

# **Training Toolkit on Government Innovation for Social Inclusion of Vulnerable Groups<sup>1</sup>**

## **Training Syllabus**

UN Department of Economic and Social Affairs (UN DESA)  
Division for Public Institutions and Digital Government (DPIDG)  
UN Project Office on Governance (UNPOG)

### **Background**

Ensuring no one is left behind is the overarching principle of the 2030 Agenda for Sustainable Development. As highlighted by UN Secretary-General António Guterres, leaving no one behind means, “listening to the views and guidance of people living in poverty and acting together with them”. In every country, vulnerable groups – typically the youth, women, older persons, refugees, migrants, indigenous peoples, persons with disabilities or other minorities – confront barriers that prevent them from fully participating in their nations’ political, economic, and social life. These groups are excluded through several practices that discriminate against people based on gender, race, ethnicity, or disability status. Such practices can deprive them of dignity, security, and the opportunity to lead a better life.

Most of the UN Sustainable Development Goals (SDGs) are linked to the delivery of inclusive and equitable public services, which are especially critical for vulnerable groups. Vulnerable groups, especially those experiencing multiple dimensions of vulnerability and limited by their social condition and position in society, can benefit from innovative public service delivery that is targeted to meet their complex needs<sup>2</sup>. Participatory governance and effective, accountable and inclusive institutions are essential to meet these needs, particularly by improving service delivery. Empowerment is essential to support vulnerable groups to take part in social and economic life, as well as to contribute to economic development and employment.

These vulnerabilities facing vulnerable groups range from lack of resilience in the face of natural disasters, public health emergencies to the inability to cope with external financial shocks, and in the short, medium as well as the long term. They prevent the implementation of the 2030 Agenda if not addressed.

Vulnerability is difficult to be defined in all its complexities. However, though specific definitions may slightly differ, they share the common feature that exposure to shocks is not a natural phenomenon: it is a product of a number of interlinked historical, social, cultural, environmental, political, and economic conditions. There are processes in society that are correlated with or even have clear causal relations with people being in a vulnerable situation. Therefore, addressing vulnerability should include finding out who actually influences these underlying processes, as those are the people/groups that need to change their behaviors. These may be the vulnerable people themselves, but also other groups in society. Focusing only on vulnerable people to get them out of vulnerability could give the

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<sup>2</sup> OECD (2015), Integrating Social Services for Vulnerable Groups: Bridging Sectors for Better Service Delivery, available at <http://dx.doi.org/10.1787/9789264233775-en>.

impression that it is their own fault, mistake, problem. This is not really the case. To conceptualize vulnerability, therefore, having a broad view of what it entails rather than a strict set of prescriptions may prove more valuable as a flexible standard of determining who is vulnerable, as well as how and why they are vulnerable<sup>3</sup>.

Vulnerability has a variety of definitions and many countries focus on specific groups. For example, during the 2018 Voluntary National Reviews at the High-Level Political Forum, several country reports highlighted specific challenges faced by migrants, relating to access to health care, education and the labour market<sup>4</sup>. Some countries provided good practices of a wide range of measures and policies to curb poverty as a multidimensional phenomenon and to foster social inclusion. While many reviews have outlined the challenges women and girls face in general terms, only a few have focused on measures to reach the most disadvantaged among them.

Due to the far-reaching impact of COVID-19, the challenges confronting vulnerable groups, such as job loss, income reduction, and lack of access to essential public services, are becoming more complex, multi-faceted, and dynamically evolving. Meanwhile, such vulnerabilities are often context- and situation-specific and heterogenous even within the same group.

