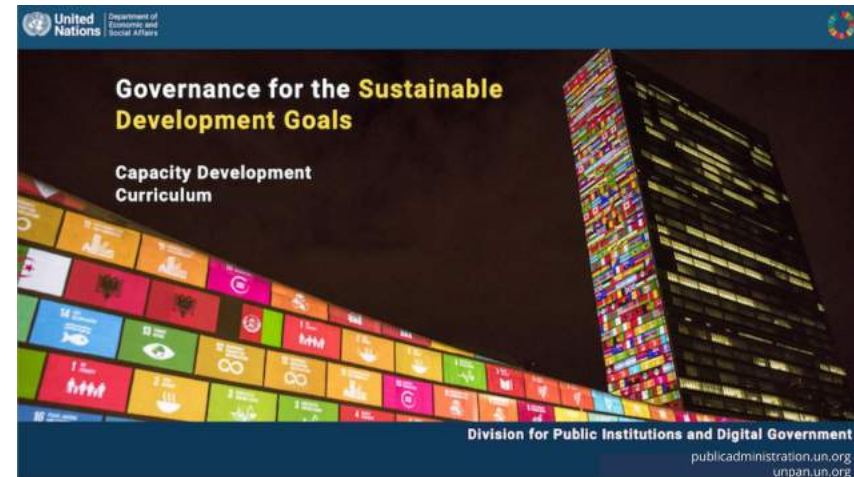
04

At the end of the workshop, each participant will present the Change Project to the group

Contact us for any requests for further capacity development support



The toolkit is intended to be used in face to face or virtual capacity development trainings. To consider follow-up support, we encourage national and local governments to request further capacity development assistance by sending an email to Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG) of United Nations Department of Economic and Social Affairs (UN DESA) at unpan@un.org. This is the Decade of Action, and at the UN we are committed to helping governments achieve the Sustainable Development Goals and leave no one behind.



Acknowledgements

The Curriculum contents, including this toolkit, were developed under the responsibility of Juwang Zhu, Director, DPIDG, and led by Adriana Alberti, Chief, Programme Management and Capacity Development Unit, who coordinated a team of UN staff and experts.

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The toolkit was peer reviewed by Dr. Alex Brillantes, Professor, National College of Public Administration and Governance of the University of the Philippines; Prof. Ajmer Singh Malik, President, Indian Public Administration Association; Mr. Eric Bulogosi Mulama, Kenya School of Government; Mr. Martino Miraglia, Programme Officer & Ms. Trang Nguyen, Associate Programme Officer, UN-HABITAT; Mr. Jorge H. Bravo, Chief, Population Policies and Development Branch Population Division, UN DESA; and Mr. Daniel Platz, Economic Affairs Officer, Financing for Sustainable Development Office, UN DESA.

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Thank you!



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Annex

Annotated Day By Day Agenda

Day 1: Strengthening Institutional Effectiveness for SDGs

Day 1: Strengthening Institutional Effectiveness for SDGs	
9:00-10:00	Module 1: Welcome and Course Introduction
	Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity
10:00-11:00	Module 2.1 : Effective Accountable and Inclusive Institutions
Content	<p>This module introduces, defines, and explains effective institutions. It will facilitate the understanding of the requirement of effective institutions for the achievement of the 2030 Agenda. Participants will be introduced an approach to supporting and strengthening institutions as well as the ‘Principles of Effective Governance for Sustainable Development’ developed by the Committee of Experts on Public Administration (CEPA).</p> <p>Activity</p> <ul style="list-style-type: none"> • Reviewing the CEPA 11 Principles of Effective Governance for Sustainable Development • Group discussion on effective institutions
Learning Outcomes	<ul style="list-style-type: none"> • Learn the concept of effective institutions • Identify the need of effective Institutions for SDGs implementation • Understanding why effective institutions is vital for SDG implementation • Identify approaches to effective institution building • Understanding institutional roles and responsibilities
Key Readings	<ul style="list-style-type: none"> • Economic, U. N., & Council, S. (2018). Committee of Experts on Public Administration. Principles of Effective Governance for Sustainable Development. • https://publicadministration.un.org/en/Intergovernmental-Support/CEPA/Principles-of-Effective-Governance • Economic, U. N., & Council, S. (2018). Committee of Experts on Public Administration. Report on the seventeenth session. • Economic, U. N., & Council, S. (2019). Committee of Experts on Public Administration. Report on the eighteenth session • Islam, R. (2018). One more time: what are institutions and how do they change?. The World Bank. • Kempe Ronald Hope Sr. (2019): Peace, justice and inclusive institutions: overcoming challenges to the implementation of Sustainable Development Goal 16, Global Change, Peace & Security • OECD. (2015). Building More Effective, Accountable, and Inclusive Institutions for All. • World Bank. Public Sector Board. (2000). Reforming public institutions and strengthening governance: a World Bank strategy. • UN-Habitat (2018) Planning law assessment framework. UN-Habitat, Nairobi https://unhabitat.org/sites/default/files/download-manager-files/1531834456wpdm_Planning%20Law%20Assessment%20Framework.pdf • UN-HABITAT (2020).Governance Assessment Framework for Metropolitan, Territorial and Regional Management. https://unhabitat.org/sites/default/files/2020/10/gaf-mtr.pdf
Schedule	<p>Presentation (10:00-10:15)</p> <p>Group Discussion (10:15-10:30)</p> <p>Presentation (10:30-10:45)</p> <p>Group Discussion (10:45-11:00)</p>



