



Governance for the Sustainable Development Goals

Capacity Development Curriculum

Government Innovation for Social Inclusion of Vulnerable Groups

Course Overview and Agenda



Government Innovation for Social Inclusion of Vulnerable Groups

Related SDGs: SDG 10, 16

Keywords: Innovation, Vulnerable Groups, Social Inclusion, Multi-stakeholder Engagement, Innovative Public Service Delivery, ICT and Digital Government

Language: English

Objective: The Toolkit aims to build capacities to promote government innovation for social inclusion of vulnerable groups by introducing approaches, strategies and experiences. It also highlights the importance of empowering vulnerable groups and engaging them in policy design, implementation and monitoring processes, as agents of change.

Upon completion of the training, learners will:

- **Improve** the understanding of the progress, status and challenges in government innovation for social inclusion of vulnerable groups through self-assessment, knowledge-sharing and discussions;
- **Apply** the innovative approaches, strategies and experiences introduced during the training based on the context and needs of each country/organization; and
- **Strengthen** capacities to foster inclusive mindsets of government officials and other relevant stakeholders, leading to more inclusive societies through the empowerment and engagement of vulnerable groups.

Target Audience

- Government officials, from both national and local government agencies, working on government innovation, social inclusion/protection or other relevant fields;
- Schools of public administration and institutes of public management; and
- UN Country Teams and others
- Other relevant stakeholders of government innovation, including civil society organizations, the private sector, and academia, will also be actively involved.



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Government Innovation for Social Inclusion of Vulnerable Groups

Syllabus

What is Vulnerability? Policy & Legislative Frameworks and Innovation Needs

- Module 1: Course Introduction & Self-Assessment
- Module 2: Vulnerability and Leaving No One Behind for Achieving the 2030 Agenda
- Module 3: Vulnerability in the Contexts of Economic, Social and Environmental Challenges and Opportunities
- Module 4: Policy and Legislative Frameworks & Innovation Needs

Addressing Root Causes of Vulnerability: Action Perspectives and Governance

- Module 5: Identifying Vulnerability and Vulnerable Groups
- Module 6: Governance Innovation – Towards Inclusive and Participatory Governance

Innovating Public Services and Enabling Ecosystems for Social Inclusion

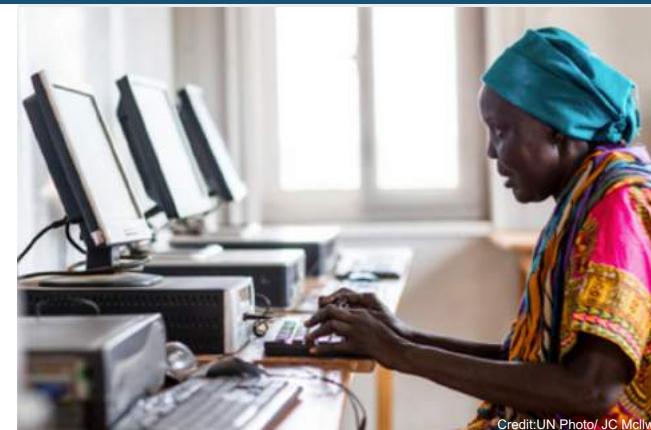
- Module 7: Innovating Public Service Delivery and Access for Vulnerable Groups
- Module 8: Digital Government and Frontier Technologies for Promoting Social Inclusion of Vulnerable Groups
- Module 9: Ensuring Inclusion of Vulnerable Groups during Public Health Emergencies
- Module 10: How to Create an Enabling Ecosystem for Empowering Vulnerable Groups

Capacity Development: Enabling Engagement and Enhancing Social Inclusion

- Module 11: Developing Public Sector Capacity for Innovation and Inclusion of Vulnerable Groups
- Module 12: Develop Your Innovation Project and Action Plan

Implementing Innovation and Tracking & Monitoring the Impact of Government Innovation

- Module 13: Financing and Partnerships for Social Inclusion
- Module 14: Measuring Progress: Monitoring & Evaluation of Implementation Efforts
- Module 15: Lessons Learned and Next Steps