Through its Project Office on Governance (UNPOG), in collaboration with the Government of Republic of Korea, UN DESA's Division for Public Institutions and Digital Government (DPIDG) organized a Regional Symposium in October 2018 on *Strengthening Capacities of Public Institutions & Developing Effective Partnerships to Realize the 2030 Agenda for Sustainable Development*. During the Symposium, it was recognized that countries need to move from business-as-usual governance to innovation for inclusiveness of vulnerable groups especially the youth, women, persons with disabilities and older persons. Governments expressed their difficulties in empowering vulnerable groups and involving them in decision-making, building local leadership, and enhancing collaboration among government, civil society organizations, local communities and vulnerable groups.

These challenges call for innovation in the government approaches, and for increased and tailored public administration capacities at all levels, with transformational leadership and changing mindsets of public officials at local level. This implies the need for a new direction in public-sector reform, at all levels of government: moving away from a sole focus on efficiency and restoring the balance with the three headline principles of effective governance for sustainable development proposed by the UN Committee of Expert on Public Administration (CEPA) and endorsed by UN ECOSOC in 2018 which are: *effectiveness, inclusiveness and accountability*.<sup>5</sup>

### **Training Content and objectives**

In response to expressed country needs and demands, a training toolkit has been developed that should strengthen the capacities of public sector officials, in a result-oriented way, to address key challenges.

The Training Toolkit also examines what innovative technologies such as blockchain, open data, big data and data analytics are being applied for promoting social inclusion. The Toolkit highlights good practices on public service innovations for social inclusion in vulnerable countries, and how they can be scaled up in practice across developing countries. Key messages from the Workshop on *Government*

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<sup>3</sup> Stuart & Samman (2017), Defining 'Leaving No One Behind,' available at <https://www.odi.org/publications/10956-defining-leave-no-one-behind>

<sup>4</sup> UNDESA (2019), [Voluntary National Reviews Reports – What do they \(not\) tell us?](#)

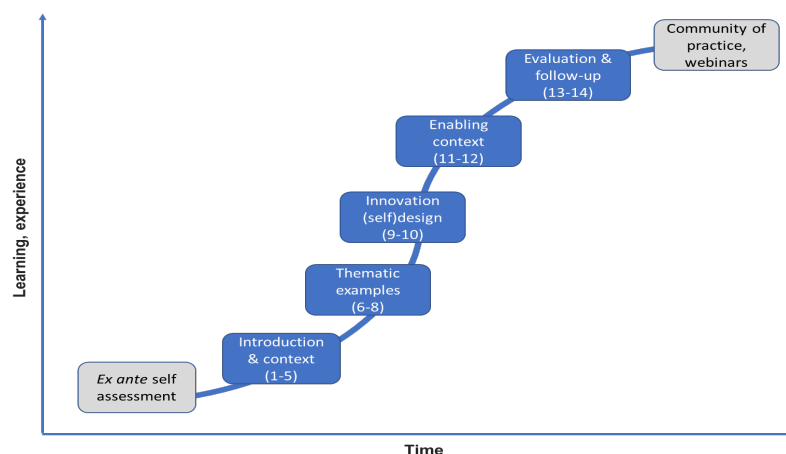
<sup>5</sup> UN, Committee of Experts on Public Administration, Report on the Seventeenth Session (23-27 April 2018), p. 18-21, New York, Economic and Social Council, Official Records, 2018, Supplement No 24. E/2018/44-E/C.16/2018/8.

*Innovation to Promote Social Inclusion of Vulnerable Groups* at the 2019 UN Public Service Forum in Baku, Azerbaijan are integrated in this syllabus and will be also integrated in Module presentations.

The order of the Modules during the training is designed to bring about a logical learning curve<sup>6</sup>. By using a pre-course self-assessment, participants will already start reflecting on the course theme and their own experiences before the course starts. Results of these reflections will be discussed in the course introduction session on the first day. After the course introduction, the training week will be structured in 15 Modules, including a course evaluation and wrap-up in the last Module.

In order to make the course more than a one-off activity, follow-up activities should be envisioned such as organizing webinars and, generally, establishing a community of practice, moderated by a volunteer organization from the participants.