11:00-12:00	Module 2.2: Institutional Arrangements
<p>Content</p>	<p>Institutional arrangements refer to formal government organizational structures as well as informal norms which are in place in a country for arranging and undertaking its policy work. These arrangements are crucial as they provide the government at all levels (federal, provincial and Local) with the framework within which to formulate and implement policies. All governments do have a cross-jurisdictional nature, which include national, intermediary (provincial/state) and municipal/local authorities. The better coordinated their actions are, the higher the SDG implementation rates tend to be.</p> <p>SDGs implementation remains scattered or fragmented due to the lack of effective collaboration and coordination between national and local governments to solve social problems and promote and implement SDGs. Lack of institutional effectiveness among/within national and local governments may challenge SDG implementation.</p> <p>Multi-dimensional nature of SDGs, their complexity and interconnectedness call for rethinking governmental strategies and for applying different approaches to governance, based on the principles of accountability, innovation, integration, and collaboration. A variety of institutional arrangements for SDG implementation were reported in countries at the national as well as sub-national levels. The Module presents institutional arrangements at the national and local level focusing on the horizontal and vertical coordination among the different level of governments. It also provides examples of such practices from different corners of the world including institutional mechanisms facilitating multi-stakeholder engagement, models of engagement with CSO and, local stakeholders.</p> <p>Case Studies</p> <ul style="list-style-type: none"> • Pakistan: Institutional Coordination and Oversight • SDGs national coordination team in Indonesia • Institutional structure for SDG implementation in Nigeria • Institutional arrangement for SDG implementation in Sierra Leone <p>Activity</p> <ul style="list-style-type: none"> • Group Discussion on Coordination • Group Discussion on improving institutional arrangements for SDG implementation
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Understanding the importance of institutional arrangements for SDGs implementation • Understanding how institutional arrangements can be strengthened • Learn about different types of institutional arrangements • Identify approaches horizontal and vertical coordination • Increased understanding of cross-sectoral coordination
<p>Key Readings</p>	<ul style="list-style-type: none"> • Economic, U. N., & Council, S. (2018). Committee of Experts on Public Administration. Report on the sixteenth session. https://publicadministration.un.org/en/CEPA/session16 • UN ESCAP (2019). Report of the Sixth Asia-Pacific Forum on Sustainable Development. https://www.unescap.org/sites/default/files/APFSD6_3E_1.pdf • UNDP (2017). Institutional and Coordination Mechanisms: Guidance Note on Facilitating Integration and Coherence for SDG Implementation. t.ly/UUD0 • United Cities and Local Governments (2019). The Localization of the Global Agendas How local action is transforming territories and communities. Chapter 2: The metropolitan context and the SDGs. https://www.metropolis.org/sites/default/files/resources/The-Localization-of-the-Global-Agenda.pdf • United Nations (2018). Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. https://www.local2030.org/library/441/Compendium-of-National-Institutional-Arrangements-for-implementing-the-2030-Agenda-for-Sustainable-Development.pdf • United Nations (2019). Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. t.ly/2yzQ • United Nations (2020). Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. t.ly/rFjb • Tasan-Kok T. and Vranken J (2011), Handbook for Multilevel Urban Governance in Europe
<p>Schedule</p>	<p>Presentation (11:00-11:15) Short Discussion (11:15-11:30) Presentation (11:30-11:45) Group Discussion (11:45-12:00)</p>
<p>12:00-13:30</p>	<p>Lunch Break</p>



13:30-14:30	Module 2.3: Whole-of-Government Approach
<p>Content</p>	<p>The creation of a coordinating structure to incorporate the Sustainable Development Goals (SDGs) into the actions of all areas of government and to bring various government institutions together to develop and implement integrated policies is one of the most formal mechanisms for adopting the whole of government approach. However, to sustain impetus for implementation of the 2030 Agenda, efforts need to go beyond merely creating an institutional framework. They need to create new dynamics for collaboration throughout policy cycles, across sectors and between levels of government.</p> <p>This module introduces a whole-of-government approach to facilitate synergies, manage trade-offs, and avoid or minimize negative spill-overs, in line with the “indivisible economic, social and environmental pillars” of the 2030 Agenda. It also describes the main characteristics of the whole-of-government approach, characteristics of the coordinating structures, and provides examples of country experiences in integrating the whole-of-government approach. The module aims to investigate specific experiences of implementing the whole of government approach as part of the 2030 Agenda.</p> <p>Case Studies:</p> <ul style="list-style-type: none"> • Belize: A strategy for strengthening cross-sectoral coordination • Georgia: An evolving institutional landscape to implement and review the 2030 Agenda • Guatemala: A strategy for coordinating different levels of government • Mongolia: Aligning policies to the 2030 Agenda and strengthening policy coherence <p>Activity</p> <ul style="list-style-type: none"> • Discussion on the challenges and opportunities of coordination mechanisms
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Understand what is whole of government, its need for SDG implementation • Explores the barriers and enablers to whole of government work • Identify the main strengths and challenges of different coordinating structures and common features in the organization of these structures. • Understanding the rationale of whole of government to localizing and achieving the SDGs
<p>Key Readings</p>	<ul style="list-style-type: none"> • Colgan, A., Kennedy, L.A., and Doherty, N. (2014) A Primer on implementing whole of government approaches. Dublin: Centre for Effective Services. • Global Alliance (2019). Enabling the implementation of the 2030 Agenda through SDG 16+: Anchoring peace, justice, and inclusion. • ITU (2019). SDG Digital Investment Framework A Whole-of-Government Approach to Investing in Digital Technologies to Achieve the SDGs. • Karina Cázarez-Grageda (2019). The whole of government approach: Initial lessons concerning national coordinating structures for the 2030 Agenda. • OECD (2006). Whole of Government Approaches to Fragile States • OECD (2011), Estonia: Towards a Single Government Approach, OECD Public Governance Reviews, OECD Publishing
<p>Schedule</p>	<p>Presentation (13:30-14:00) Activity(14:00-14:30)</p>