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Government Innovation for Social Inclusion of Vulnerable Groups					
Time	Day 1	Day 2	Day 3	Day 4	Day 5
Modules	What is Vulnerability? Policy & Legislative Frameworks and Government Innovation Needs	Addressing Root Causes of Vulnerability: Actions, Perspectives, and Governance	Innovating Public Services and Enabling Ecosystems for Social Inclusion	Capacity Development: Enabling Engagement and Enhancing Social Inclusion	Implementing Government Innovation and Tracking & Monitoring the Impact of Government Innovation
Morning Session	Module 1: Welcome & Course Introduction <i>Introduction of Speakers and Participants & Programme Overview</i> <i>Icebreaker Activity (Challenges & What Changes You Aim to Achieve?)</i> (9:00-10:00)	Module 5: Identifying Vulnerability and Vulnerable Groups <i>Presentation</i> (9:00-10:30) <i>Group Work</i> (10:30-12:00): Reversed Advising Exercise & Actor Analysis & Interest Analysis	Module 7: Innovating Public Service Delivery and Access for Vulnerable Groups <i>Presentation</i> (9:00-10:00) <i>Group Work</i> (10:00-10:30) Needs Analysis & Brainstorming on Public Service Innovation	Module 11: Developing Public Sector Capacity for Government Innovation and Inclusion of Vulnerable Groups Module 11.1 Developing Capacity for Government Innovation for Social Inclusion <i>Presentation</i> (9:00-10:00) <i>Group Work</i> (10:00-10:30) <i>Group Discussion</i> Module 11.2 Methods to Plan Stakeholder Engagement and Design Government Innovation Projects <i>Presentation</i> (10:30-11:30) <i>Group Work</i> (11:30-12:30): Stakeholder Mapping/ Engagement Sequence Exercise & Design Thinking Exercise	Module 13: Financing and Partnerships for Social Inclusion <i>Presentation</i> (9:00-10:00) <i>Group Work</i> (10:00-11:00): Scenario Analysis & Solution Designing
	Module 2: Vulnerability and Leaving No One Behind for Achieving the 2030 Agenda <i>Presentation</i> (10:00-11:00) <i>Group Work</i> (11:00-12:00): Group Discussion & Scenario Analysis		Module 8: Digital Government and Frontier Technologies for Promoting Social Inclusion of Vulnerable Groups <i>Presentation</i> (10:30-11:30) <i>Group Work</i> (11:30-12:00): Pro & Con Group Debate		Module 14: Measuring Progress: Monitoring & Evaluation of Implementation Efforts <i>Presentation</i> (11:00-12:00) <i>Group Work</i> (12:00-12:30): Group Quiz & Discussion
Lunch Break					
Afternoon Session	Module 3: Vulnerability in the Contexts of Economic, Social and Environmental Challenges and Opportunities <i>Presentation</i> (13:00-14:00) <i>Group Work</i> (14:00-15:00): Vulnerability Analysis Exercise	Module 6: Governance Innovation – Towards Inclusive and Participatory Governance <i>Presentation</i> (13:00-15:00) <i>Group Work</i> (15:00-17:00): Discussion & Country Experience Sharing in World Café Method	Module 9: Ensuring Inclusion of Vulnerable Groups during Public Health Emergencies <i>Presentation</i> (13:00-14:00) <i>Group Work</i> (14:00-15:00): Group Discussion & Role Playing	Module 12: Develop Your Government Innovation Project and Action Plan <i>Presentation</i> (13:30-14:00) <i>Group Work</i> (14:00-17:00): Developing Action Plan	Module 15: Lessons Learned and Next Steps <i>Presentations</i> (13:30-14:30): Key Messages by Module Rapporteurs <i>Group Work</i> (14:30-16:00): Group Discussion on Lessons Learned and Next Steps
	Module 4: Policy and Legislative Frameworks & Government Innovation Needs <i>Presentation</i> (15:00-16:00) <i>Group Work</i> (16:00-17:00): SWOT Analysis & Actor Analysis		Module 10: How to Create an Enabling Ecosystem for Empowering Vulnerable Groups <i>Presentation</i> (15:00-16:00) <i>Group Work</i> (16:00-17:00): Strategy-Building Exercise	Meeting with Stakeholders (Optional after 17:00)	Course Evaluation by Participants & Closing Session (16:00 -17:00)
	Wrap-up & Reflection (17:00-17:15)	Wrap-up & Reflection (17:00-17:15)	Wrap-up & Reflection (17:00-17:15)	Wrap-up & Reflection (17:00-17:15)	



Day 1: What is Vulnerability? Policy & Legislative Frameworks and Government Innovation Needs

9:00-10:00

Module 1: Welcome and Course Introduction

Content

Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity

This Module gives an overview of the whole course, touching all issues which are relevant as context for government and governance innovation for social inclusion of vulnerable groups, with some country practices and good examples. The course will address priority areas and practical tools to promote social inclusion through government innovation.

Before the training, participants are asked to do a self-assessment on how they see the challenges of government innovation for vulnerable groups. Based on this, they will formulate personal objectives (What changes do I aim to achieve after taking the training? what do I want to take home?).

In the opening session, speakers and participants are introduced to each other with an interactive method/icebreaker activity, after which a presentation follows on the Course Plan, methods and tools. The course is not the end but should be the start of a process of following up actions; the participants are stimulated to prepare a concrete action plan during the course.

During each module, one participant/ rapporteur will be asked to note down some highlights and conclusions, to be reported back during the group work on developing an action plan (Module 12) and on lessons learned & follow-up (Module 15). In addition, each training day ends with a short joint reflection on the main take-aways and what they mean in terms of concrete innovation needs.



10:00-12:00	Module 2: Vulnerability and Leaving No One Behind for Achieving the 2030 Agenda
Content	<p>Presentation: The Module will introduce various definitions of vulnerability in and beyond the development approach, such as the World Bank’s short definition: “exposure to risk that leads to unacceptable levels of deprivation” (World Bank). How does Agenda 2030 address vulnerable groups? What are the main systemic root causes of vulnerability? Examples include: lack of one universally accepted approach to measuring vulnerability; lack of disaggregated data; inconsistent and incomplete data; insufficient technical skills and resources in capturing inequality, injustice or monitoring data; the reluctance of the relevant institutions to share data.</p> <p>Group work – Group Discussion & Scenario Analysis: Three interactive small-group discussions on defining vulnerability and scenario analysis</p>
Learning Outcomes	<ul style="list-style-type: none"> • This Module will give participants the necessary background to see why it is paramount that governments find innovative ways to reach out to vulnerable groups, to improve communication with them and to find solutions to tackle their needs. • It will also make the participants familiar with different definitions and approaches to vulnerability • Participants will understand why identifying vulnerable groups is critical to ensure the delivery of essential public services customized to their special needs. • The Module will also raise awareness that vulnerability should be approached as a multi-faceted and systemic challenge.
Key Readings	<ul style="list-style-type: none"> • UN (2015), <i>Transforming our world: the 2030 Agenda for Sustainable Development</i>, A/RES/70/1, United Nations. <u>Suggested reading: Paragraph 23.</u> • UN DESA (2020), <i>World Social Report 2020: Inequality In A Rapidly Changing World</i> http://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/02/World-Social-Report2020-FullReport.pdf • UN DESA (2016), <i>Leaving no one behind: the imperative of inclusive development. Report on the World Social Situation 2016: Executive Summary</i> https://www.un.org/esa/socdev/rwss/2016/executive-summary.pdf • UN Committee for Development Policy Report (2019), BACKGROUND PAPER # 49 https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/CDP-bp-2019-49.pdf
Schedule	<ul style="list-style-type: none"> • Presentation: 10:00-11:00 • Group Work: 11:00-12:00