- Modules 1-6 introduce vulnerability in the context of governance innovation. This includes identifying and tracking vulnerabilities to leave no one behind, the specific challenges, risks and opportunities of social inclusion of vulnerable groups, with existing policy and legislative frameworks; how to identify and measure the unique vulnerabilities of different vulnerable groups in a specific socio-economic context, and to promote social inclusion of vulnerable groups through governance innovation.
- Modules 7-10 present concrete themes with practical examples. These modules cover innovating public service delivery to vulnerable groups, improving access to public services, including through civil registration and identity management to ensure everyone is accounted for; the potential of frontier technologies and digital government; special vulnerabilities of vulnerable groups and government innovation to address the impact of public health emergencies through setting up an effective governance framework and leveraging technologies and digital government; and how to create an enabling ecosystem with frontier technologies and digital government, as well as building effective partnerships with other stakeholders, to engage and empower vulnerable groups.
- Modules 11-12 focus on developing public sector capacity and innovation projects; and on developing a concrete innovation project and action plan for social inclusion of vulnerable groups.
- Modules 13-14 are about means of implementation including financing and partnerships, as well as tracking, monitoring and evaluating the changes and impact of government innovation present in the enabling context and tools.
- Module 15 discusses lessons learned and concrete next steps, e.g. establishing a participants' community of practice, approaches to empowering vulnerable groups as active agents of change including promoting digital inclusion to leverage the untapped potential of vulnerable groups, and the Wrap-up session evaluates the course.



<sup>6</sup> The rate of a person's progress in gaining experience or new skills.

## Target audience

The Toolkit on Government Innovation for Social Inclusion of Vulnerable Groups could provide unique value-added to policy makers particularly in charge of inclusive development, social cohesion and protection, and emergency management, development banks, civil society organizations and academia. The training is designed for government officials, working at national ministries and government agencies or subnational authorities, working on government innovation on policy making and implementation challenges in which vulnerability and vulnerable groups should be (more) involved and empowered to manage their own lives. The training will also be useful for schools of public administration, civil society organizations and other institutions. Through their engagement in this programme, participants will have the opportunity to examine a variety of innovative technologies and governance processes. The Toolkit supports them to organize themselves and find partners for structured follow-up activities. The training is designed as a *means* to start informed action and collaboration – not as an *end* in itself.

## Relation to other Training Toolkits

This training toolkit for Government Innovation for Social Inclusion of Vulnerable Groups is part of the Curriculum on Governance for the SDGs which UN DESA's Division for Public Institutions and Digital Government (DPIDG) has developed to support governance for sustainability. All Toolkits of the Curriculum will be available online.<sup>7</sup>

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<sup>7</sup> <https://unpan.un.org/capacity-development>

