# Syllabus of the UN DESA Training Toolkit "Effective National to Local Public Governance for SDG Implementation"

## Background

The United Nations General Assembly Resolution A/RES/69/327 emphasizes the growing need to strengthen public institutions and public services in support of sustainable development. The 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs) aim to strengthen government institutions, including at the local level. SDG 16 aims to achieve "peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels" and SDG 11 aims to "make cities and human settlements inclusive, safe, resilient and sustainable". SDG 11 outlines ten specific targets related to housing, transport, cultural and natural heritage, disaster prevention, air quality, access to green public spaces, climate change, among others for local government to achieve.

The implementation of the 2030 Agenda will depend on how the SDGs are coordinated and implemented through national to local governance. The UN Committee of Experts on Public Administration (CEPA) calls for elaborating local 2030 Agendas, which could link global goals to local action, and raise awareness of sustainable development. The relationship between national and local governments should be based on effective collaboration and coordination, and resources of local governments should be commensurate with their responsibilities. According to the World Public Sector Report 2018, these resources depend on national decentralization policies related to fiscal, administrative and political areas - where some countries have increased political decentralization, but not fiscal decentralization. Capacity development must account for national decentralization contexts, noting that some local governments are limited by national to local governance policies requiring reform.

Sub-national governments are in a unique position to engage all stakeholders in designing policies and development strategies. However, they sometimes lack the central government's level of information and capacity to implement the SDGs. The role of local and sub-national governments is critical to achieve the SDGs and leave no one behind, given their proximity to and understanding of the challenges their communities face and the mandate to deliver key public services effectively such as education, health, housing, energy, water and sanitation. While Sub-national governments require increased knowledge and skills on the SDGs to ensure institutional effectiveness locally, many have already engaged substantially in implementing the SDGs and their experiences could be valuable to inspire policies at the national level. Multilevel coordination, dialogue and exchange are hence essential for policy coherence and impact of development.

Rapid urbanization trends pose great challenges to central and local governments in terms of their capacity to realize the SDGs. The Quito Declaration on Sustainable Cities and Human Settlement for All (HABITAT 3's New Urban Agenda) contains more than 70 recommendations agreed by the UN Member States and civil society to strengthen national to local public governance for

sustainable development. Strengthening capacities of national and local government to achieve sustainable development is noted as a core priority area.[1] The implementation of the declaration "will depend largely on the skills and capacity of urban stakeholders to understand urbanization, transform propositions into actions, develop and make use of tools and knowledge to guide cities towards a sustainable future" …... as well as on transforming the urban governance system's "institutional and organizational environment". [2]

The share of the world's population living in urban areas is expected to increase from 55 per cent in 2016 to 62 per cent in 2035 and may approach 68 per cent by 2050.[3] The number of people living in slums with limited access to basic public services will increase, and inequality will rise. Issues related to housing, sanitation, transportation and health will become increasingly difficult to deal with due to over-population and inadequate infrastructure. Innovative strategies and approaches in urban planning, job creation, social services and environmental protection, among others, will be required to advance sustainable development. The joint UNDP-World Bank Group Report shows that gaps in local delivery capacity were a major factor in determining the success or failure of efforts to reach the internationally agreed goals.[4]

Effective public governance, through better national-to-local coordination for policy coherence and a streamlined process of stakeholder engagement for inclusive and participatory decision-making process, is essential in response to the COVID-19 pandemic for mobilizing whole-of-society efforts and building public trust. In particular, the COVID-19 pandemic has underscored the crucial role of local governments as the first responders for delivering essential services. They play an essential role in guaranteeing rights protection via local public service provision, including to the most vulnerable populations living in informal settlements or slums within and around cities as well as older persons, women, children, persons with disabilities, migrants, and refugees.

An increasing number of UN Member States have shown strong commitment to closely engage and collaborate with sub-regional and local governments in realizing the SDGs. The 2017 Regional Symposium organized by UN DESA/DPIDG in the Republic of Korea on "Building Effective, Accountable and Inclusive Institutions and Public Administration for Advancing the 2030 Agenda for Sustainable Development" noted in its outcome messages that "implementation of the SDGs is taking place largely at local level. It is important to sensitize local leaders to the 2030 Agenda, to keep them engaged and to identify champions". Outcome messages of the 2018 UN Public Service Forum's Workshop on Governance to Localize the SDGs noted that "countries should aim to increase collaboration between central and local governments and decentralized governance ... with SDG institutionalization occurring at multiple levels to increase equity and accountability as part of a long-term development strategy." Multi-level governance and local to national implementation of the SDGs are thus interlinked processes.[5]

[1] Quito declaration - HABITAT 3. New Urban Agenda, 2017. Online at: http://habitat3.org/wp-content/uploads/NUA-English.pdf
[2] HABITAT 3, 2016. CAPACITY BUILDING AND KNOWLEDGE FORM THE FOUNDATION OF THE NEW URBAN AGENDA. Online at: http://uni.unhabitat.org/wp-content/uploads/sites/7/2015/06/Capacity-Building-in-New-Urban-Agenda-HABITAT-III.pdf
[3] United Nations (2018) Revision of World Urbanization Prospects, Department of Economic and Social Affairs, United Nations, New York. https://population.un.org/wup/Publications/Files/WUP2018-Report.pdf
[4] Mahmoud Mohieldin, "The localization of the Sustainable Development Goals: Implementing the SDGs in Colombia, Indonesia, and Kenya", The World Bank Sustainable Cities article (October 2017). Available from http://blogs.worldbank.org/sustainablecities/localization-sustainable-development-goals-implementing-sdgscolombia-indonesia-and-kenya
[5] "From the perspective of the implementation of the 2030 Agenda, multi-level governance is expected to contribute to the effective localization of the SDGs. Not only do the perspectives and information provided through the exchange and collaboration of multiple levels of government contribute to better designed strategies, policies and objectives, but ongoing coordination supports consistent and coherent implementation.

In response to the expressed requests by member states received through these key activities, UN DESA's Division for Public Institutions and Digital Government (DPIDG) aims to develop a training toolkit to increase the knowledge, skills and overall capacity of national to local governments and strengthen institutional coordination for the SDGs. The training toolkit and module topics covered herein are developed according to these expressed needs by Member States. For example, in the follow-up impact evaluation from the August 2018 "Sri Lanka Forum on Strengthening the Capacities of Public Administration in Island States", Papua New Guinea requested support on "monitoring and evaluation process, how to ensure policy coherence, how to link plans to budgeting and the means to localize the SDGs." UN Member States also noted that strengthening national to local coordination among government institutions to achieve the SDGs is a multi-faceted capacity gap.[6] During the November 2019 Regional Symposium countries also highlighted their key challenge of integrating and implementing the SDGs from national to local levels. Countries such as India, Cambodia, Philippines, and many more requested a training toolkit that could be delivered according to their country contexts. These expressed needs and considerations gathered through key activities, evaluations, and country consultations serve as the background to this Syllabus' modules and topics covered herein.