14:30-15:30	Module 2.4: Whole-of-Society Approach
<p>Content</p>	<p>Multi-dimensional nature of SDGs, their complexity, and interconnectedness call for the engagement of key stakeholders in defining meaningful policies, programs, and actions as well as in their implementation. A variety of institutional arrangements for such engagements were reported in countries at the national as well as sub-national levels. The Module presents examples of such practices from different corners of the world including institutional mechanisms facilitating multi-stakeholder engagement, models of engagement with academia, youth, local stakeholders. In addition, it introduces principles and methodologies of stakeholder engagement. Critically, it emphasizes an engagement with those who do not benefit from the gains of development risk being left behind. The module also introduces approaches and Tools for Strengthening Stakeholder Engagement for the SDGs.</p> <p>Case studies</p> <ul style="list-style-type: none"> • Experience of Timor Leste’s multi-stakeholder engagement • Planning for effective engagement in Mauritius • Working with non-state actor representative bodies to develop an inclusive VNR in Chile • Partnership to ensure iterative engagement in Cameroon <p>Activity</p> <ul style="list-style-type: none"> • Stakeholder Engagement – Basic Questions & Challenges • Institutionalizing Engagement
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Strengthened understanding of the importance of stakeholder engagement in SDG implementation at the local level • Explore the challenges of stakeholder identification and engagement • Ability to define principles for stakeholder classification and strategies for their engagement and their potential application locally to tackle SDG targets and local challenges • Understanding of possibilities for integrating stakeholder perspectives into planning processes from the beginning
<p>Key Readings</p>	<ul style="list-style-type: none"> • BCCIC(2019). A whole-of-society approach: Partnerships to realize the 2030 Agenda. • Karina Cázarez-Grageda (2018). The Whole of Society Approach: Levels of engagement and meaningful participation of different stakeholders in the review process of the 2030 Agenda. • Marchessault, L. (2015). Public participation and the budget cycle: Lessons from country examples. London: Global Initiative for Fiscal Transparency. • UN DESA (2020). Multi-stakeholder engagement in 2030 Agenda implementation: A review of Voluntary National Review Reports (2016-2019). • OECD (2020). A territorial approach to the sustainable development goals. https://www.oecd.org/cfe/a-territorial-approach-to-the-sustainable-development-goals-e86fa715-en.htm
<p>Schedule</p>	<p>Presentation (14:30-14:45) Group Discussion (14:45-15:00) Presentation (15:00-15:15) Activity(15:15-15:30)</p>



15:30-16:30	Module 2.5 : Need for Localization of SDGs
<p>Content</p>	<p>Localizing refers to the process of adapting, implementing and monitoring the SDGs at the local level. Nearly all the SDGs have targets that will depend on local government actions. Localization is the process by which local authorities and local stakeholders will adapt and implement these targets within cities and human settlements.</p> <p>Most countries today have multi-level governance structures, meaning that urban and local governments are directly responsible for delivering a large part of the national governments' commitment to the SDGs. In fact, as much as 65 percent of the SDG agenda may not be fully achieved without the involvement of urban and local actors. Given their critical role, local governments cannot be mere implementers of a global or national SDG agenda, but must be partners in co-creating and defining policy and programmatic responses, and in the implementation and monitoring of progress against the goals and targets.</p> <p>This module introduces the need for SDG localization. This module aims to support national, local and regional governments to localize the SDGs and to influence national policy-making to create an enabling environment for action at local and regional level.</p> <p>Case Studies</p> <ul style="list-style-type: none"> • Various short cases on Localizing the 2030 Agenda <p>Activity</p> <ul style="list-style-type: none"> • Why SDGs are Important for Local & Regional Government and vice versa?
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Understanding of the concept and importance of localization of SDGs • Support to Improving of localization strategy • Understand why SDGs are Important for Local & Regional Government • Learn the importance of LRGs for SDGs
<p>Key Readings</p>	<ul style="list-style-type: none"> • Oosterhof, P. D. (2018). Localizing the Sustainable Development Goals to Accelerate Implementation of the 2030 Agenda for Sustainable Development. • Reddy, P. S. (2016). Localising the sustainable development goals (SDGs): the role of local government in context. • SDNS, U. (2016). Getting Started with the SDGs in Cities—a Guide for Stakeholders. SDSN/GiZ. • Taskforce, G. (2016). Roadmap for localizing the SDGs: Implementation and monitoring at subnational level. Global Taskforce of Local and Regional Governments. • UCLG (2018). The Sustainable Development Goals: What Local governments need to know. • UN-Habitat, UNDP & GTF of Local and Regional Governments. Localizing the post-2015 development agenda- dialogues on implementation. s.l. : United Nations, 2015. • United Nations Development Programme, (2014). Global Taskforce of Local and Regional Governments for Post-2015 Development Agenda Towards Habitat 111. Draft Report : Dialogue on Localizing the Post-2015 Development Agenda. Version of 31st October 2014. New York: UNDP. • VVSG (2020) Inspiration Guide - Integrating the SDGs into your Multi-Annual Policy Plan • The Sustainable Development Goals: What Local Governments Need to Know • From MDGs to Sustainable Development For All: Lessons from 15 Years of Practice • Local and Regional Voices on the Global Stage: our Post-2015 Journey • Roadmap for localizing the SDGs: Implementation and Monitoring at Subnational Level • Getting started with the SDGs in Cities: a Guide for Local Stakeholders • Localizing the Post-2015 Development Agenda: Dialogues on Implementation • Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels
<p>Schedule</p>	<p>15:30-16:00: Presentation 16:00-16:30: Group Activity</p>
<p>16:30-17:00</p>	<p>Day 1 Wrap up and Reflection</p>



Day 2: Localizing the SDGs

09:00-10:30

Module 3.1: Regional and Global Trends of Localization

Content

The UN Secretary-General’s 2019 report to the High-Level Political Forum on Sustainable Development (HLPF) acknowledges that ‘progress is being made and some favourable trends on SDG implementation are evident’, but the ‘global response has not been ambitious enough’. Overall, national governments have shown a high level of commitment to the achievement of the SDGs. Since 2016, the local and regional movement for the localization of the SDGs has been progressively expanding to all parts of the world, albeit at a different pace within and between regions.