### Training Agenda Overview – Five Day Training Format

	Day 1: Introduction & objectives / Vulnerability & Agenda 2030 / policy and legal frameworks & innovation needs	Day 2: Addressing root causes of vulnerability: Action perspectives and governance	Day 3: Innovating public service and enabling ecosystems for social inclusion	Day 4: Capacity building: Enabling engagement and enhancing social inclusion	Day 5: Means of Implementation / monitoring and evaluation/ follow-up
<b>Morning Session:</b> 9:00-12:00	<b>Module 1: Course Introduction (9:00-10:00)</b> <i>Introduction</i> of speakers and participants; icebreaker activity. <i>Presentation:</i> Background and objectives of the training; introduction to the training programme; key terms & concepts. <i>Personal objectives of participants:</i> What do I want to take home from this course? Based on the self-assessment of participants on challenges confronted by each institution or country.	<b>Module 5: Identifying Vulnerability and Vulnerable Groups (9:00-12:00)</b> <i>Presentation:</i> What are the challenges in identifying vulnerable groups? What are the different strategies and methods of effectively identifying vulnerable groups? What are the groups in your society that are most vulnerable now, and why? <i>Creative brainstorming</i> on identifying vulnerable groups & groups at risk of vulnerability. <i>Group work:</i> Identify the relevant vulnerable groups & groups at risk of vulnerability with several methods for stakeholder assessment	<b>Module 7: Innovating Public Service Delivery and Access for Vulnerable Groups (9:00-10:30)</b> <i>Presentation:</i> the critical role of public service for SDG implementation and inclusion of vulnerable groups; the need for a profound shift to people-centred public services; challenges and obstacles to inclusive public service access and delivery to vulnerable groups; <i>Group work:</i> identify which public services are important for vulnerable groups. What public service reform projects could improve the living conditions of vulnerable groups and increase their resilience in your country?	<b>Module 11: Building Public Sector Capacity for Innovation and Inclusion of Vulnerable Groups (9:00-12:30)</b> <b>11.1 Building Capacity for Government Innovation for Social Inclusion</b> <i>Presentation:</i> leadership and empowerment of public servants; identifying personal, institutional, organizational and technical capacities for government innovation improving the social inclusion of vulnerable groups. <i>Group work:</i> Discussion in small groups on experiences about capacities needed for public service reform	<b>Module 13: Financing and Partnerships for Social inclusion (09:00-11:00)</b> <i>Presentation:</i> strategies and innovative approaches to addressing financial constraints of government; knowledge about social innovation budgeting and blended financing; partnerships with other actors and mobilizing private finances. <i>Group work:</i> Mini Social Innovation Challenge. Develop a proposal answering to the challenge, using UNCTAD approach (leadership, mobilization, channeling of funds; maximization of benefits).
	<b>Module 2: Vulnerability and Leaving No One Behind for Achieving the 2030 Agenda (10:00-12:00)</b> <i>Presentation:</i> Vulnerability in the context of the 2030 Agenda and in the development approach; systemic aspects, root causes, innovation needs; risks and challenges of vulnerability; definitions of social inclusion of vulnerable groups and government innovation. <i>Group work:</i> How does vulnerability relate to your own work?		<b>Module 8: Digital Government and Frontier Technologies for Promoting Social Inclusion of Vulnerable Groups (10:30-12:30)</b> <i>Presentation:</i> the potential of digital government to increase benefits from public services for vulnerable groups and support the establishment of an enabling ecosystem; innovative cases of harnessing digital solutions for inclusion of vulnerable groups including leveraging frontier technologies such as big data analytics, blockchain and IoT to address challenges including risks of new digital divides and how to overcome them. <i>Group debate:</i> pro & cons of digital government for vulnerable groups	<b>11.2 Methods to Plan Stakeholder Engagement and Design Government Innovation Projects</b> <i>Presentation:</i> practical methodological toolkit for creative and participatory public service innovation towards people-centered services (Designing for Public Services); Action Plan for Government Innovation. <i>Group work:</i> recapitulating a proper process for participative design; Stakeholder Mapping and design an Engagement Sequence.	<b>Module 14: Measuring Progress: Monitoring &amp; Evaluation of Implementation Efforts (11:00-12:30)</b> <i>Presentation:</i> challenges, methods and good practices of measuring vulnerability; strengthening statistical capacities to produce disaggregated data for monitoring and evaluating the changing vulnerabilities of vulnerable groups; data partnerships between national statistical offices and other ministries and non-government stakeholders including relevant vulnerable groups to produce quality indicators. <i>Group work:</i> Discuss promising case examples in small groups
<b>Lunch Break</b>					
<b>Afternoon Session:</b> 13:00-17:00	<b>Module 3: Vulnerability in the Contexts of Economic, Social and Environmental Challenges and Opportunities (13:00-15:00)</b> <i>Presentation:</i> How is vulnerability contextualized in socio-economic and environmental terms? What are the opportunities and benefits of social inclusion of vulnerable groups for inclusive socio-economic development? How can vulnerable groups themselves be the agents	<b>Module 6: Governance Innovation – Towards Inclusive and Participatory Governance (13:00-17:00)</b> <i>Presentation:</i> The governance innovation in the context of social inclusion of vulnerable groups; Introducing basic principles of effective governance, types of governance innovation for social inclusion; and strategies, approaches and practices of governance innovation for social inclusion.	<b>Module 9: Ensuring Inclusion of Vulnerable Groups during Public Health Emergencies (13:30-15:00)</b> <i>Presentation:</i> the special vulnerabilities of vulnerable groups during public health emergencies; strategies and approaches of government innovation for inclusion of vulnerable groups to address the impact of public health emergencies; and challenges and policy considerations.	<b>Module 12: Develop Your Innovation Project and Action Plan (13:30-17:00)</b> <i>Group work:</i> Based on information provided in the first four days of training and self-assessment, participants develop their own innovation project to improve public service delivery to vulnerable groups. Template Action Plan is provided. Participants train interview techniques in co-design processes.	<b>Module 15: Lessons learned and Next Steps (13:30-16:00)</b> <i>Presentation:</i> key messages from course modules by participant/ rapporteurs. Participants present lessons learned & next steps. Resources for own action plans. Participants' community?