## Objectives and key features

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

Upon successful completion of the course, learners should be able to discuss the concept of sustainable development, be able to see how it translates into realities of the communities and relate development plans to SDGs. They will be familiarized with selected methodologies and good practices that will assist them in planning and implementing sustainable development policies and programmes in a course of problems identification, developing solutions and putting these solutions into practices.

The learning process will be highly participatory with learners encouraged to take different positions with regards to sustainable development principles and practices. A special emphasis would be put to providing various interpretations of these concepts and strategies by stakeholders, guided by local cultures and contexts, in response to the challenges of sustainable development. The learners will be encouraged to work with discussion of multiple solutions for sustainability challenges.

*Considerations in applying the toolkit according to the diversity of country contexts*:

Focus on implementation:

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Ultimately, SDG localization and multi-level governance are interdependent processes which can take advantage of synergies and opportunities across jurisdictions." World Public Sector Report, 2018. Accessed at: http://workspace.unpan.org/sites/Internet/Documents/UNPAN98146.pdf

[6] Member states that have conducted Voluntary National Reviews reporting progress on the Sustainable Development Goals have cited coordination as a continued, but complex challenge resting on the development of capacities in other areas such as finance, technology transfer, statistical and data gaps at local level and more. Source: Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development, UN DESA, 2017. Online at: http://workspace.unpan.org/sites/Internet/Documents/UNPAN97468.pdf

- ✓ While familiarity with SDGs is growing at different levels of governments, it still remains largely not acted upon to the extent needed. It does not imply absence of development actions but rather lack of broader or/and long-term ambitions and cross-sectoral considerations that are required for achieving SDGs.
- ✓ With many materials available on implementing the SDGs, significant part of it is written from outside-in approach that informs without giving sufficient options for internalizing SDGs according to national and especially local realities. The proposed Toolkit aspires to compliment sharing of inspirational good practices with practical "how to" exercises.

**Focus on preparation:**

- ✓ Prior to training it is suggested that participant share and reflect on their public governance systems, as well as (potentially) ongoing governance reforms especially in terms of decentralization. It is important to reflect on how decentralization and similar reforms can advance SDGs implementation at local level and what challenges this presents as well. Trainers must also bear this in mind as there is a diversity of governance systems across UN Member States.
- ✓ Prior to implementing this syllabus and the training toolkit, it is critical to provide guidance to any additional facilitators of the learning processes to understand the target audience context and points noted above.

Focus on immediate application of knowledge and skills:

- ✓ To facilitate immediate practice and application of the concepts and tools in the context of participants' work, participants will apply new knowledge to their 'Change Project' – a project that participants aspire to implement upon return to their duties. Change Projects are to be selected prior to joining the course.

Flexibility of design:

- ✓ The Syllabus is designed in a manner that allows facilitators to tailor-make it for the specific context by focusing on specific modules or adjusting time spent on different part of the Toolkit.

## Learning Outcomes

The learning outcomes for this training toolkit are designed around the often-expressed challenges of strengthening national to local government coordination and institutional effectiveness for the SDGs. Therefore, expressed institutional barriers, where this toolkit aims to break these barriers for more effective achievement of the SDGs and highlight the role of local government. After participating in this training, participants will be able to:

1. 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.

2. Mobilize whole-of-government approaches for strengthening vertical coordination and aligning national to local planning to accelerate progress on the Sustainable Development Goals
3. Implement whole-of-society approach for national to local planning to ensure effective stakeholder engagement in public governance and leave no one behind
4. Identify and apply various innovating financing to advance local SDG implementation
5. Develop a governance strategy and roadmaps on monitoring, evaluating and accelerating SDG implementation at the local level while communicating progress.
6. 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

## Training Course Content

The course consists of combination of the in-class lectures, seminars and course assignments. The feedback on the assignments will be given in-class, following groups' reporting. Full attendance and participation in the assignments is required to fulfill requirements of the course. Four themes (See Table 1. Tentative Schedule of the Training) represent the core topics addressed by respective Modules. Each module is broken into sub-topics covering topics requested by UN member states. The first module includes a module which is introductory and concepts-driven that could also be taken prior to on-site training via distance learning.

Strengthening Institutional Effectiveness for SDGs: Module 2 aims at enhancing the participants' understanding of effective institutions and their arrangements. It will examine whole-of-government and whole-of-society approaches and the need for localization of the SDGs.

Localizing the SDGs: Module 3 will focus on regional and global trends of localization. Vertical integration for policy coherence and consultation process for policy formulation will be looked at. It will also examine the coordination between the national and local governments as well as required planning and resource mobilization. Furthermore, one module will inform the national and local governments on reducing health risks and consequences of emergencies and disasters from the perspective of governance.

Monitoring, Evaluation, and Reporting: Module 4 will examine monitoring and evaluation for the successful implementation of the SDG and types of reporting available for tracking progress.

Action plan for Accelerating Change: Module 5 will focus on the participants' own action plan for applying the principles and tools learned during the workshop to present a concrete follow up action. The participants will have a chance to present their "Change Project".

**Syllabus**

The toolkit is comprised of the following modules and sessions that can be used to conduct regional or national training:

- **Module 1: Course Overview**
- **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**
- **Facilitation**
- **Evaluation**

**Methodology**

This toolkit is a set of comprehensive and fully customizable training material, which includes an overall presentations and exercises. It can be used as direct training or training of trainers. The course consists of a combination of in-class lectures, seminars, and course assignments. The feedback on the assignments will be given in-class, following groups' reporting. Full attendance and participation in the assignments are required to fulfill the requirements of the course. The Syllabus is designed in a manner that allows facilitators to tailor-make it for the specific context by focusing on specific modules or adjusting the time spent on different parts of the Toolkit.