LRGs find themselves at different stages of the SDG implementation process. Although with important differences, committed LRGs in the majority of the regions are mostly in the preparatory phase of the process: moving from commitments to alignment with the SDGs of their urban development plans, policies or territorial strategies, raising awareness between local stakeholders and involving local partners, and defining coordination or followup mechanisms.

This module offers the glimpses of localization processes in world regions: Africa, Asia-Pacific, Eurasia, Europe, Latin America, Middle East and West Asia, and North America. It provides a set of guidelines and a roadmap to make localization a reality, to fully achieve the SDGs and other global agendas at the local level, and a call for territories and communities to ‘leave no person or place behind’.

Activity

- Local and Regional Governments Involvement in national coordination mechanisms and strategies

Learning Outcomes

- Understanding the global trends of SDG localization trends
- Learn the different approaches to coordinate and align between national and subnational-level for SDG localization
- Understanding how LRGs can be involved in SDG localization
- Finding the gap of SDG localization process between the World region

Key Readings

- UCLG (2019). Towards the localization of the SDG.
- Fernando Ortiz-Moya, Hirotaka Koike, Junko Ota, Yatsuka Kataoka, and Junichi Fujino (2020). STATE OF THE VOLUNTARY LOCAL REVIEWS 2020
- Tony Pipa and Max Bouchet (2020). Next generation urban planning Enabling sustainable development at the local level through voluntary local reviews (VLRs)

Schedule

Presentation (09:00-09:30)
Activity (09:30-10:30)

12:00-13:30

Lunch Break



Day 2: Localizing the SDGs

10:30-12:00

Module 2.2: Vertical Integration for Policy Coherence

Content

At the high-level political forum, countries have emphasized that policy coherence, both horizontal (across government) and vertical (from national to regional and sub regional levels of government) presents a key challenge. The realization of the SDGs requires the coordination of actions of different levels of government. Policy Coherence for Sustainable Development, as a means of implementation that cuts across all the SDGs, is challenging to conceptualize, analyze, and communicate to decision-makers and the public. Vertical policy integration is required to deal with the challenge of coordinating and integrating sustainable development strategies and policies across different levels of governance

This module introduces the policy coherence framework to better align policy from national to local government. It also provides various approaches and tools available for creating vertical policy coherence, integration and partnerships for SDG implementation

Case Studies

- Mechanisms for multi-level collaboration and coordination in Germany
- Pakistan National SDG Framework - Engaging Three Levels of Government
- Aligning budgets to SDGs in Colombia

Activity

- Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development

Learning Outcomes

- Understand the concept and relevance of policy coherence
- Reflect on the building blocks of an institutional system for policy coherence
- Learn vertical integration across levels of government at the planning stage
- Learn the tools for vertical integration in SDG implementation

Key Readings

- Curran, P., Dougill, A., Pardoe, J., & Vincent, K. (2018). Policy coherence for sustainable development in sub-Saharan Africa. Policy brief, Centre for Climate Change Economics and Policy.
- Dickens, C.; Nhlenghwa, S.; Ndhlovu, B. (2019). Mainstreaming the Sustainable Development Goals in developing countries. Colombo, Sri Lanka: International Water Management Institute
- OECD. (2016). Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence. OECD Publishing
- OECD. (2017). Policy Coherence for Sustainable Development 2017. Eradicating Poverty and Promoting Prosperity.
- OECD. (2018). Policy Coherence for Sustainable Development 2018. Towards Sustainable and Resilient Societies.
- OECD. (2019). Policy Coherence for Sustainable Development 2019. Empowering People and Ensuring Inclusiveness and Equality.
- UNDP (2017). Rapid Integrated Assessment (RIA) Facilitating mainstreaming of SDGs into national and local plans.
- United Nations Environment Programme. (2016). Policy coherence of the sustainable development goals: a natural resource perspective. UN.
- Wayne-Nixon, Laurel, Wragg-Morris, Tanya, Mishra, Anjali, Markle, Dawson, Koster, Valenda, and Kindornay, Shannon. (2019). Transformative and coherent policies to realize the 2030 Agenda in Canada. Good Practice in 2030 Agenda Implementation Series. Vancouver and Ottawa: British Columbia Council for International Cooperation and Canadian Council for International Co-operation

Schedule

Presentation (10:30-10:45)
 Activity (10:45-11:00)
 Presentation (11:00-11:25)
 Activity (11:25-12:00)