13:00-15:00	Module 3: Vulnerability in the Contexts of Economic, Social and Environmental Challenges and Opportunities
Content	<p>Presentation: How are vulnerability and its root causes contextualized in socio-economic and environmental challenges and opportunities? What opportunities can be developed by/for vulnerable groups to contribute to socio-economic development, and to a healthier environment? Who are the actors that are dealing or should deal with vulnerability? Determinants of vulnerability ranging from socioeconomic status and living conditions to the power structures that underpin social organization, will be discussed. Power relations and dynamics have been also major determinants of vulnerability. Lastly, vulnerability is not a static factor, but might change over time in unexpected ways. Climate change creates new vulnerability. The presentation suggests specific forms of vulnerability, systemic ways to tackle vulnerability, and discusses who the main actors are (governments and beyond) that (can) generate data to identify the specific challenges around vulnerability.</p> <p>Group work – Vulnerability Analysis Exercise: What are the root causes of vulnerability, and how to mobilize the untapped potential of vulnerable people? Vulnerable groups should be agents of change and could contribute to the economic and social progress.</p>
Learning Outcomes	<ul style="list-style-type: none"> The Module will bring the participants to understanding the socio-economic-environmental context, the related root causes of vulnerability, and the actors relevant for data collection.
Key Readings	<ul style="list-style-type: none"> UN DESA (2018): Innovation in Delivering Public Services to Vulnerable Groups for Achieving the 2030 Agenda for Sustainable Development Brooks, N. (2003), Vulnerability, risk and adaptation: a conceptual framework, <i>Tyndall Center for Climate Change Research</i>, Working Paper n.38. Uploaded in dropbox. https://www.ipcc.ch/apps/nj-lite/srex/nj-lite_download.php?id=5463 (Suggested reading: chapter 3 and 4). UN ESCAP (2018), <i>Inequality in Asia and the Pacific in the Era of the 2030 Agenda for Sustainable Development</i> https://www.unescap.org/sites/default/d8files/knowledge-products/ThemeStudyOnInequality.pdf UN ESCAP (2020), <i>Leaving No One Behind: By Country</i> https://www.unescap.org/resources/leaving-no-one-behind-lnob-country#
Schedule	<ul style="list-style-type: none"> Presentation: 13:00-14:00 Group Work: 14:00-15:00



15:00-17:00	Module 4: Policy and Legislative Frameworks & Government Innovation Needs
Content	<p>Presentation: This Module looks at current policy and legislative frameworks on social inclusion (both protection and empowerment) of vulnerable groups at global, regional, national and local levels. It discusses areas of limitations, which lead to the need for government innovation. The Module also looks at examples where non-public actors take up public delivery if governments are not able to play their part.</p> <p>The Module will close with a short video on the role of local communities and other actors. This part will address the importance of self-organization by and partnerships with NGOs.</p> <p>Group work – SWOT Analysis & Brainstorming: Identifying the needs for government innovation of laws and regulations for social inclusion of vulnerable groups, using a SWOT analysis, and two other exercises related to the need to involve stakeholders.</p>
Learning Outcomes	<ul style="list-style-type: none"> • This Module will introduce the participants to some policy and legislative approaches to vulnerability at international, national and local level and the tools in place in each of those levels, based on e.g. social protection and human rights approaches. • It will also facilitate understanding on the limitations of the current approaches and frameworks and why innovation is needed.
Key Readings	<ul style="list-style-type: none"> • Selected multilateral instruments for the protection of vulnerable groups: https://www.un.org/esa/socdev/enable/discom600.htm • UN General Assembly, <i>Vienna Declaration and Programme of Action</i>, 12 July 1993, A/CONF.157/23. https://www.ohchr.org/en/professionalinterest/pages/vienna.aspx • UN ECLAC (2018), <i>Towards a regional agenda for inclusive social development Bases and initial proposal</i>, https://www.cepal.org/sites/default/files/events/files/s1800661_en_0_0.pdf • World Bank (2019), <i>Inclusion Matters in Africa</i>, https://openknowledge.worldbank.org/handle/10986/32528 • UNDP (2020), The second webinar of the <i>Webinar Series on The State of Social Assistance in Africa</i> https://socialprotection.org/discover/blog/legal-frameworks-social-assistance-african-countries • UNESCO (2012), Background Note by Babken Babajanian and Jessica Hagen-Zanker, <i>Social protection and social exclusion: an analytical framework to assess the links</i>, http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SHS/pdf/Workshop-Social-Inclusion_ODI.pdf • OECD (2014), Professor Marguerite Mendell, Concordia University, Canada, <i>IMPROVING SOCIAL INCLUSION AT THE LOCAL LEVEL THROUGH THE SOCIAL ECONOMY: Designing an Enabling Policy Framework</i>. https://www.oecd.org/employment/leed/Improving-Social-Inclusion-Capacity.pdf • DFID (2010), London, UK, 97 pp. <i>The Politics of Poverty: Elites, Citizens and States: Findings from ten years of DFID-funded research on Governance and Fragile States 2001-2010</i>
Schedule	<ul style="list-style-type: none"> • Presentation: 15:00-16:00 • Group Work: 16:00-17:00
17:00-17:15	Day 1 Wrap-up and Reflection



Day 2: Addressing Root Causes of Vulnerability: Actions, Perspectives, and Governance