# Table 1. Tentative schedule of the training course

| | 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 Overview**<br>*Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity*<br>(09:00-10:00)<br><br>**Module 2.1: Effective Accountable and Inclusive Institutions**<br>*Presentation* (10:00-10:15)<br>Activity (10:15-10:30)<br>Presentation (10:30-10:45)<br>*Activity* (10:45-11:00)<br>**Module 2.2: Institutional Arrangements**<br>*Presentation* (11:00-11:15)<br>*Activity* (11:15-11:30)<br>*Presentation* (11:30-11:45)<br>*Activity* (11:45-12:00) | **Module 3.1: Regional and Global Trends of Localization**<br><br>*Presentation* (09:00-09:30)<br>*Activity* (09:30-10:30)<br><br><br>**Module 3.2: Vertical Integration for Policy Coherence**<br><br>*Presentation* (10:30-10:45)<br>*Activity* (10:45-11:00)<br><br>*Presentation* (11:00-11:25)<br>*Activity* (11:25-12:00) | **Module 3.5: National to Local Planning**<br><br>*Presentation* (09:00-09:20)<br>*Activity* (09:20-09:50)<br>Presentation (09:50-10:10)<br>Activity (10:10-10:30)<br>**Module 3.6: National to Local Governance for Effective Health Emergency Management**<br><br>*Presentation* (10:30-11:30)<br>Activity (11:30-12:00) | **Module 4.1: Monitoring and Evaluation**<br><br><br>*Presentation* (09:00-09:30)<br>*Activity* (09:30-10:00)<br>Presentation (10:00-10:30)<br>Activity (10:30-11:00)<br>Presentation (11:00-11:30)<br>Activity (11:30-12:00) | **Module 5: Action Plan for Accelerating Change**<br><br>*Identification and Roadblocks and Opportunities*<br><br>(09:00-12:00) |
| | Lunch Break | | | | |
| **Afternoon Session** | **Module 2.3: Whole-of-Government Approach**<br>*Presentation* (13:30-14:00)<br>*Activity* (14:00-14:30)<br><br>**Module 2.4: Whole-of-Society Approach**<br>*Presentation* (14:30-14:45)<br>*Activity* (14:45-15:00)<br>*Presentation* (15:00-15:15)<br>*Activity* (15:15-15:30)<br>**Module 2.5: Need for Localization of SDGs**<br>*Presentation* (15:30-16:00)<br>*Activity* (16:00-16:30) | **Module 3.3: Consultation Process for Policy Formulation**<br><br>*Presentation* (13:30-13:45)<br>*Activity (13:45-14:15)*<br>*Presentation (14:15-14:30)*<br>*Activity* (14:30-15:00)<br><br><br>**Module 3.4: Localization from National to Sub-National**<br><br>*Presentation* (15:00-15:30)<br>Activity (15:30-15:50)<br>Presentation (15:50-16:10)<br>*Activity* (16:10-16:30) | **Module 3.7: Resource Allocation and Capacity Development**<br><br>*Presentation* (13:30-14:00)<br>*Activity* (14:00-14:30)<br>*Presentation* (14:30-15:00)<br>*Activity* (15:00-15:30)<br>Presentation (15:30-16:00)<br>*Activity (16:00-16:30)* | **Module 4.2: Reporting SDGs**<br><br><br>*Presentation (13:30-14:00)*<br>*Activity* (14:00-14:30)<br>*Presentation (14:30-15:00)*<br>*Activity* (15:00-15:30)<br>*Presentation (15:30-16:00)*<br>*Activity (3:16:00-16:30)* | **Module 5: Action Plan for Accelerating Change**<br><br>*Completion & Presentation of Change Project*<br>(13:30-15:30)<br><br>*Lessons and impressions*<br>(15:30-16:30)<br><br>*Course Evaluation by Participants & Closing Session*<br><br>(16:30 -17:00) |
| | ***Wrap-up & Reflection***<br>(16:30 -17:00) | ***Wrap-up & Reflection***<br>(16:30 -17:00) | ***Wrap-up & Reflection***<br>(16:30 -17:00) | ***Wrap-up & Reflection***<br>(16:30 -17:00) | |

# Detailed Overview of Syllabus (Day by Day Agenda)

| Effective National to Local Public Governance for SDG Implementation | |
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| **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** | 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). **Activity**<br><br>• Reviewing the CEPA 11 Principles of Effective Governance for Sustainable Development<br>• Activity on effective institutions |
| **Learning Outcomes** | • Learn the concept of effective institutions<br>• Identify the need of effective Institutions for SDGs implementation<br>• Understanding why effective institutions is vital for SDG implementation<br>• Identify approaches to effective institution building<br>• Understanding institutional roles and responsibilities |
| **Key Readings** | • 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<br>• Economic, U. N., & Council, S. (2018). Committee of Experts on Public Administration. Report on the seventeenth session. https://publicadministration.un.org/en/CEPA/session17<br>• Economic, U. N., & Council, S. (2019). Committee of Experts on Public Administration. Report on the eighteenth session. https://publicadministration.un.org/en/CEPA/Session18<br>• Islam, R. (2018). One more time: what are institutions and how do they change?. The World Bank. http://documents.worldbank.org/curated/en/261701525108237527/One-more-time-what-are-institutions-and-how-do-they-change<br>• Kempe Ronald Hope Sr. (2019): Peace, justice and inclusive institutions: overcoming challenges to the implementation of Sustainable Development Goal 16, Global Change, Peace & Security, DOI: 10.1080/14781158.2019.1667320 |

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| | - OECD. (2015). Building More Effective, Accountable, and Inclusive Institutions for All. https://www.oecd.org/dac/_POST-2015%20effective%20and%20accountable%20institutions.pdf<br>- World Bank. Public Sector Board. (2000). Reforming public institutions and strengthening governance: a World Bank strategy. World Bank. http://documents.worldbank.org/curated/en/994411468766776323/Reforming-public-institutions-and-strengthening-governance-a-World-Bank-strategy<br>- 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<br>- UN-HABITAT (2020).Governance Assessment Framework for Metropolitan, Territorial and Regional Management. https://unhabitat.org/sites/default/files/2020/10/gaf-mtr.pdf |
| **Schedule** | Presentation (10:00-10:15)<br>Activity (10:15-10:30)<br>Presentation (10:30-10:45)<br>Activity (10:45-11:00) |
| **11:00-12:00** | **Module 2.2: Institutional Arrangements** |
| **Content** | 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.<br><br>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.<br><br>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.<br><br>**Case Studies**<br><br>- Pakistan: Institutional Coordination and Oversight |