12:00-13:30

Lunch Break



13:30-15:00	Module 3.3: Consultation Process for Policy Formulation
<p>Content</p>	<p>Participation, consultation, and engagement are the critical elements for effective implementation of the 2030 agenda. Citizens are indifferent to SDGs. They should be informed that the SDGs are relevant to their basic needs such as poverty and unemployment. In order to increase citizens' interest and support for SDGs, it is necessary to increase citizen engagement in the SDGs implementation and strengthen communication on the progress of SDGs implementation. In generic terms, citizens, governments, private sector, government institutions, etc. all tend to be indifferent to SDGs if they do not see a direct linkage between a specific SDG and a specific immediate benefit or service resulting from it. This is precisely one of the departure points to highlight the role of local authorities as they tend to be directly responsible for facilitating services which benefit citizens most directly, i.e. maternal health care and primary health care, water facilities, public transport, housing, job generation, energy, etc.</p> <p>This module focuses on the consultation process involving LRGs and the public for SDG localization.</p> <p>Case Studies</p> <ul style="list-style-type: none"> • Transparency in the local budgeting process – an example of the Republic of Korea • Funding for SDGs and local participation – example of Australia
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Understand the concept, guidance, and process of consultation • Learn to engage a multi-level dialogue with lower, upper levels of government and other stakeholders to localize the SDGs • Learn to ensure the inclusiveness and accountability of the consultations • Utilize different tools for consultation • Understanding how to tailor-make stakeholder engagement processes for vulnerable groups
<p>Key Readings</p>	<ul style="list-style-type: none"> • Giguère, S. (2001). Local governance and partnerships: A summary of the findings of the OECD study on local partnerships. Paris: Co-operative Action Programme on Local Economic and Employment Development • Rodrigo, D., & Amo, P. A. (2006). Background document on public consultation. Available from the web site of Organization for Economic Cooperation and Development. • Sintomer, Y., Herzberg, C., Röcke, A., & Allegretti, G. (2012). Transnational models of citizen participation: The case of participatory budgeting. Journal of Public Deliberation, 8(2), Article-9. • TAP Network (). Promoting Inclusive Government Consultations. • United Nations Guidance Note on the Protection and Promotion of Civic Space (2020). https://www.ohchr.org/Documents/Issues/CivicSpace/UN_Guidance_Note.pdf
<p>Schedule</p>	<p>Presentation (13:30-13:45) Activity (13:45-14:15) Presentation (14:15-14:30) Activity(14:30-15:00)</p>



15:00-16:30	Module 3.4: Localization from National to Sub-National
Content	<p>Sustainable development depends on “the effective decentralization of responsibilities, policy management, decision-making authority and sufficient resources, including revenue collection authority, to local authorities, closest to, and most representative of, their constituencies”.</p> <p>Local governments are often confronted with difficulties and struggling to take action on societal problems and sustainable development due to a number of constraints such as limited political and fiscal authority and development resources. Local governments embarking on SDG implementation should be proactive in strengthening their discretionary powers, as well as their performance and accountability. Local authorities could be given mandates and responsibilities which are commensurate with their capacity to deliver and their ability to obtain fiscal resources independently.</p> <p>This module focused on the decentralization and local governance approach to localize the SDGs. It teaches participants the mechanisms to strengthen and encourage local government. It also assesses decentralization and local governance based on citizen perspectives, multiple stakeholder perspectives, and self-assessments by local government institutions.</p> <p>Case studies</p> <ul style="list-style-type: none"> National Disaster Management Information System, Republic of Korea <p>Activity</p> <ul style="list-style-type: none"> Identification of the potential challenges and opportunities from decentralization for localizing the SDGs Group discussion on to find out whether participants are familiar with any of the assessment tools (at country level, local level, on thematic issues, etc.)
Learning Outcomes	<ul style="list-style-type: none"> Understanding the different approach of localization Learn different forms of integrated local governance Explore mechanisms to strengthen & encourage local government Learn how to assess decentralization and local governance using different tools
Key Readings	<ul style="list-style-type: none"> Aid, E. (2007). Supporting Decentralisation and Local Governance in Third Countries. Europe Aid Tools and Methods Series Reference Document, (2). Government of the Republic of Korea (2018). Cases of Good Governance in Korea. Grävingholt, J., & von Haldenwang, C. (2016). The promotion of decentralization and local governance in fragile contexts (No. 20/2016). Discussion Paper. Illner, M. (2000). Decentralization reforms in Central and Eastern Europe and the CIS after 1989: aims, problems and solutions. decentralization: conditions for success. Lessons from Central and Eastern Europe and the Commonwealth of Independent States. ST/ESA/PAD/SER. E/7, 23-38 Presidency, I. (2005). Decentralized Governance for Democracy, Peace, Development and Effective Service Delivery. Rao, S., Scott, Z. and Alam, M. (2014). Decentralisation and Local Government: Topic Guide (3rd ed.) Birmingham, UK: GSDRC, University of Birmingham. Swiss Agency for Development and Cooperation SDC. (2016). SDC Policy Democratization, Decentralization and Local Governance. UNDP. (1999). Decentralization: a sampling of definitions. Working Paper. Welch, G., Work, R., & Rabinovitch, J. (2014). Decentralised governance for development: a combined practice note on decentralization, local governance and urban/rural development. t.ly/2Tu2 UNDP (2015) A Users' Guide to Measuring Local Governance. https://bit.ly/3tVzrza UNHABITAT (2007). International guidelines on decentralisation and the strengthening of local authorities. https://bit.ly/3qk2IXJ
Schedule	<p>Presentation (15:00-15:30)</p> <p>Activity (15:30-15:50)</p> <p>Presentation (15:50-16:10)</p> <p>Activity(16:10-16:30)</p>
16:30-17:00	Day 2 Wrap-up and Reflection



Day 3: Localizing the SDGs

09:00-10:30

Module 3.5: National to Local Planning

Content

The main idea of this Module is that, for the successful implementation of the SDGs, their inclusion and mainstreaming into national and territorial policies, plans and strategies is crucial. The SDGs can be included in all the different stages of the policy cycle process. This means that, regardless of the stage that the trainees are currently in, they should be able to align their initiatives to the SDGs in any stage as it is very likely that they will have to develop this process in other stages of the planning and implementation processes in the future. Participants will explore the national-local linkage that inform and guide the translation of global agendas such as the 2030 Agenda for Sustainable Development. Participants will also learn how to tailor SDGs to national and local contexts.

This Module also aims to stimulate a reflection on how the SDGs and the principles of the 2030 Agenda can be integrated into local development planning exercises. The goal is to inform participants on how SDGs can be instrumental for improving local development planning processes and, consequently, how local development planning can become a key driver for achieving the SDGs at all levels.