	<p>for change for achieving sustainable development?</p> <p><i>Group work:</i> How to tap the untapped potential of vulnerable groups?</p>	<p><i>Group work:</i> What capacities are needed for public service innovation for vulnerable groups? Opportunities for change, in terms of leadership, strategic approach, participation &amp; partnership, human resources, knowledge and data for vulnerable groups. Governance capacity to promote social inclusion of vulnerable groups</p>	<p><i>Group work:</i> What particular challenges for government innovation for inclusion of vulnerable groups during public health emergencies? How can the government lead to set up an effective governance framework and leverage technologies and digital government to address the special vulnerabilities and impact on vulnerable groups during public health emergencies?</p>	<p>Working groups assisted by course instructors</p> <p><i>Presentation:</i> Group work to be reported back to workshop</p> <p><i>Discussion</i> about insights, obstacles, governance needs</p>	
	<p><b>Module 4: Policy and Legislative Frameworks &amp; Innovation Needs (15:00-17:00)</b></p> <p><i>Presentation:</i> Existing policy &amp; legislative frameworks at global, regional, national and local levels; the need for innovation; and the role of each stakeholder for social inclusion of vulnerable groups.</p> <p>Video: Role of non-governmental actors.</p> <p><i>Group work:</i> Innovation needs</p>		<p><b>Module 10: How to Create an Enabling Ecosystem for Empowering Vulnerable Groups (15:00-17:00)</b></p> <p><i>Presentation:</i> A paradigm shift in government work with vulnerable groups; open innovation, co-creation and empowerment of vulnerable groups illustrated by practical examples.</p> <p><i>Group work:</i> participants work in small groups on an example of creating an enabling ecosystem</p>	<p><b>Optional: Meeting with Stakeholders</b> (after 17:00)</p>	<p><b>Course wrap-up (16:00-17:00)</b> Open discussion: course feedback and lessons learned. Assessment of the value of the training toolkit. Course evaluation.</p>
	<p><i>Wrap-up Day 1 &amp; reflection on government/governance innovation needs</i></p>	<p><i>Wrap-up Day 2 &amp; reflection on government/governance innovation needs</i></p>	<p><i>Wrap-up Day 3 &amp; reflection on government/governance innovation needs</i></p>	<p><i>Wrap-up Day 4 &amp; reflection on government/governance innovation needs</i></p>	