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| | • SDGs national coordination team in Indonesia<br>• Institutional structure for SDG implementation in Nigeria<br>• Institutional arrangement for SDG implementation in Sierra Leone<br><br>**Acitivity**<br>• Discussion on Institutional Arrangements for the Implementation of the 2030 Agenda<br>• Short Discussion on Horizontal and Vertical Coordination |
| **Learning Outcomes** | • Understanding the importance of institutional arrangements for SDGs implementation<br>• Understanding how institutional arrangements can be strengthened<br>• Learn about different types of institutional arrangements<br>• Identify approaches horizontal and vertical coordination<br>• Increased understanding of cross-sectoral coordination |
| **Key Readings** | • Economic, U. N., & Council, S. (2018). Committee of Experts on Public Administration. Report on the sixteenth session. https://publicadministration.un.org/en/CEPA/session16<br>• UN ESCAP (2019). Report of the Sixth Asia-Pacific Forum on Sustainable Development. https://www.unescap.org/sites/default/files/APFSD6_3E_1.pdf<br>• UNDP (2017). Institutional and Coordination Mechanisms: Guidance Note on Facilitating Integration and Coherence for SDG Implementation. t.ly/UUD0<br>• 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<br>• 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<br>• United Nations (2019). Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. t.ly/2yzQ<br>• United Nations (2020). Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. t.ly/rFjb<br>• Tasan-Kok T. and Vranken J (2011), Handbook for Multilevel Urban Governance in Europe |
| **Schedule** | Presentation (11:00-11:15)<br>Activity (11:15-11:30)<br>Presentation (11:30-11:45)<br>Activity (11:45-12:00) |
| 12:00-13:30 | Lunch Break |
| **13:30-14:30** | **Module 2.3: Whole-of-Government Approach** |

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| **Content** | 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.<br><br>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.<br><br>**Case Studies**<br><br>• Belize: A strategy for strengthening cross-sectoral coordination<br>• Georgia: An evolving institutional landscape to implement and review the 2030 Agenda<br>• Guatemala: A strategy for coordinating different levels of government<br>• Mongolia: Aligning policies to the 2030 Agenda and strengthening policy coherence<br>**Activity**<br>• Discussion on the challenges and opportunities of coordination mechanisms |
| **Learning Outcomes** | • Understand what is whole of government, its need for SDG implementation<br>• Explores the barriers and enablers to whole of government work<br>• Identify the main strengths and challenges of different coordinating structures and common features in the organization of these structures.<br>• Understanding the rationale of whole of government to localizing and achieving the SDGs |
| **Key Readings** | • Colgan, A., Kennedy, L.A., and Doherty, N. (2014) A Primer on implementing whole of government approaches. Dublin: Centre for Effective Services. t.ly/rkXJ<br>• Global Alliance (2019). Enabling the implementation of the 2030 Agenda through SDG 16+: Anchoring peace, justice, and inclusion. t.ly/t1z1<br>• ITU (2019). SDG Digital Investment Framework A Whole-of-Government Approach to Investing in Digital Technologies to Achieve the SDGs. https://www.itu.int/dms_pub/itu-d/opb/str/D-STR-DIGITAL.02-2019-PDF-E.pdf<br>• Karina Cázarez-Grageda (2019). The whole of government approach: Initial lessons concerning national coordinating structures for the 2030 Agenda. https://www.partners-for-review.de/wp-content/uploads/2019/09/Whole-of-Government-P4R-Discussion-paper-2019.pdf<br>• OECD (2006). Whole of Government Approaches to Fragile States. https://www.oecd.org/dac/conflict-fragility-resilience/docs/37826256.pdf |

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| | • OECD (2011), Estonia: Towards a Single Government Approach, OECD Public Governance Reviews, OECD Publishing. http://dx.doi.org/10.1787/9789264104860-en |
| **Schedule** | Presentation (13:30-14:00)<br>Group Work (14:00-14:30) |
| **14:30-15:30** | **Module 2.4: Whole-of-Society Approach** |
| **Content** | 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.<br><br>The module also introduces approaches and tools for Strengthening Stakeholder Engagement for the SDGs.<br><br>**Case studies**<br>• Experience of Timor Leste's multi-stakeholder engagement<br>• Planning for effective engagement in Mauritius<br>• Working with non-state actor representative bodies to develop an inclusive VNR in Chile<br>• Partnership to ensure iterative engagement in Cameroon<br><br>**Activity**<br>• Stakeholder Engagement – Basic Questions & Challenges<br>• Setting Up a Stakeholder Engagement Plan |
| **Learning Outcomes** | • Strengthened understanding of the importance of stakeholder engagement in SDG implementation at the local level<br>• Explore the challenges of stakeholder identification and engagement<br>• Ability to define principles for stakeholder classification and strategies for their engagement and their potential application locally to tackle SDG targets and local challenges<br>• Understanding of possibilities for integrating stakeholder perspectives into planning processes from the beginning |
| **Key Readings** | • BCCIC( 2019). A whole-of-society approach: Partnerships to realize the 2030 Agenda. https://www.bccic.ca/32844-2/<br>• 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. http://sdghelpdesk.unescap.org/e-library/whole-society-approach-levels-engagement-and-meaningful-participation-different |

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| | • Marchessault, L. (2015). Public participation and the budget cycle: Lessons from country examples. London: Global Initiative for Fiscal Transparency. http://www.fiscaltransparency.net/resourcesfiles/files/20151116137.pdf<br>• UN DESA (2020). Multi-stakeholder engagement in 2030 Agenda implementation: A review of Voluntary National Review Reports (2016-2019). t.ly/2Uhi<br>• 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 |
| **Schedule** | Presentation (14:30-14:45)<br>Activity (14:45-15:00)<br>Presentation (15:00-15:15)<br>Group Work (15:15-15:30) |
| **15:30-16:30** | **Module 2.5 : Need for Localization of SDGs** |
| **Content** | 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.<br><br>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.<br><br>This module introduces the need for SDG localization. This module aims to support nationa, 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.<br><br>**Case Studies**<br>• Various short cases on Localizing the 2030 Agenda<br>**Activity**<br><br>• Why SDGs are important for local & regional government and vice versa? |
| **Learning Outcomes** | • Understanding of the concept and importance of localization of SDGs<br>• Support to Improving of localization strategy<br>• Understand why SDGs are Important for Local & Regional Government<br>• Learn the importance of LRGs for SDGs |
| **Key Readings** | • Oosterhof, P. D. (2018). Localizing the Sustainable Development Goals to Accelerate Implementation of the 2030 Agenda for Sustainable Development. t.ly/4ijv |