9:00-12:00	Module 5: Identifying Vulnerability and Vulnerable Groups
Content	<p>Presentation: We need to be able to analyze vulnerability and vulnerable groups before we can link this to action perspectives. What are the different methods of identifying the vulnerable groups? What are the challenges in these methods? What could be the innovative approaches to address these challenges and improve identifying the vulnerable groups (i.e. innovative partnerships – with the private sector & CSOs; innovation in data collection & analysis; national-local coordination, etc.)? What are the groups in your society that are most vulnerable now? Which groups are likely to become vulnerable in the (near) future? What are the key processes that lead to each group being or possibly becoming vulnerable (the root causes as identified in Module 1)? Several successful practical cases of vulnerability assessments will be shown.</p> <p>Group work – 1) Reversed advising Exercise: on identifying vulnerable groups & groups at risk of vulnerability: thinking outside the box. Analysis of the results: what is surprising?</p> <p>Group work – 2) Actor & Interest Analysis: to identify vulnerable groups, including groups beyond the ‘usual suspects’, addressing questions such as - What are the groups in your society that are most vulnerable now? What is the evidence that you must determine that each group is vulnerable? Which groups are likely to become vulnerable in the (near) future? Which groups are likely to become vulnerable in the (near) future? Who are the people/groups that influence the processes that lead to vulnerability? Methods that will be used: actor analysis, argumentation analysis, interest analysis, strength analysis, network analysis, and ‘rings of influence’ on the level of involvement.</p>
Learning Outcomes	<ul style="list-style-type: none"> • This Module will familiarize the participants with how to analyze vulnerability, identify vulnerable groups and actors that influence vulnerability; and link this to action perspectives addressed to and/or with those that influence vulnerability (and risk of it) most. • At the end of the Module, participants will have a good overview of the vulnerable groups and other relevant actors they need to address/involve for innovative action.
Key Readings	<ul style="list-style-type: none"> • Yao, K. (2019), Importance and Challenges of Identifying Vulnerable Groups. Presentation at the 2019 United Nations Public Service Forum, Baku, Azerbaijan, http://unpog.org/board/download.asp?tn=tb_Symposium_Session_Data&sn=300&folder=tb_Symposium_Session_Data&field=file1 • World Bank (2019), ID4D Practitioner's Guide http://documents1.worldbank.org/curated/en/248371559325561562/pdf/ID4D-Practitioner-s-Guide.pdf • World Bank (2018), Principles on Identification for Sustainable Development : Toward the Digital Age : Principles on identification for sustainable development : toward the digital age http://documents1.worldbank.org/curated/en/213581486378184357/pdf/Principles-on-identification-for-sustainable-development-toward-the-digital-age.pdf • GIZ, The Vulnerability Sourcebook: Concept and guidelines for standardized vulnerability assessments https://www.preventionweb.net/files/38849_38849vulnerabilitysourcebookguideli.pdf • UN Public Service Forum (2019), Government Innovation for Social Inclusion of Vulnerable Groups, Outcome Report, United Nations Public Service Forum. Suggested reading: Session 1. • Meuleman, L. (2003), The Pegasus Principle, An overview of practical stakeholder assessment methods and examples, http://www.ps4sd.eu/2003-the-pegasus-principle-book/
Schedule	<ul style="list-style-type: none"> • Presentation: 9:00-10:30 • Group Works: 10:30-12:00
12:00-13:00	Lunch Break



13:00-17:00	Module 6: Governance Innovation - Towards Inclusive and Participatory Governance
Content	<p>Presentation and interactive discussion on the governance innovation in the context of social inclusion of vulnerable groups. It addresses many fundamental issues including basic principles of governance, types of governance innovation for social inclusion, and strategies, approaches and practices of governance innovation for social inclusion.</p> <p>This session will specifically discuss why tackling vulnerability (what to do) requires effective and innovative governance (how to do it). Why are the key principles of SDG governance i.e. effectiveness, accountability and inclusiveness? What are the key trends of governance innovation? Why governance innovation is critical for government innovation? How to innovate governance to integrate inclusiveness and empowerment? Why is the 'right' governance approach context-dependent? What are the sustainability governance and governance innovation? What are the current efforts/policies of government innovation in general and in addressing vulnerability?</p> <p>Group work – Group Discussion & Country Experience Sharing in World Café Method: Discussion on government roles and governance capacity to promote social inclusion of vulnerable groups, in our own situation/country. What kind of innovation seems needed but difficult, and what seems easy to achieve? Can we specify the challenges/obstacles and the opportunities for various areas of government action, and regarding various vulnerable groups and groups at risk of vulnerability? What capacities are needed for public service reform? Where do you see opportunities for change, in terms of leadership, strategic approach, participation & partnership, human resources, knowledge and data? What kind of innovative institutional arrangements could be necessary?</p>
Learning Outcomes	<p>This Module will familiarize the participants with:</p> <ul style="list-style-type: none"> • Key principles for sustainability governance and key trends in governance innovation • How sustainability governance should be adapted to national context (traditions, culture, specific circumstances, and how governance mixtures can be generated with 'meta-governance') • Approaches and strategies of governance innovation for social inclusion • Why addressing the needs of vulnerable groups frequently needs a change in the mindset of government officials: flexibility, thinking out of the box and overcoming silo behaviour.
Key Readings	<ul style="list-style-type: none"> • UN DESA (2019), Global Sustainable Development report 2019. https://sustainabledevelopment.un.org/content/documents/19934IGS_in_DC_summary.pdf • UN DESA (2018), World Public Sector Report https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/World%20Public%20Sector%20report%202018%20Full%20report.pdf • UN DESA (2018), Principles of Effective Governance for Sustainable Development (E/2018/44-E/C.16/2018/8, para. 31) https://publicadministration.un.org/Portals/1/Images/CEPA/Principles_of_effective_governance_english.pdf • UN DESA, Synthesis reports on the Voluntary National Reviews https://sustainabledevelopment.un.org/vnrs/ • Meuleman, L. (2018), Metagovernance for Sustainability, Chapter 1. Introduction: The problem with sustainability governance. London: Routledge. http://www.ps4sd.eu/wp-content/uploads/2019/10/2018-Meuleman-MG4SD-previewCh1.pdf • Meuleman, L. (2013) <i>Cultural Diversity and Sustainability Metagovernance</i> . https://link.springer.com/chapter/10.1007/978-3-642-28009-2_2 • Chawdhry, U. et al. (2018) <i>Effective governance for sustainable development: 11 principles to be put in practice</i>. http://sdg.iisd.org/commentary/guest-articles/effective-governance-for-sustainable-development-11-principles-to-put-in-practice/
Schedule	<ul style="list-style-type: none"> • Presentation: 13:00-15:00 • Group Work: 15:00-17:00
17:00-17:15	Day 2 Wrap-up and Reflection