Case Studies

- Germany's Sustainability Architecture and the SDGs' to the federal government
- Integrating the SDGs into development planning: Uganda
- Systems Thinking and Strategy Formulation in Belize based on the VISIS Approach
- Growth and Sustainable Development Strategy: [Belize](#)

Activity

- Checklist of aligning the public policy cycle to the 2030 Agenda; Exploring the Policy Cycle – Case Study and Group Work
- Exploring the Policy Cycle – Case Study and Group Work

Learning Outcomes

- Shaping strategies, policies and plans for sustainable territorial development
- Provide action-oriented recommendations on planning, policies and strategies Tailoring SDGs to National, Sub-national and Local Contexts
- Understanding of the key concepts of development planning processes, including its stages and key elements
- Learn about integration of the SDGs into the local policy plan

Key Readings

- OECD (2018). Policy Framework on Sound Public Governance.
- SDNS, U. (2016). Getting Started with the SDGs in Cities—a Guide for Stakeholders. SDSN/GiZ. Accessed through: <http://unsdsn.org/wpcontent/uploads/2016/07/9.1, 8>.
- Swanson, D. (2015). Mainstreaming the 2030 Agenda for Sustainable Development: Interim Reference Guide to UN Country Teams. United Nation Development Group.
- The AtKisson Group (2016). An Introduction to VISIS.
- UCLG (2018). Sustainable development through local action sustainable development goals and local government associations. <https://www.local2030.org/library/705/Sustainable-Development-through-Local-Action.pdf>
- VVSG (2018). Inspiration Guide: Integrating The Sdgs Into Your Multi-Annual Policy Plan
- UN HABITAT (2019). Framework for Action to Advance Integrated Territorial Development. <https://unhabitat.org/sites/default/files/2020/03/url-gp-1.pdf>
- UN HABITAT (2018). International Guidelines on Urban and Territorial Planning (IG-UTP) Handbook
- PAGE (2016), Integrated Planning & Sustainable Development: Challenges and Opportunities.

Schedule

Presentation (09:00-09:20)
 Activity (09:20-09:50)
 Presentation (09:50-10:10)
 Activity (10:10-10:30)



Day 3: Localizing the SDGs

10:30-12:00

Module 3.6: National to Local Governance for Effective Health Emergency Management

Content

Reducing the health risks and consequences of emergencies is vital to local, national, and global health security and to build the resilience of communities, countries, and health systems. Sound risk management is essential to safeguard development and implementation of the Sustainable Development Goals (SDGs), including the pathway to universal health coverage (UHC), the Sendai Framework for Disaster Risk Reduction 2015–2030 (Sendai Framework), International Health Regulations (IHR) (2005), Paris Agreement on Climate Change (Paris Agreement) and other related global, regional and national frameworks.

To address current and emerging risks to public health and the need for effective utilization and management of resources, this module aims to inform the national and local government on reducing health risks and consequences of emergencies and disasters from the perspective of governance.

Case Studies

- Inter-agency coordination for emergency response in Korea
- COVID-19: Global Government Financial Assistance Measures

Activity

- Crisis management through Golden Hour

Learning Outcomes

- Strengthening governance capacities in the full process of preparedness, prevention, response and post-recovery to respond to health emergencies
- Strengthening emergency preparedness in order to ensure a timely, efficient and effective response to events
- Identifying the most probable health emergency related corruption risks, in order to mitigate those risks, prevent corruption, bribery and fraud and enhance integrity of public sector
- Understanding the Golden Hour- The Road to Recovery
- Learn about data-driven decision-making and digital government tools to manage health emergencies

Key Readings

- UN DESA (2020). We will help the world rise stronger after COVID-19. <https://www.un.org/development/desa/en/covid-19.htm>
- United Nations. (2015). Sendai framework for disaster risk reduction 2015–2030.
- UNSDG (2020). Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19.
- Whitelaw, S., Mamas, M. A., Topol, E., & Van Spall, H. G. (2020). Applications of digital technology in COVID-19 pandemic planning and response. The Lancet Digital Health.
- World Health Organization. (2017). A strategic framework for emergency preparedness.
- World Health Organization. (2019). Health emergency and disaster risk management framework. <https://www.who.int/hac/techguidance/preparedness/health-emergency-and-disaster-risk-management-framework-eng.pdf?ua=1>
- World Health Organization. (2019). Strengthening Preparedness for COVID-19 in Cities and Urban Settings. <https://www.who.int/publications/i/item/strengthening-preparedness-for-covid-19-in-cities-and-urban-settings>
- World Health Organization. (2020). 2019 Novel Coronavirus (2019-nCoV): strategic preparedness and response plan. <https://www.who.int/publications/i/item/strategic-preparedness-and-response-plan-for-the-new-coronavirus>
- UN-HABITAT (2020). Strategy Guidance: Solid Waste Management Response to COVID-19. https://unhabitat.org/sites/default/files/2020/05/un-habitat_strategy_guidance_swm_reponse_to_covid19.pdf
- UN-HABITAT (2020). UN-Habitat Guidance on COVID-19 and Public Space. https://unhabitat.org/sites/default/files/2020/06/un-habitat_guidance_on_covid-19_and_public_space.pdf
- UN-HABITAT (2020). Spatial Planning Guidelines during COVID-19. https://unhabitat.org/sites/default/files/2020/11/covid19_spatialplanning_eng1.pdf
- United Nations (2020). Policy Brief: COVID-19 in an Urban World. <https://bit.ly/2XwrQYT>
- UNODC (2020). Accountability and the prevention of corruption in the allocation and distribution of emergency economic rescue packages in the context and aftermath of the COVID-19 pandemic. <https://bit.ly/3qF8YnB>
- UNODC (2020). Guidelines on Prevention of Corruption during the Covid-19 Pandemic. <https://bit.ly/3aDw3l6>
- Transparency International Corruption Perceptions Index;
- World Bank Worldwide Governance Indicators (Control of Corruption);
- World Justice Project Rule of Law Index;