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| | <ul><li>Reddy, P. S. (2016). Localising the sustainable development goals (SDGs): the role of local government in context.</li><li>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.</li><li>Taskforce, G. (2016). Roadmap for localizing the SDGs: Implementation and monitoring at subnational level. Global Taskforce of Local and Regional Governments.</li><li>UCLG (2018). The Sustainable Development Goals: What Local governments need to know. https://www.uclg.org/en/media/news/sustainable-development-goals-what-local-governments-need-know</li><li>UN-Habitat, UNDP & GTF of Local and Regional Governments. Localizing the post-2015 development agenda- dialogues on implementation. s.l. : United Nations, 2015. Available at: https://www.uclg.org/sites/default/files/dialogues_on_localizing_the_post-2015_development_agenda.pdf</li><li>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.</li><li>VVSG (2020) Inspiration Guide - Integrating the SDGs into your Multi-Annual Policy Plan. http://www.cib-uclg.org/cib-library/content/vvsg-inspiration-guide-integrating-sdgs-your-multi-annual-policy-plan</li><li>The Sustainable Development Goals: What Local Governments Need to Know</li><li>From MDGs to Sustainable Development For All: Lessons from 15 Years of Practice</li><li>Local and Regional Voices on the Global Stage: our Post-2015 Journey</li><li>Roadmap for localizing the SDGs: Implementation and Monitoring at Subnational Level</li><li>Getting started with the SDGs in Cities: a Guide for Local Stakeholders</li><li>Localizing the Post-2015 Development Agenda: Dialogues on Implementation</li><li>Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels</li></ul> |
| **Schedule** | Presentation (15:30-16:00)<br>Group Work (16:00-16:30) |
| **16:30-17:00** | **Day 1 Wrap up and Reflection** |

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| **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'.[7] 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. <br><br> 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. <br><br> This module offers the glimps 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'. <br><br> **Activity** <br><br> • Local and Regional Governments Involvement in national coordination mechanisms and strategies |
| **Learning Outcomes** | • Understanding the global trends of SDG localization trends <br> • Learn the different approaches to coordinate and align between national and subnational-level for SDG localization <br> • Understanding how LRGs can be involved in SDG localization <br> • Finding the gap of SDG localization process between the World region |
| **Key Readings** | • UCLG (2019).  Towards the localization of the SDG. <br> • Fernando Ortiz-Moya, Hirotaka Koike, Junko Ota, Yatsuka Kataoka, and Junichi Fujino (2020). STATE OF THE VOLUNTARY LOCAL REVIEWS 2020 —Local Action for Global Impact in Achieving the SDGs. <br> • Tony Pipa and Max Bouchet (2020). Next generation urban planning Enabling sustainable development at the local level through voluntary local reviews (VLRs). |

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[7] United Nations Secretary-General, "Progress towards the Sustainable Development Goals," 2–3

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| | https://www.brookings.edu/wp-content/uploads/2020/02/Next-generation-urban-planning_final.pdf |
| **Schedule** | Presentation (09:00-09:30)<br>Activity (09:30-10:30) |

| **10:30-12:00** | **Module 3.2: Vertical Integration for Policy Coherence** |
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| **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.[8] 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 requried to deal with the challenge of coordinating and integrating sustainable development strategies and policies across different levels of governance<br><br>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<br><br>**Case Studies**<br>• Mechanisms for multi-level collaboration and coordination in Germany<br>• Pakistan National SDG Framework - Engaging Three Levels of Government<br>• Aligning budgets to SDGs in Colombia<br><br><br>**Activity**<br>• 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<br>• Reflect on the building blocks of an institutional system for policy coherence<br>• Learn vertical integration across levels of government at the planning stage<br>• 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. http://kulima.com/wp-content/uploads/2018/08/policy-coherence-brief-final.pdf<br>• Dickens, C.; Nhlengethwa, S.; Ndhlovu, B. (2019). Mainstreaming the Sustainable Development Goals in developing countries. Colombo, Sri Lanka: International Water Management Institute (IWMI). 23p. doi: 10.5337/2019.212<br>• OECD. (2016). Better Policies for Sustainable Development 2016: A New Framework for Policy Coherence. OECD Publishing. https://www.oecd.org/publications/better-policies-for-sustainable-development-2016-9789264256996-en.htm |

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[8] https://sustainabledevelopment.un.org/content/documents/24978Report_of_the_SG_on_SDG_Progress_2019.pdf

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| | <ul><li>OECD. (2017).Policy Coherence for Sustainable Development 2017. Eradicating Poverty and Promoting Prosperity. t.ly/v2he</li><li>OECD. (2018). Policy Coherence for Sustainable Development 2018. Towards Sustainable and Resilient Societies. http://www.oecd.org/about/sge/policy-coherence-for-sustainable-development-2018-9789264301061-en.htm</li><li>OECD. (2019). Policy Coherence for Sustainable Development 2019. Empowering People and Ensuring Inclusiveness and Equality. https://www.oecd.org/governance/policy-coherence-for-sustainable-development-2019-a90f851f-en.htm</li><li>UNDP (2017). Rapid Integrated Assessment (RIA) Facilitating mainstreaming of SDGs into national and local plans. https://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/rapid-integrated-assessment---mainstreaming-sdgs-into-national-a.html</li><li>United Nations Environment Programme. (2016). Policy coherence of the sustainable development goals: a natural resource perspective. UN. https://www.resourcepanel.org/reports/policy-coherence-sustainable-development-goals</li><li>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. https://ccic.ca/wp-content/uploads/2019/06/International-PolicyCoherence.pdf</li></ul> |
| **Schedule** | Presentation (10:30-10:45)<br>Activity (10:45-11:00)<br>Presentation (11:00-11:25)<br>Activity (11:25-12:00) |
| 12:00-13:30 | Lunch Break |
| **13:30-15:00** | **Module 3.3: Consultation Process for Policy Formulation** |
| **Content** | Participation, consultation, and engagement are the critical elements for effective implementation of the 2030 agenda.<br><br>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. |

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| | This module focuses on the consultation process involving LRGs and the public for SDG localization.<br><br>**Case Studies**<br>• Transparency in the local budgeting process – an example of the Republic of Korea<br>• Funding for SDGs and local participation – example of Australia |
| **Learning Outcomes** | • Understand the concept, guidance, and process of consultation<br>• Learn to engage a multi-level dialogue with lower, upper levels of government and other stakeholders to localize the SDGs<br>• Learn to ensure the inclusiveness and accountability of the consultations<br>• Utilize different tools for consultation<br>• Understanding how to tailor-make stakeholder engagement processes for vulnerable groups |
| **Key Readings** | • 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 (LEED).<br>• Rodrigo, D., & Amo, P. A. (2006). Background document on public consultation. Available from the web site of Organization for Economic Cooperation and Development.<br>• 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.<br>• TAP Network (). Promoting Inclusive Government Consultations.<br>• United Nations Guidance Note on the Protection and Promotion of Civic Space (2020). https://www.ohchr.org/Documents/Issues/CivicSpace/UN_Guidance_Note.pdf |
| **Schedule** | Presentation (13:30-13:45)<br>Activity (13:45-14:15)<br>Presentation (14:15-14:30)<br>Group Work (14:30-15:00) |
| **15:00-16:30** | **Module 3.4: Localization from National to Sub-National** |
| **Content** | 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".[9]<br><br>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 |