DAY 3: Innovating Public Services and Enabling Ecosystems for Social Inclusion

9:00-10:30	Module 7: Innovating Public Service Delivery and Access for Vulnerable Groups
Content	<p>Presentation: The presentation will point out the critical role of public service for SDG achievement and Inclusion of Vulnerable Groups. It will explain the need for a profound shift to people-centred public services in order to ensure that vulnerable groups could benefit from public services. It will inform about the principles of public service reform: ensuring easy access of citizens to public services, improving quality and efficiency of service delivery, developing people-driven and people-centered solutions and providing transparency and accountability. The specific needs of vulnerable groups must be taken into consideration in a participative way. Access to essential public services should be regarded as a basic human right. What are the challenges and obstacles to inclusive public service access and delivery to vulnerable groups. Innovative technologies and digital government tools have a huge potential to support this transformation if embedded in well-designed people-centered public service reform projects.</p> <p>This Module will also introduce Innovative practices of public service reform for the benefit of vulnerable group. Each example concludes in take-aways that point out success factors and lessons to be learned from the example.</p> <p>Group work – Needs Analysis & Brainstorming on Public Service Innovation: participants work in small groups on the task to identify which public services are important for vulnerable groups in their country. Participants discuss and identify what kind of public service reform projects could improve the living conditions of vulnerable groups and increase the resilience in their countries. The discussion is based the principles of people-centered public service reform and on the take-aways defined in the presentation of innovative practices.</p>
Learning Outcomes	<ul style="list-style-type: none"> • Participants will learn about key innovations useful to provide more people-centered public services and thus increase the access and delivery of public services to vulnerable groups. • Participants will learn from inspirational good practice examples for people-centered public service reform.
Key Readings	<ul style="list-style-type: none"> • UN DESA (2016), <i>Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development</i>, United Nations Publication. http://digitallibrary.un.org/record/1319295/files/Compendium Public Governance and Administration for Sustainable Development.pdf (Suggested reading: Chapter 1 and 3). • UN DESA (2018), <i>Innovation in Delivering Public Services to Vulnerable Groups for Achieving the 2030 Agenda for Sustainable Development</i>, http://unpog.org/page/download.asp?tn=Board_TypeA&sn=238&folder=board&field=Imagename1.
Schedule	<ul style="list-style-type: none"> • Presentation: 9:00-10:00 • Group Work: 10:00-10:30



10:30-12:30	Module 8: Digital Government and Frontier Technologies for Promoting Social Inclusion of Vulnerable Groups
Content	<p>Presentation: The presentation will discuss more specifically the potential of ICT and digital government, including also innovative approaches using big data and blockchain, to increase benefits from public services for vulnerable groups and what has to be considered in order to avoid new digital divides and exclusion. Obstacles for vulnerable groups to access digital government services, such as access to broadband services, digital literacy and skills will be described and strategies to overcome them. Protecting data privacy and respecting dignity of vulnerable groups is important to build trust. Vulnerable groups should be involved and co-design and co-develop digital government services. The presentation is illustrated with good practice examples.</p> <p>Group work – Pro & Con Group Debate: In a structured group debate two groups of participants will advocate the pro & cons of digital government for vulnerable group inclusion</p>
Learning Outcomes	<ul style="list-style-type: none"> • Participants will understand the critical use and design of digital governments both through theory and concrete examples. • This Module aims to give the participant a concrete idea on how to use digital government tools to address the specific needs of vulnerable groups.
Key Readings	<ul style="list-style-type: none"> • UN DESA (2018), <i>UN E-Government Survey 2018, Gearing E-Government to Support Transformation Towards Sustainable and Resilient Societies</i> • https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2018-Survey/E-Government%20Survey%202018_FINAL%20for%20web.pdf • UN DESA (2020), <i>UN E-Government Survey 2020, Digital Government in the Decade of Action for Sustainable Development</i> • https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf • UN DESA & UN ESCAP (2016), <i>E-Government for Women’s Empowerment in Asia and the Pacific</i>, EGOV4WOMEN ONLINE TOOLKIT • https://egov4women.unescapsdd.org • United Nations General Assembly (2019), <i>Report of the Special rapporteur on extreme poverty and human rights</i>, A/74/493, • https://undocs.org/pdf?symbol=en/A/74/493 • UN DESA (2018), <i>World Economic and Social Survey 2018: Frontier Technologies for Sustainable Development</i>, https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESS2018_full_web.pdf • UN DESA (2020), <i>Frontier Technology Issues: Can digital technologies put us back on the path to achieve the SDGs?</i> • https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/FTI_Nov_2020.pdf
Schedule	<ul style="list-style-type: none"> • Presentation: 10:30-11:30 • Group Work: 11:30-12:30



13:30-15:00	<h2>Module 9: Ensuring Inclusion of Vulnerable Groups during Public Health Emergencies</h2>
<h3>Content</h3>	<p>Presentation: The presentation will discuss the special vulnerabilities of vulnerable groups during public health emergencies including the COVID-19 pandemic, the impact of public health emergencies to vulnerable groups, the strategies and approaches of government innovation for inclusion of vulnerable groups during public health emergencies, and challenges and policy considerations. This session will also present innovative cases in addressing the impact of public health emergencies on vulnerable groups.</p> <p>Group work – Group Discussion & Scenario Analysis: In a structured group discussion, participants will discuss the needs and challenges of setting up an effective governance framework and the opportunities to address the special vulnerabilities and impact on vulnerable groups during public health emergencies by leveraging technologies and digital government.</p>
<h3>Learning Outcomes</h3>	<ul style="list-style-type: none"> • Participants will understand the special vulnerabilities confronted by vulnerable groups during public health emergencies and impacts on their well-being and socio-economic status. • Participants will also learn strategies, approaches and innovative ideas to ensuring protection and inclusion of vulnerable groups during public health emergency situations. • This Module aims to give the participant a concrete idea on how to set up an effective governance framework and leverage technologies and digital government to address the specific vulnerabilities of vulnerable groups during public health emergencies including the COVID-19 pandemic.
<h3>Key Readings</h3>	<ul style="list-style-type: none"> • United Nations (2020), <i>Shared Responsibility, Global Solidarity: Responding to the socio-economic impacts of COVID-19</i> https://unsdg.un.org/sites/default/files/2020-03/SG-Report-Socio-Economic-Impact-of-Covid19.pdf • UN DESA (2020), <i>UN E-Government Survey 2020, Chapter 8</i> https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf • OECD (2020), <i>Embracing Innovation in Government: Global Trends 2020</i> https://trends.oecd-opsi.org/ • UN DESA (2020), Policy Brief #61 on COVID-19: <i>Embracing digital government during the pandemic and beyond</i> https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_61.pdf • UN DESA (2020), Policy Brief #79 on <i>Role of Public Service and Public Servants during the COVID-19 Pandemic</i> https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_79.pdf • UN DESA (2020), Policy Brief on <i>Resilient institutions in times of crisis: transparency, accountability and participation at the national level key to effective response to COVID-19</i> https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_74.pdf • United Nations (2020), <i>The Sustainable Development Goals Report 2020</i> https://unstats.un.org/sdgs/report/2020/ • UN OCHA (2020), <i>COVID-19: How to include marginalized and vulnerable people in risk communication and community engagement</i> https://reliefweb.int/sites/reliefweb.int/files/resources/COVID-19_CommunityEngagement_130320.pdf • European Center for Disease Prevention and Control (ECDC) (2020), TECHNICAL REPORT - <i>Guidance on the provision of support for medically and socially vulnerable populations in EU/EEA countries and the United Kingdom during the COVID-19 pandemic</i> https://www.ecdc.europa.eu/sites/default/files/documents/Medically-and-socially-vulnerable-populations-COVID-19.pdf
<h3>Schedule</h3>	<ul style="list-style-type: none"> • Presentation: 13:00-14:00 • Group Work: 14:00-15:00