Day 1: What is Vulnerability? Policy & Legislative Frameworks and Government Innovation Needs	
<b>9:00-10:00</b>	<b>Module 1: Welcome and Course Introduction</b>
<b>Content</b>	<p><b>Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity</b></p> <p>This Module gives an overview of the whole course, touching all issues which are relevant as the 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.</p> <p>Before the training, participants are asked to do a <b>self-assessment</b> on how they see the challenges of government innovation for vulnerable groups. Based on this, they will formulate personal objectives (<i>What changes do I aim to achieve after taking the training? what do I want to take home?</i>).</p> <p>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.</p> <p>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 &amp; 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.</p>
<b>10:00-12:00</b>	<b>Module 2: Vulnerability and Leaving No One Behind for Achieving the 2030 Agenda</b>
<b>Content</b>	<p><b>Presentation:</b> The Module will introduce various definitions of vulnerability in and beyond the development approach, such as the World Bank’s short definition: “<i>exposure to risk that leads to unacceptable levels of deprivation</i>” (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><b>Group work – Group Discussion &amp; Scenario Analysis:</b> Three interactive small-group discussions on defining vulnerability and scenario analysis</p>

<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• It will also make the participants familiar with different definitions and approaches to vulnerability</li> <li>• Participants will understand why identifying vulnerable groups is critical to ensure the delivery of essential public services customized to their special needs.</li> <li>• The Module will also raise awareness that vulnerability should be approached as a multi-faceted and systemic challenge as well as context- and situation-specific and heterogenous even within the same group.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>• 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></li> <li>• UN DESA (2020), <i>World Social Report 2020: Inequality In A Rapidly Changing World</i> <a href="http://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/02/World-Social-Report2020-FullReport.pdf">http://www.un.org/development/desa/dspd/wp-content/uploads/sites/22/2020/02/World-Social-Report2020-FullReport.pdf</a></li> <li>• UN DESA (2016), <i>Leaving no one behind: the imperative of inclusive development. Report on the World Social Situation 2016: Executive Summary</i>, <a href="https://www.un.org/esa/socdev/rwss/2016/executive-summary.pdf">https://www.un.org/esa/socdev/rwss/2016/executive-summary.pdf</a></li> <li>• UN Committee for Development Policy Report (2019), BACKGROUND PAPER NO. 49, <a href="https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/CDP-bp-2019-49.pdf">https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/CDP-bp-2019-49.pdf</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 10:00-11:00</li> <li>• Group Work: 11:00-12:00</li> </ul>
12:00-13:00	Lunch Break
13:00-15:00	<b>Module 3: Vulnerability in the Contexts of Economic, Social and Environmental Challenges and Opportunities</b>
<b>Content</b>	<p><b>Presentation:</b> 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><b>Group work – Vulnerability Analysis Exercise:</b> 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>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>• UN DESA (2018): <a href="#">Innovation in Delivering Public Services to Vulnerable Groups for Achieving the 2030 Agenda for Sustainable Development</a></li> </ul>



	<ul style="list-style-type: none"> <li>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. <a href="https://www.ipcc.ch/apps/njlite/srex/njlite_download.php?id=5463">https://www.ipcc.ch/apps/njlite/srex/njlite_download.php?id=5463</a> (Suggested reading: chapter 3 and 4).</li> <li>UN ESCAP (2018), <i>Inequality in Asia and the Pacific in the Era of the 2030 Agenda for Sustainable Development</i> <a href="https://www.unescap.org/sites/default/d8files/knowledge-products/ThemeStudyOnInequality.pdf">https://www.unescap.org/sites/default/d8files/knowledge-products/ThemeStudyOnInequality.pdf</a></li> <li>UN ESCAP (2020), <i>Leaving No One Behind: By Country</i> <a href="https://www.unescap.org/resources/leaving-no-one-behind-lnob-country#">https://www.unescap.org/resources/leaving-no-one-behind-lnob-country#</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>Presentation: 13:00-14:00</li> <li>Group Work: 14:00-15:00</li> </ul>
<b>15:00-17:00</b>	<b>Module 4: Policy and Legislative Frameworks &amp; Government Innovation Needs</b>
<b>Content</b>	<p><b>Presentation:</b> 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 reviews the role of each stakeholder for social inclusion and also looks at examples where non-public actors take up public service delivery if governments are not able to play their part. 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><b>Group work – SWOT Analysis &amp; Brainstorming:</b> 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>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>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.</li> <li>It will also facilitate understanding of the limitations of the current approaches and frameworks and why innovation is needed.</li> </ul>