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[9] UCLG. GOLD I: Decentralization and Local Democracy in the World. s.l. : UCLG, 2008. pp. 255–278. Available at:
http://www.cities-localgovernments.org/gold/Upload/gold_report/gold_report_en.pdf

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| | 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.<br><br>This module focused on the decentralization and local governance approach to localize the SDGs. It teaches participants the mechanisms to stregthen and encourage local government. It alos assess decentralization and local governance based on citizen perspectives, multiple stakeholder perspectives, and self-assessments by local government institutions.<br><br>**Case studies**<br>• National Disaster Management Information System, Republic of Korea<br>**Activity**<br>• Identification of the potential challenges and opportunities from decentralization for localizing the SDGs<br>• Activity 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** | • Understanding the different approach of localization<br>• Learn different forms of integrated local governance<br>• Explore mechanisms to strengthen & encourage local government<br>• Learn how to assess decentralization and local governance using different tools |
| **Key Readings** | • Aid, E. (2007). Supporting Decentralisation and Local Governance in Third Countries. Europe Aid Tools and Methods Series Reference Document, (2). t.ly/uFyp<br>• Government of the Republic of Korea (2018). Cases of Good Governance in Korea.<br>• Grävingholt, J., & von Haldenwang, C. (2016). The promotion of decentralization and local governance in fragile contexts (No. 20/2016). Discussion Paper.<br>• 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. t.ly/Iaut<br>• Presidency, I. (2005). Decentralized Governance for Democracy, Peace, Development and Effective Service Delivery. t.ly/Qaun<br>• Rao, S., Scott, Z. and Alam, M. (2014). Decentralisation and Local Government: Topic Guide (3rd ed.) Birmingham, UK: GSDRC, University of Birmingham.<br>• Swiss Agency for Development and Cooperation SDC. (2016). SDC Policy Democratization, Decentralization and Local Governance. t.ly/b7pO<br>• UNDP. (1999). Decentralization: a sampling of definitions. Working Paper.<br>• 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<br>• UNDP (2015) A Users' Guide to Measuring Local Governance. https://bit.ly/3tVzrza<br>• UNHABITAT (2007). International guidelines on decentralisation and the strengthening of local authorities. https://bit.ly/3qk2lXJ |

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| **Schedule** | Presentation (15:00-15:30)<br>Activity (15:30-15:50)<br>Presentation (15:50-16:10)<br>Group Work (16:10-16:30) |
| **16:30-17:00** | **Day 2 Wrap-up and Reflection** |

| Day 3: Localizing the SDGs | |
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| **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.<br><br>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.<br><br>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.<br><br>**Case Studies**<br><br>• Germany's Sustainability Architecture and the SDGs' to the federal government<br>• Integrating the SDGs into development planning: Uganda<br>• Systems Thinking and Strategy Formulation in Belize based on the VISIS Approach<br>• Growth and Sustainable Development Strategy: Belize<br><br>**Activity**<br>• Checklist of aligning the public policy cycle to the 2030 Agenda<br>• Exploring the Policy Cycle – Case Study and Group Work |
| **Learning Outcomes** | • Shaping strategies, policies and plans for sustainable territorial development<br>• Provide action-oriented recommendations on planning, policies and strategies<br>• Tailoring SDGs to National, Sub-national and Local Contexts<br>• Understanding of the key concepts of development planning processes, including its stages and key elements<br>• Learn about integration of the SDGs into the  local policy plan |
| **Key Readings** | • OECD (2018). Policy Framework on Sound Public Governance. https://www.oecd.org/governance/policy-framework-on-sound-public-governance/ |

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| | • 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.<br>• Swanson, D. (2015). Mainstreaming the 2030 Agenda for Sustainable Development: Interim Reference Guide to UN Country Teams. United Nation Development Group. https://unsdg.un.org/resources/mainstreaming-2030-agenda-sustainable-development-reference-guide-un-country-teams<br>• The AtKisson Group (2016). An Introduction to VISIS. http://AtKisson.com/tools/<br>• 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<br>• VVSG (2018). Inspiration Guide: Integrating The Sdgs Into Your Multi-Annual Policy Plan<br>• UN HABITAT (2019). Framework for Action to Advance Integrated Territorial Development. https://unhabitat.org/sites/default/files/2020/03/url-gp-1.pdf<br>• UN HABITAT (2018). International Guidelines on Urban and Territorial Planning (IG-UTP) Handbook<br>• PAGE (2016), Integrated Planning & Sustainable Development: Challenges and Opportunities. |
| **Schedule** | Presentation (09:00-09:20)<br>Activity (09:20-09:50)<br>Presentation (09:50-10:10)<br>Activity (10:10-10:30) |
| **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.<br><br>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.<br><br>**Case Studies**<br><br>• Inter-agency coordination for emergency response in Korea<br>• COVID-19: Global Government Financial Assistance Measures<br>**Activity**<br>• Crisis management through Golden Hour |

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| **Learning Outcomes** | • Strengthening governance capacities in the full process of preparedness, prevention, response and post-recovery to respond to health emergencies<br>• Strengthening emergency preparedness in order to ensure a timely, efficient and effective response to events<br>• 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<br>• Understanding the Golden Hour- The Road to Recovery<br>• 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.html<br>• United Nations. (2015). Sendai framework for disaster risk reduction 2015–2030.<br>• UNSDG (2020). Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19.<br>• 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.<br>• World Health Organization. (2017). A strategic framework for emergency preparedness.<br>• 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<br>• 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<br>• 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<br>• 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<br>• 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<br>• UN-HABITAT (2020). Spatial Planning Guidelines during COVID-19. https://unhabitat.org/sites/default/files/2020/11/covid19_spatialplanning_eng1.pdf<br>• United Nations (2020). Policy Brief: COVID-19 in an Urban World. https://bit.ly/2XwrQYT<br>• 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<br>• UNODC (2020). Guidelines on Prevention of Corruption during the Covid-19 Pandemic. https://bit.ly/3aDw3l6<br>• Transparency International Corruption Perceptions Index;<br>• World Bank Worldwide Governance Indicators (Control of Corruption);<br>• World Justice Project Rule of Law Index; |