15:00-17:00	<h2>Module 10: How to Create an Enabling Ecosystem for Empowering Vulnerable Groups</h2>
<h3>Content</h3>	<p>Presentation: This presentation introduces the participants to a required paradigmatic change in the way governments work with vulnerable groups in cooperation with local communities and other non-governmental stakeholders that is based on creating enabling eco-systems. It will provide a general introduction on empowerment as a condition for engagement of vulnerable groups and how this can be supported by promoting enabling eco-systems through measures of governments in partnership with other stakeholders. A new model of governance, frequently defined as ‘open innovation’ or ‘co-creation’, works with those groups and enabling them to take initiative rather than just doing something for them as passive recipients. The link to the human rights-based approach of the 2030 Agenda will be made. The key role of local communities will be explained.</p> <p>Group work – Strategy -Building Exercise: participants work in small groups on an example of creating an enabling ecosystem</p>
<h3>Learning Outcomes</h3>	<ul style="list-style-type: none"> Participants will learn how to maximize their efficiency when delivering innovative public services by creating a so-called “enabling ecosystem”: an open and co-creative environment that collects the creative power of all interested actors: NGOs, private sector, CBOs and vulnerable groups themselves.
<h3>Key Readings</h3>	<ul style="list-style-type: none"> UN ESCAP, 2018, <i>Effective Stakeholder Engagement for the 2030 Agenda</i>, Training Reference Material https://www.unescap.org/sites/default/d8files/knowledge-products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf UN Public Service Forum, 2019, Achieving the Sustainable Development Goals through Effective Delivery of Services, Innovative Transformation & Accountable Institutions http://unpog.org/page/sub4_2_tab_introduction.asp?tb_Symposium_sn=5 International Fund for Agricultural Development (2009), <i>Good Practices in Participatory Mapping</i> https://www.ifad.org/documents/38714170/39144386/PM_web.pdf/7c1eda69-8205-4c31-8912-3c25d6f90055 UN DESA (2012), Online Survey on <i>Promoting Empowerment of People in achieving poverty eradication, social integration and full employment integration and full employment and decent work for all</i> https://www.un.org/esa/socdev/publications/FullSurveyEmpowerment.pdf World Economic Forum, <i>This is how digital ID systems could help the most vulnerable</i> https://www.weforum.org/agenda/2020/08/harnessing-the-power-of-digital-id/ Health Info in Thailand ((www.healthinfo.in.th), <i>Empowering Vulnerable Populations - Creating an Inclusive Society</i> https://www.hiso.or.th/hiso/picture/reportHealth/ThaiHealth2017/eng2017_26.pdf
<h3>Schedule</h3>	<ul style="list-style-type: none"> Presentation: 15:00-16:00 Group Work: 16:00-17:00
17:00-17:15	Day 3 Wrap-up and Reflection



Day 4: Capacity Development: Enabling Engagement and Enhancing Social Inclusion

9:00-12:30	Module 11: Developing Public Sector Capacity for Government Innovation and Inclusion of Vulnerable Groups
Content	<p>11.1 Building capacity for government innovation for social inclusion Presentation: This Module will introduce the capacities of public servants need to be equipped with to promote and implement government innovation for social inclusion of vulnerable groups. It will explain leadership and mindset change, as well as institutional, organizational and technical capacities of public governments, and provide policy suggestions on how to foster the capacities to innovate and how to remove factors that hinder those capacities.</p> <p>11.2 Methods to Plan Stakeholder Engagement and Design Government Innovation Projects Presentation: The presentation will outline challenges for stakeholder engagement. Based on the UNESCAP training guidebook on Effective Stakeholder Engagement for the 2030 Agenda the steps for effective management of a stakeholder engagement process will be presented – from scoping, stakeholder mapping to designing an entire engagement sequence and selecting engagement methods and formats.</p> <p>This presentation will also provide the participants with some very practical and hands-on tools that could help them initiate, plan and design as well as to implement public service innovation projects taking also into account that these tools will have to be applied within predominantly traditionally structured governance cultures. For this purpose, ‘Designing for Public Services’ will be presented as an example of a successful methodology to drive change towards people-centered public service reforms. Specific aspects regarding vulnerable groups will be considered. The Template of an Action Plan for country specific government innovation, provided by UNPOG, will be introduced. The presentation will conclude with an outline of the group work on action plans in Module 12.</p> <p>Group Work – Stakeholder Mapping/Engagement Sequence Exercise & Design Thinking Exercise: Participants draft in small groups a Stakeholder Mapping and design an Engagement Sequence; Participants working in groups of two participants each identify key elements for action planning and change management for public service innovation.</p>
Learning Outcomes	<ul style="list-style-type: none"> This Module outlines the necessary ingredients needed to improve capacity building within Governments and practically implement innovation within the public services. It will give participants hands-on tools to start innovating public services.
Key Readings	<ul style="list-style-type: none"> UN ESCAP (2018), Training Reference Material, <i>Effective Stakeholder Engagement for the 2030 Agenda</i> https://www.unescap.org/sites/default/d8files/knowledge-products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf NESTA, Designing for Europe, 2017, <i>Designing for Public Services: a practical guide</i>, https://www.nesta.org.uk/documents/648/nesta_ideo_guide_jan2017.pdf World Bank Group, <i>The Social Inclusion Assessment Tool (SiAT)</i> http://pubdocs.worldbank.org/en/478071540591164260/SiAT-Logo-web.pdf UN DESA, 2015, <i>Innovative Public Service Delivery: Learning from Best Practices</i>, United Nations Publication. OECD (2020), <i>Digital Government in Chile – Improving Public Service Design and Delivery</i>, Digital Government Studies, https://doi.org/10.1787/b94582e8-en
Schedule	<ul style="list-style-type: none"> Module 11. 1 Presentation: 9:00-10:00 Module 11.2 Presentation: 10:00-11:00 Group Work : 11:00-12:30