<p><b>Key Readings</b></p>	<ul style="list-style-type: none"> <li>Selected multilateral instruments for the protection of vulnerable groups: <a href="https://www.un.org/esa/socdev/enable/discom600.htm">https://www.un.org/esa/socdev/enable/discom600.htm</a></li> <li>UN General Assembly, <i>Vienna Declaration and Programme of Action</i>, 12 July 1993, A/CONF.157/23. <a href="https://www.ohchr.org/en/professionalinterest/pages/vienna.aspx">https://www.ohchr.org/en/professionalinterest/pages/vienna.aspx</a></li> <li>UN ECLAC (2018), <i>Towards a regional agenda for inclusive social development Bases and initial proposal</i>, <a href="https://www.cepal.org/sites/default/files/events/files/s1800661_en_0_0.pdf">https://www.cepal.org/sites/default/files/events/files/s1800661_en_0_0.pdf</a></li> <li>World Bank (2019), <i>Inclusion Matters in Africa</i>, <a href="https://openknowledge.worldbank.org/handle/10986/32528">https://openknowledge.worldbank.org/handle/10986/32528</a></li> <li>UNDP (2020), The second webinar of the Webinar Series on The State of Social Assistance in Africa <a href="https://socialprotection.org/discover/blog/legal-frameworks-social-assistance-african-countries">https://socialprotection.org/discover/blog/legal-frameworks-social-assistance-african-countries</a></li> <li>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>, <a href="http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SHS/pdf/Workshop-Social-Inclusion_ODI.pdf">http://www.unesco.org/new/fileadmin/MULTIMEDIA/HQ/SHS/pdf/Workshop-Social-Inclusion_ODI.pdf</a></li> <li>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>. <a href="https://www.oecd.org/employment/leed/Improving-Social-Inclusion-Capacity.pdf">https://www.oecd.org/employment/leed/Improving-Social-Inclusion-Capacity.pdf</a></li> <li>DFID (2010), London, UK, 97 pp. <a href="#">The Politics of Poverty: Elites, Citizens and States: Findings from ten years of DFID-funded research on Governance and Fragile States 2001-2010</a></li> <li>Bea Cantillon, Paula Ploscar (2012), <i>SOCIAL INCLUSION AND SOCIAL PROTECTION IN THE EU: INTERACTIONS BETWEEN LAW AND POLICY</i> (ISBN 9781780680569)</li> </ul>
<p><b>Schedule</b></p>	<ul style="list-style-type: none"> <li>Presentation: 15:00-16:00</li> <li>Group Work: 16:00-17:00</li> </ul>
<p><b>17:00-17:15</b></p>	<p><b>Day 1 Wrap-up and Reflection</b></p>
<p><b>Day 2: Addressing Root Causes of Vulnerability: Actions, Perspectives, and Governance</b></p>	
<p><b>9:00-12:00</b></p>	<p><b>Module 5: Identifying Vulnerability and Vulnerable Groups</b></p>
<p><b>Content</b></p>	<p><b>Presentation:</b> 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 addressing these challenges and improving identifying the vulnerable groups (i.e. innovative partnerships – with the private sector &amp; CSOs; innovation in data collection &amp; analysis; national-local coordination, etc.)?</p> <p>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)?</p> <p>Several successful practical cases of vulnerability assessments will be shown.</p>