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| | • [Transparency International Global Corruption Barometer;](#)<br>• [WHO Good Governance for Medicines Assessment Methodology;](#) and<br>• Household surveys (e.g., [World Bank Living Standards Measurement Studies;](#) Demographic and Health Surveys). |
| **Schedule** | Presentation (10:30-11:30)<br>Group Work (11:30-12:00) |
| 12:00-13:30 | Lunch Break |
| **13:30-16:30** | **Module 3.7: Resource Allocation and Capacity Development** |
| **Content** | 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.<br><br>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.<br><br>This module also discusses building capacities for effective and responsive local government in terms of human resources and technologies.<br><br>**Case Studies**<br><br>• Grassroots participatory budgeting in the Philippines<br>• Integrated Bottom-Up E-Planning and E-Budgeting – example of Indonesia<br>• Social Impact Bonds for Employment – Colombia<br><br>**Activity**<br><br>• Financial Innovations to Address Local Challenges<br>• Reviewing and assessing financial readiness in institutions |
| **Learning Outcomes** | • Reshaping both national and local financial systems in line with sustainable development<br>• Learn various financing mechanisms for SDG localization<br>• Putting basic building blocks in place: investing in infrastructure and skills to be digital-ready<br>• Understand different mechanisms for building capacity of local government<br>• Develop civil service skills for public value |

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| **Schedule** | Presentation (13:30-14:00)<br>Activity (14:00-14:30)<br>Presentation (14:30-15:00)<br>Activity (15:00-15:30)<br>Presentation (15:30-16:00)<br>Activity (16:00-16:30) |
| **16:30-17:00** | **Day 3 Wrap up and Reflection** |

| Day 4: Monitoring, Evaluation, and Reporting | |
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| **09:00-12:00** | **Module 4.1: Monitoring and Evaluation** |
| **Content** | 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.<br><br>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.<br><br>Participants will learn how to tailor M&E of SDG into national and local policies. This module will aslo focus on various approaches to monitor and evaluate SDGs at national and local level.<br><br>**Case Studies**<br><br>• Learning from countries' experience<br>• Monitoring implementation of the 2030 Agenda in Estonia<br>• A German example of local-scale monitoring<br><br>**Activity**<br><br>• 'Critical success factor' checklist for developing a national M&E system<br>• Discussion on evaluation questions derived from 2030 Agenda principles<br>• Discussion on successful experience and good practices in terms of effective monitoring and evaluation of progress for the achievement of SDGs |
| **Learning Outcomes** | • Understand the rational of undertaking M&E<br>• Learn to integrating SDG M&E into national policy frameworks<br>• Learn the steps in monitoring and evaluating SDG at the national and local level<br>• Learn how to localizing the follow-up of the 2030 Agenda |
| **Key Readings** | • 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. https://www.local2030.org/library/60/SDG-Goal-11-Monitoring-Framework-A-guide-to-assist-national-and-local-governments-to-monitor-and-report-on-SDG-goal-11-indicators.pdf<br>• Bamberger, M. (2016). Integrating big data into the monitoring and evaluation of development programmes. New York: Global Pulse/Rockefeller Foundation. https://beta.unglobalpulse.org/wp-content/uploads/2016/12/integratingbigdataintomedpwebungp-161213223139.pdf |

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| | - 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. https://www.evalpartners.org/sites/default/files/documents/evalgender/EN-Evaluating-SDG-web.pdf<br>- Guillan-Montero, A., & Le Blanc, D. (2019). The role of external audits in enhancing transparency and accountability for the Sustainable Development Goals (No. 157). DESA Working Paper. https://www.un.org/esa/desa/papers/2019/wp157_2019.pdf<br>- ITU (2019). SDG Digital Investment Framework - A whole-of-Government Approach to Investing in Digital Technologies to Achieve the SDGs. https://www.itu.int/pub/D-STR-DIGITAL.02-2019<br>- Loquai, C., & Le Bay, S. (2007). Building capabilities for monitoring and evaluating decentralisation and local governance: experiences, challenges and perspectives. https://ecdpm.org/wp-content/uploads/2013/10/InBrief-19-Capacities-for-Monitoring-Decentralisation-Local-Governance.pdf<br>- Sustainable Development Solutions Network. (2015). Data for development: A needs assessment for SDG monitoring and statistical capacity development. Sustainable Development Solutions Network.<br>- UNDP (2017). Monitoring to Implement Peaceful, Just, and Inclusive Societies. t.ly/uoUa |
| **Schedule** | Presentation (09:00-09:30)<br>Activity (09:30-10:00)<br>Presentation (10:00-10:30)<br>Activity (10:30-11:00)<br>Presentation (11:00-11:30)<br>Activity (11:30-12:00) |
| 12:00-13:30 | Lunch Break |
| **13:30-16:30** | **Module 4.2: Reporting SDGs** |
| **Content** | 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.<br><br>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.<br><br>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.[10]<br><br>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.<br><br>**Case Studies**<br><br>• India – Vertical Coordination to Develop the SDG India Index 2018<br>• Bangladesh SDG Tracker<br><br><br>**Activity**<br>• Where would the participation of local and regional governments benefit the VNR process and SDG monitoring as a whole?<br>• Your Roadmap to Reporting: Your role in the reporting process<br>• Your Roadmap to Reporting: Involving Stakeholders |
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| **Learning Outcomes** | • Learn and adapt approaches to National SDG reporting<br>• Understand the elementary building blocks and the basic, practical information on the steps that countries may take when preparing VNRs<br>• 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<br>• Provides specific guidance to help LRGs prepare their VLR |
| **Key Readings** | • Fernando Ortiz-Moya, Hirotaka Koike, Junko Ota, Yatsuka Kataoka, and Junichi Fujino (2020). STATE OF THE VOLUNTARY LOCAL REVIEWS 2020 —Local Action for Global Impact in Achieving the SDGs.<br>• SDG National Reporting Initiative (2019). Achieving the sdgs with national reporting platforms.<br>• The 2nd Local and Regional Governments Forum at the UN General Assembly (2019 Sept 27): Driving transformational change for the people and the planet from cities and regions. Available at: https://www.global-taskforce.org/2nd-local-and-regional-governments-forum-unga-driving-transformational-change-people-and-planet<br>• The Center for Open Data Enterprise (2018). Strategies for SDG reporting.<br>• UCLG - UNHABITAT (2020). A Guideline for Voluntary Local Reviews.<br>• UN DESA (2020). Multi-stakeholder engagement in 2030 Agenda implementation: A review of Voluntary National Review Reports (2016-2019). t.ly/2Uhi<br>• UN DESA (2020). VNR Handbook.<br>• UN. Voluntary common reporting guidelines for voluntary national reviews at the high-level political forum for sustainable development (HLPF).<br>• UNESCAP (2020). Asia and the Pacific SDG Progress Report 2020. https://www.unescap.org/publications/asia-and-pacific-sdg-progress-report-2020 |