13:30-17:00	Module 12: Develop Your Government Innovation Project and Action Plan
Content	<p>Presentation: The presentation will provide an overview of the Action Plan template and explain the specific elements to be included in the Action Plan.</p> <p>Group work – Developing Action Plan: In interactive work in small groups participants will apply the information provided in the first four days of training and develop their own innovation project to improve public service delivery to vulnerable groups. Based on the UNESAP guide for Effective Stakeholder Engagement and the Designing for Public Services toolkit, the groups will have the task to develop an innovation project and an action plan to move the project forward. Groups will be asked to draft a Challenge Brief with a description of the problem of the case. They will also prepare and perform in a role play an interview with citizens/vulnerable group members about experiences and expectations using the service and observe practical obstacles to access public services. The main group task is the elaboration of an action plan for a project for government innovation aiming at better social inclusion of vulnerable groups. A template for an action plan will be provided. The action plan should consider all the learning results from the sessions of the previous workshop days. The group work could also entail that participants in a group act as different stakeholders in a role play format.</p> <p>Cases should be based on the self-assessment and definition of personal learning objectives that have to be prepared by each participant before the start of the course (possibly an innovation project they are already dealing with or that is planned in their government). In addition, 2 – 4 prepared case examples, adapted to the training country or region, could be provided in the training. The working groups will be assisted by the course instructors.</p> <p>After the group work, the groups report their results back to workshop. Results will be documented on white boards etc. and provided later to the participants together with the other training material. Discussion with and amongst participants about insights, obstacles, governance challenges etc.</p>
Learning Outcomes	<ul style="list-style-type: none"> • This is about learning how to put ideas into practice. Participants learn how to elaborate an action plan for public service innovation projects. This step will connect the learning results to the practical work and context of the participants as government officials. • Outcomes will be documented and handed out to participants.
Schedule	<ul style="list-style-type: none"> • Presentation: 13:30-14:00 • Group Work: 14:00-17:00
17:00-17:15	Day 4 Wrap-up and Reflection
After 17:15	Meeting with Stakeholders (Optional)



Day 5: Implementing Government Innovation and Tracking & Monitoring the Impact of Government Innovation

9:00-11:00	Module 13: Financing and Partnerships for Social Inclusion
Content	<p>Presentation: Information about strategies and innovative approaches to addressing financing constraints of government for social inclusion, knowledge about social innovation budgeting and blended financing as well as the importance of innovative financing to overcome the financing gap in developing countries. In addition to traditional methods such as Public Private Partnerships (PPPs), the entire landscape of ecosystem players has to be considered. The presentation will introduce the UNCTAD Action Plan for promoting private sector contributions in the framework of the SDGs compiles different approaches and guidelines, creating a strategic framework based on leadership, mobilization of funds, channelling of those funds towards sustainable development and maximizing impact and mitigating drawbacks.</p> <p>Group work – Scenario Analysis & Solution Designing: Mini Social Innovation Challenge. Based on a practical case provided in the training toolkit participants develop a proposal answering to the challenge, using UNCTAD approach (leadership, mobilization, channeling of funds; maximization of benefits).</p>
Learning Outcomes	<ul style="list-style-type: none"> • The participants will learn about the new approaches to private funding in the framework of the SDGs, increasing their knowledge about blended financing and its importance to overcome the financing gap in development countries. • The knowledge acquired in previous Modules on citizen engagement and innovative approaches will be helpful to achieve more comprehensive solutions. The combination of these and other acquired skills will also be further developed in the next Module, centered on the measurement of progress and the evaluation of implementing efforts.
Key Readings	<ul style="list-style-type: none"> • UN DESA (2019), <i>World Public Sector Report 2019</i> http://workspace.unpan.org/sites/Internet/Documents/UNPAN99332.pdf (Section 3.7 on Budgeting and non-discrimination) • UNCTAD (2015): <i>Investing in Sustainable Development Goals: Part 1 Action Plan for private Investments in SDGs</i> https://unctad.org/system/files/official-document/osg2015d3_en.pdf • Asian Development Bank (2018): <i>Mobilization of private finance by Multilateral Development Banks & Development Finance Institutions</i> https://www.adb.org/sites/default/files/institutional-document/521051/mobilization-private-finance-mdbs-dfis-2018.pdf • Attridge, S., Engen, L. (2019), <i>Blended finance in the poorest countries: The need for a better approach</i> https://www.odi.org/sites/odi.org.uk/files/resource-documents/12666.pdf • Development Bank of Latin America, in partnership with OECD (2020), <i>National Strategies for Inclusion and Financial Literacy in Latin America and the Caribbean: Implementation Challenges</i> https://scioteca.caf.com/handle/123456789/1605?from=caf.com
Schedule	<ul style="list-style-type: none"> • Presentation: 9:00-10:00 • Group Work: 10:00-11:00