Schedule

Presentation (10:30-11:30)

Activity(11:30-12:00)

12:00-13:30

Lunch Break



13:30-16:30	Module 3.7: Resource Allocation and Capacity Development
<p>Content</p>	<p>This module introduces concepts of effective public finances in line with the Principles of Addis Ababa Action Framework and recommendations of the Inter-agency Task Force for Financing for Development. It highlights different steps and critical factors for their implementation in line with a country’s fiscal, political, and administrative decentralization context. It will examine how local governments can address financial gaps for addressing SDGs by unlocking private finance. It will examine how local governments can capture financing in the context of decentralization and the challenges in this regard. Concepts of participatory budgeting will also be explored as potential drivers for SDG advancement. This module will explore how resources are allocated in central to local budgeting processes, examining country cases from attending participants. Countries will be encouraged to provide practical lessons learned in their contexts – examining how rural municipalities or peri-urban ones are especially challenged in capturing resources. This module also discusses building capacities for effective and responsive local government in terms of human resources and technologies.</p> <p>Case Studies:</p> <ul style="list-style-type: none"> • Grassroots participatory budgeting in the Philippines • Integrated Bottom-Up E-Planning and E-Budgeting – example of Indonesia • Social Impact Bonds for Employment – Colombia <p>Activity</p> <ul style="list-style-type: none"> • Financial Innovations to Address Local Challenges • Reviewing and assessing financial readiness in institutions
<p>Learning Outcomes</p>	<p>Reshaping both national and local financial systems in line with sustainable development</p> <ul style="list-style-type: none"> • Learn various financing mechanisms for SDG localization • Putting basic building blocks in place: investing in infrastructure and skills to be digital-ready • Understand different mechanisms for building capacity of local government • Develop civil service skills for public value
<p>Key Readings</p>	<ul style="list-style-type: none"> • Hege, E., & Brimont, L. (2018). Integrating SDGs into national budgetary processes. <i>Studies</i>, (05/18). • OECD (2017). <i>Skills for a High Performing Civil Service</i>. • Pineiro, A., Dirheixh, H., & Dhar, A. (2018). <i>Financing the sustainable development goals: Impact investing in action</i>. • PRIA Global Partnership (2011). <i>Capacity Development of Local Governance Institutions in South Asia</i>. • SDNS, U. (2016). <i>Getting Started with the SDGs in Cities—a Guide for Stakeholders</i>. SDSN/GiZ. • UN (2018). <i>Financing for Development: Progress and Prospects</i> • UN (2020). <i>Economic and Social Council forum on financing for development follow-up</i>. • UN DESA (2019). <i>Financing for Sustainable Development Report 2019</i>. • UN DESA (2020). <i>Financing for Sustainable Development Report 2020</i>. • UNDP (). <i>Development Finance Assessment and Integrated Financing Solutions Achieving the Sustainable Development Goals in the Era of the Addis Ababa Action Agenda</i>. • UNDP (2016). <i>Financing the SDGs in the Least Developed Countries (LDCs): Diversifying the Financing Tool-box and Managing Vulnerability</i>. • UNDP (2019). <i>Integrated Financing Solutions</i>. • United Nations (2019). <i>Roadmap for financing the 2030 agenda for sustainable development</i>. • Venice City Solutions 2030 – <i>Financing the SDGs at Local Level</i>.
<p>Schedule</p>	<p>Presentation (13:30-14:00) Activity (14:00-14:30) Presentation (14:30-15:00) Activity (15:00-15:30) Presentation (15:30-16:00) Activity (16:00-16:30)</p>
<p>16:30-17:00</p>	<p>Day 3 Wrap up and Reflection</p>



Day 4: Monitoring, Evaluation, and Reporting

Day 4: Monitoring, Evaluation, and Reporting	
09:00-12:00	Module 4.1: Monitoring and Evaluation
Content	<p>The scale and scope of the 2030 Agenda for Sustainable Development, which has 231 indicators, present a challenge for governments to effectively monitor and evaluate progress. There is a need to ensure that efforts are informed by evidence and that necessary data are available to track progress and promote accountability, particularly for communities at risk of being left behind. The SDGs will be monitored and assessed through a system of 231 indicators. Many of these indicators can be localized by gathering data at the territorial level.</p> <p>Monitoring and evaluating progress within the SDGs poses several challenges for national, local and subnational governments, as there are many possible differences between them in terms of capacity, awareness, technologies, financing, communicating strategies and data collection.</p> <p>Participants will learn how to tailor M&E of SDG into national and local policies. This module will also focus on various approaches to monitor and evaluate SDGs at national and local level.</p> <p>Case Studies</p> <ul style="list-style-type: none"> • Learning from countries' experience • Monitoring implementation of the 2030 Agenda in Estonia • A German example of local-scale monitoring <p>Activity</p> <ul style="list-style-type: none"> • 'Critical success factor' checklist for developing a national M&E system • Discussion on evaluation questions derived from 2030 Agenda principles • Discussion on successful experience and good practices in terms of effective monitoring and evaluation of progress for the achievement of SDGs
Learning Outcomes	<ul style="list-style-type: none"> • Understand the rationale of undertaking M&E • Learn to integrating SDG M&E into national policy frameworks • Learn the steps in monitoring and evaluating SDG at the national and local level • Learn how to localizing the follow-up of the 2030 Agenda
Key Readings	<ul style="list-style-type: none"> • A Guide To Assist National And Local Governments To Monitor And Report On Sdg Goal 11+ Indicators Monitoring Framework - Definitions - Metadata - Un-Habitat Technical Support. • Bamberger, M. (2016). Integrating big data into the monitoring and evaluation of development programmes. New York: Global Pulse/Rockefeller Foundation. • Bamberger, M., Segone, M., & Tateossian, F. (2016). Evaluating the Sustainable Development Goals With a "No one left behind" lens through equity-focused and gender-responsive evaluations. New York: UN Women • Guillan-Montero, A., & Le Blanc, D. (2019). The role of external audits in enhancing transparency and accountability for the Sustainable Development Goals • ITU (2019). SDG Digital Investment Framework - A whole-of-Government Approach to Investing in Digital Technologies to Achieve the SDGs. • Loquai, C., & Le Bay, S. (2007). Building capabilities for monitoring and evaluating decentralisation and local governance: experiences, challenges and perspectives. • Sustainable Development Solutions Network. (2015). Data for development: A needs assessment for SDG monitoring and statistical capacity development. Sustainable Development Solutions Network. • UNDP (2017). Monitoring to Implement Peaceful, Just, and Inclusive Societies.
Schedule	<p>Presentation (09:00-09:30)</p> <p>Activity (09:30-10:00)</p> <p>Presentation (10:00-10:30)</p> <p>Activity (10:30-11:00)</p> <p>Presentation (11:00-11:30)</p> <p>Activity (11:30-12:00)</p>
12:00-13:30	Lunch Break