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[10] https://unhabitat.org/guidance-for-voluntary-local-reviews-vol1-a-comparative-analysis-of-existing-vlrs

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| | • Video: Local and Regional Governments Commit to the Voluntary Local Review Declaration, SDG Action Zone during the High-Level Week. (2019 Sept 25) |
| **Schedule** | Presentation (13:30-14:00)<br>Activity: (14:00-14:30)<br>Presentation (14:30-15:00)<br>Group Work (15:00-15:30)<br>Presentation (15:30-16:00)<br>Group Work (3:16:00-16:30) |
| **16:30-17:00** | **Day 4 Wrap up and Reflection** |

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| **Day 5: Action Plan for Accelerating Change** | |
| **09:00-12:00** | **Module 5: Action Plan for Accelerating Change** |
| **Content** | 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.<br><br>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. |
| **Learning Outcomes** | • Reflection of Lessons learned as a result of the course<br>• Review of potential follow up actions and next steps planned by country participants<br>• 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** | 13:30-14:30: Completion of Change Project<br><br>14:30-15:30: Presentation on Change Project<br><br>15:30-16:30: Lessons and impressions (Key Takeaway) |
| **16:30-17:00** | **Course Evaluation by Participants & Closing Session** |

**Background Readings:**

Fagel, M. J. (2013). *Crisis management and emergency planning: preparing for today's challenges*. CRC Press.

GIIN (2018). FINANCING THE SUSTAINABLE DEVELOPMENT GOALS: IMPACT INVESTING IN ACTION  [optional] Available at: https://thegiin.org/assets/Financing%20the%20SDGs_Impact%20Investing%20in%20Action_Final%20Webfile.pdf

MetroHUB Initiative: Supporting metropolitan development.

Smoke, P. (2014). Why theory and practice are different: The gap between principles and reality in subnational revenue systems. In Taxation and Development: The Weakest Link?. Edward Elgar Publishing. https://scholarworks.gsu.edu/cgi/viewcontent.cgi?article=1043&context=icepp

The 2nd Local and Regional Governments Forum at the UNGA (2019 Sept 27): Driving transformational change for the people and the planet from cities and regions https://www.global-taskforce.org/2nd-local-and-regional-governments-forum-unga-driving-transformational-change-people-and-planet

UCLG & Global Taskforce of Local and Regional Governments (2020). Towards the Localization of the SDGs. https://www.global-taskforce.org/sites/default/files/2020-07/Towards%20the%20Localization%20of%20the%20SDGs.pdf

UN CEPA (2018). Principles of Effective Governance for Sustainable Development. Available at: https://publicadministration.un.org/en/Intergovernmental-Support/CEPA/Principles-of-Effective-Governance

UN DESA (2018). Compendium of National Institutional Arrangements for implementing the 2030 Agenda for Sustainable Development. Available at: https://sustainabledevelopment.un.org/content/documents/22008UNPAN99132.pdf

UN DESA (2019). World Population Prospects 2019. https://reliefweb.int/sites/reliefweb.int/files/resources/WPP2019_Highlights.pdf

UN DESA (2019). World Public Sector Report 2019, Introduction and Chapter 3 - Budget processes in support of SDG implementation. Available at: https://publicadministration.un.org/en/Research/World-Public-Sector-Reports

UNDESA (2020). Recovering better: economic and social challenges and opportunities A compilation of the High-level Advisory Board on Economic and Social Affairs. https://www.un.org/development/desa/en/wp-content/uploads/2020/07/RECOVER_BETTER_0722-1.pdf

UNDG. Mainstreaming, Acceleration and Policy Support Approach for the SDGs [Video] Available at: https://youtu.be/SEPVVTqGlB8

UNDG. Tailoring SDG To National, Sub-National and Local Contexts [Purpose and Guidance portion only] Available at:https://undg.org/2030-agenda/mainstreaming-2030-agenda/tailoring-sdg-to-national-context/

UNDP (2017). Rapid Integrated Assessment (RIA) Tool to facilitate mainstreaming of SDGs into national and local plans [optional] Available at: https://www.undp.org/content/undp/en/home/librarypage/sustainable-development-goals/rapid-integrated-assessment---mainstreaming-sdgs-into-national-a.html

UN-Habitat (2004) Tools for Transparency in Local Governance.

UN-Habitat (2009) International Guidelines on Decentralization and Access to Basic Services for All.

UN-Habitat (2012) Decentralization in Iraq: Challenges and Solutions for the Federal and Local Governments.

UN-Habitat (2015) Unpacking Metropolitan Governance for Sustainable Development.

UN-Habitat (2016) Metropolitan Governance: A Framework for Capacity Assessment. Guidance Note and Toolbox.

UN-Habitat (2016) Unpacking Metropolitan Governance for Sustainable Development: Analysis of Case Studies: Summary Reports of Case Studies.

UN-Habitat (2018) Planning Law Assessment Framework.

UN-Habitat (2019) Law and Climate Change Toolkit.

UN-Habitat (2020) Global State of Metropolis 2020 – Population Data Booklet.

UN-Habitat (2020) Governance Assessment Framework for Metropolitan, Territorial and Regional Management (GAF-MTR).

UN-Habitat (2020) Methodologies for Metropolitan Management and Planning.

UN-Habitat (2020) Metropolitan Institutions.

UN-Habitat (2020) Metropolitan Observatories.

UN-HABITAT (2020). World Cities Report 2020 The Value of Sustainable Urbanization. https://unhabitat.org/sites/default/files/2020/10/wcr_2020_report.pdf

UN-Habitat (2021) A Guide: Leveraging Multi-Level Governance for Health Equity.

United Nations (2015). TRANSFORMING OUR WORLD: THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT - A/RES/70/1 [preamble, systemic issues and follow up and review-national sections] Available at: https://sustainabledevelopment.un.org/content/documents/21252030%20Agenda%20for%20Sustainable%20Development%20web.pdf