11:00-12:30	<h2>Module 14: Measuring Progress: Monitoring & Evaluation of Implementation Efforts</h2>
<p>Content</p>	<p>Presentation: Monitoring and evaluation of innovative actions is crucial for an effective implementation, improved accountability and inclusiveness. The presentation will discuss the challenges, methods and good practices of measuring vulnerability, considering existing data gaps and lack of capacities and skills in the public sector. How statistical capacities could be strengthened for identity management and producing disaggregated data for vulnerable groups? How to create suitable indicators? Data collection and interpretation on vulnerable groups and on the main sources of vulnerability, such as lack of resilience against physical, economic, social or digital shocks, should be a comprehensive approach and not be done in 'silos'. The presentation will underline the added value of data partnership of national statistical offices with other ministries and other non-governmental stakeholders, including relevant vulnerable groups ('open government') to produce quality indicators.</p> <p>Group work – Group Quiz & Discussion: Discuss promising case examples in small groups, on (1) Measuring vulnerability; (2) Monitoring and evaluating approaches; (3) Stakeholder engagement, oversight and accountability; (4) capacity development and learning. Looking at good practices - how could they be made to work in the specific context of the country/countries?</p>
<p>Learning Outcomes</p>	<ul style="list-style-type: none"> • Monitoring and evaluation are common steps for projects. But the approach to vulnerability challenges the mainstream monitoring and evaluation tools. • Participants will learn how to address specific questions related to vulnerability in the monitoring and evaluation of projects: how to adapt data recollection to the specific case, how to ensure stakeholder engagement and accountability and how to learn from experience to improve the development of future projects.
<p>Key Readings</p>	<ul style="list-style-type: none"> • Eurostat, <i>Monitoring social inclusion in Europe - 2017 Edition</i>, Edited by Anthony B. Atkinson, Anne-Catherine Guio and Eric Marlier. https://ec.europa.eu/eurostat/documents/3217494/8031566/KS-05-14-075-EN-N.pdf/c3a33007-6cf2-4d86-9b9e-d39fd3e5420c?t=1495095453000 • Hendriks, M. (2018), Netherlands Court of Audit, Intosai Journal, <i>Engaging Citizens in SDG Monitoring Through Available, Accessible Data</i> http://intosaijournal.org/engaging-citizens-sdg-monitoring-available-accessible-data/ • UNESCAP and IAP2, <i>Stakeholder Engagement Planning and Assessment Tool for the 2030 Agenda</i>, http://sdghelpdesk.unescap.org/node/1264 • World Bank (2018), <i>Social Inclusion Assessment Tool (SIAT)</i> http://pubdocs.worldbank.org/en/478071540591164260/SiAT-Logo-web.pdf • World Bank (2020), <i>Disability-Inclusive Disaster Recovery</i> https://documents.worldbank.org/en/publication/documents-reports/documentdetail/265011593616893420/disability-inclusive-disaster-recovery • World Bank (2020), <i>Inclusion Matters in Africa</i> https://openknowledge.worldbank.org/bitstream/handle/10986/32528/IM-Africa.pdf?sequence=12 • ADB (2018), <i>Statistical Capacity Development for Social Inclusion and Gender Equality: Technical Assistance Completion Report</i> https://www.adb.org/projects/46194-001/main • European Commission (2015), <i>Portfolio of EU social indicators for the monitoring of progress towards the EU objectives for social protection and social Inclusion</i>, BlobServlet
<p>Schedule</p>	<ul style="list-style-type: none"> • Presentation: 11:00-12:00 • Group Work: 12:00-12:30

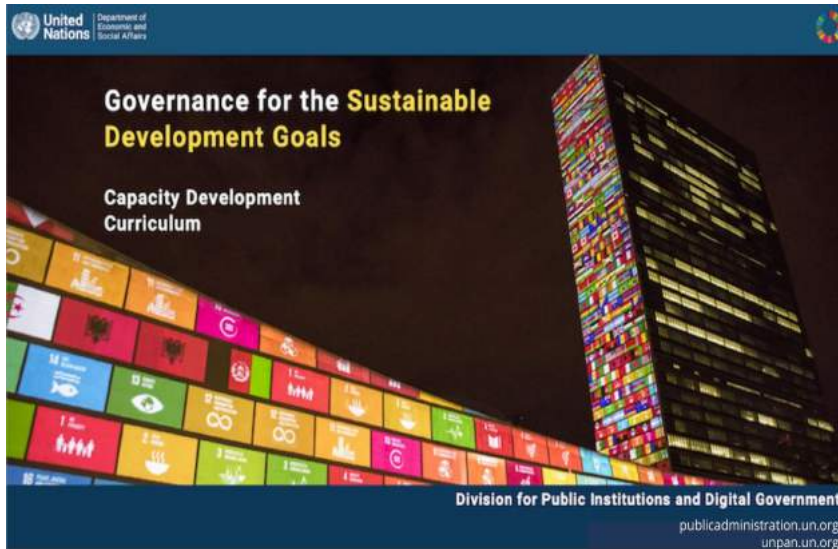


13:30-16:00	Module 15: Lessons Learned and Next Steps
Content	<p>Presentation: The Module rapporteurs will present their key messages from each Module.</p> <p>Group Discussion – Participants will discuss the main lessons they learned. What has changed during this week? What are the main conclusions that can be applied in practice? Were the learning expectations shared during Module 1 of Day 1 achieved? What kind of changes will this training bring at the national/local levels?</p> <p>Once the discussion has finalized, the conclusions will be put down in writing and distributed to the participants after the workshop by the course instructors.</p> <p>Group work on the participants action plans for their country and concrete proposals and how lessons learned can be used in their concrete situations.</p> <p>Which innovation solutions to public service delivery and access could be feasible and how capacity could be strengthened? How to leverage the untapped potential of vulnerable people?</p> <p>This group work should make sure that the training will be followed up with actions. Participants shall make concrete programme(s), action plans and e.g. a network of change agents in their organization.</p> <p>Participants will have the opportunity to discuss with their colleagues what would be the necessary support to ensure the sustainable implementation of their actions, how UNDESA could contribute to it and, over-all, how South-South cooperation could be useful for their plans.</p> <p>Participants will also have the opportunity to discuss and individually share their plans with other peers, extending their network and creating informal ties that might be useful for information exchange and follow-up once the training is over.</p>
Learning Outcomes	<ul style="list-style-type: none"> • This Module will be an opportunity to put everything learned during the past days in action. Participants will present their actions and approach their peers for support, ideas and collaboration. • They will also discuss what support will be necessary in order to develop their plans, improving their network of contacts and learning of different resources that participants can use for their innovative projects on vulnerability.
Schedule	<ul style="list-style-type: none"> • Presentation: 13:30-14:15 • Group Work: 14:15-16:00
16:00-17:00	Course Evaluation by Participants & Closing Session

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.



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