13:30-16:30	Module 4.2: Reporting SDGs
<p>Content</p>	<p>Many countries are making concerted progress and reporting on the SDGs, especially through the Voluntary National Reviews (VNR) presented annually during the High-Level Political Forum on Sustainable Development. Still, countries have also expressed that communicating the SDGs and reporting on progress is a challenge. The module will share cases of Voluntary National Review development and the challenges and solutions countries have faced in this process. Best practices in communicating and reporting progress on the SDGs will be shared for replication.</p> <p>The 2030 Agenda and the Sustainable Development Goals (SDGs) provide local and regional governments with an unprecedented opportunity to contribute to the achievement of global targets and participate as peers in the post-2015 vision and sense of purpose of the international community. It is argued that 65% of the SDGs could not be achieved unless local government is fully and equitably involved in implementation. Over the past few years, the localization of the SDGs has brought about huge strides in awareness, engagement and commitment at all levels of governance and, in particular, from the bottom up.</p> <p>Participants will also learn the key features of VLRs and a set of recommendations to invite many more local governments to undertake this effort and contribute local data, information, experiences and practices for others to learn and build upon.</p> <p>Case Studies</p> <ul style="list-style-type: none"> • India – Vertical Coordination to Develop the SDG India Index 2018 • Bangladesh SDG Tracker <p>Activity</p> <ul style="list-style-type: none"> • Where would the participation of local and regional governments benefit the VNR process and SDG monitoring as a whole? • Your Roadmap to Reporting: Your role in the reporting process • Your Roadmap to Reporting: Involving Stakeholders
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Learn and adapt approaches to National SDG reporting • Understand the elementary building blocks and the basic, practical information on the steps that countries may take when preparing VNRs • Provide a deeper analysis of the core principles that should underpin the VLR process, while also outlining different approaches and practical steps to undertake it • Provides specific guidance to help LRGs prepare their VLR
<p>Key Readings</p>	<ul style="list-style-type: none"> • Fernando Ortiz-Moya, Hirotaka Koike, Junko Ota, Yatsuka Kataoka, and Junichi Fujino (2020). STATE OF THE VLR 2020 —Local Action for Global Impact in Achieving the SDGs. • SDG National Reporting Initiative (2019). Achieving the SDGs with national reporting platforms. • The 2nd LRGsForum at the UN General Assembly (2019): Driving transformational change for the people and the planet from cities and regions. • The Center for Open Data Enterprise (2018). Strategies for SDG reporting. • UCLG (2020). A Guideline for Voluntary Local Reviews. • UN DESA (2020). Multi-stakeholder engagement in 2030 Agenda implementation: A review of Voluntary National Review Reports (2016-2019). • UN DESA (2020). VNR Handbook. • UN. Voluntary common reporting guidelines for voluntary national reviews at the high-level political forum for sustainable development (HLPF). • UNESCAP (2020). Asia and the Pacific SDG Progress Report 2020. https://www.unescap.org/publications/asia-and-pacific-sdg-progress-report-2020 • Video: Local and Regional Governments Commit to the Voluntary Local Review Declaration, SDG Action Zone during the High-Level Week.
<p>Schedule</p>	<p>Presentation (13:30-14:00) Activity: (14:00-14:30) Presentation (14:30-15:00) Activity(15:00-15:30) Presentation (15:30-16:00) Activity(3:16:00-16:30)</p>
<p>16:30-17:00</p>	<p>Day 4 Wrap up and Reflection</p>



Day 5: Action Plan for Accelerating Change	
09:00-12:00	Module 5: Action Plan for Accelerating Change
Content	<p>The module allows time for the preparation, review, presentation, and submission of country Change Project proposals. It will allow learners to develop impact-oriented Change Projects that can also be evaluated by UN DESA through follow up in six-months or one-year post participation in the training. Countries will present their final Change Projects for UN DESA follow up at the conclusion of the module. This module also serves as the culmination of the training.</p> <p>The session also leads to an analysis of the learnings during the course as well as an understanding of potential changes that need to be done to the course content and methodological approach.</p>
Learning Outcomes	<ul style="list-style-type: none"> • Reflection of Lessons learned as a result of the course • Review of potential follow up actions and next steps planned by country participants • Review of feedback and participant recommendations to strengthen the overall course
Schedule	09:00-12:00: Identification and roadblocks and opportunities activity
12:00-13:30	Lunch Break
13:30-16-30	Module 5: Action Plan for Accelerating Change (Continued)
Schedule	<p>13:30-14:30: Completion of Change Project</p> <p>14:30-15:30: Presentation on Change Project</p> <p>15:30-16:30: Lessons and impressions (Key Takeaway)</p>
16:30-17:00	Course Evaluation by Participants & Closing Session