	<p><b>Group work – 1) Reversed advising Exercise:</b> on identifying vulnerable groups &amp; groups at risk of vulnerability: thinking outside the box. Analysis of the results: what is surprising?</p> <p><b>Group work – 2) Actor &amp; Interest Analysis:</b> 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>
<p><b>Learning Outcomes</b></p>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<p><b>Key Readings</b></p>	<ul style="list-style-type: none"> <li>• Yao, K. (2019), Importance and Challenges of Identifying Vulnerable Groups. Presentation at the 2019 United Nations Public Service Forum, Baku, Azerbaijan, <a href="http://unpog.org/board/download.asp?tn=tb_Symposium_Session_Data&amp;sn=300&amp;folder=tb_Symposium_Session_Data&amp;field=file1">http://unpog.org/board/download.asp?tn=tb_Symposium_Session_Data&amp;sn=300&amp;folder=tb_Symposium_Session_Data&amp;field=file1</a></li> <li>• World Bank (2019), ID4D Practitioner's Guide <a href="http://documents1.worldbank.org/curated/en/248371559325561562/pdf/ID4D-Practitioner-s-Guide.pdf">http://documents1.worldbank.org/curated/en/248371559325561562/pdf/ID4D-Practitioner-s-Guide.pdf</a></li> <li>• World Bank (2018), Principles on Identification for Sustainable Development : Toward the Digital Age : Principles on identification for sustainable development : toward the digital age <a href="http://documents1.worldbank.org/curated/en/213581486378184357/pdf/Principles-on-identification-for-sustainable-development-toward-the-digital-age.pdf">http://documents1.worldbank.org/curated/en/213581486378184357/pdf/Principles-on-identification-for-sustainable-development-toward-the-digital-age.pdf</a></li> <li>• GIZ, The Vulnerability Sourcebook: Concept and guidelines for standardized vulnerability assessments <a href="https://www.preventionweb.net/files/38849_38849vulnerabilitysourcebookguideli.pdf">https://www.preventionweb.net/files/38849_38849vulnerabilitysourcebookguideli.pdf</a></li> <li>• UN Public Service Forum (2019), Government Innovation for Social Inclusion of Vulnerable Groups, Outcome Report, United Nations Public Service Forum. <a href="#">Suggested reading: Session 1.</a></li> <li>• Meuleman, L. (2003), The Pegasus Principle, An overview of practical stakeholder assessment methods and examples, <a href="http://www.ps4sd.eu/2003-the_pegasus_principle-book/">http://www.ps4sd.eu/2003-the_pegasus_principle-book/</a></li> </ul>
<p><b>Schedule</b></p>	<ul style="list-style-type: none"> <li>• Presentation: 9:00-10:30</li> <li>• Group Works: 10:30-12:00</li> </ul>
<p>12:00-13:00</p>	<p>Lunch Break</p>
<p>13:00-17:00</p>	<p><b>Module 6: Governance Innovation - Towards Inclusive and Participatory Governance</b></p>
<p><b>Content</b></p>	<p><b>Presentation and interactive discussion</b> on the governance innovation in the context of social inclusion of vulnerable groups. It addresses many fundamental issues including basic principles of effective 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 (<i>what</i> to do) requires <i>effective and innovative governance</i> (<i>how</i> 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 is governance innovation critical for government innovation? How to innovate governance to integrate inclusiveness and empowerment? Why is the ‘right’ governance approach context-dependent? What are sustainability governance and governance innovation? What are the current efforts/policies of government innovation in general and in addressing vulnerability?</p> <p><b>Group work – Group Discussion &amp; Country Experience Sharing in World Café</b>  <b>Method:</b> Discussion on the roles of government 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 &amp; partnership, human resources, knowledge and data? What kind of innovative institutional arrangements could be necessary?</p>
<p><b>Learning Outcomes</b></p>	<p>This Module will familiarize the participants with:</p> <ul style="list-style-type: none"> <li>• Key principles for sustainability governance and key trends in governance innovation</li> <li>• How sustainability governance should be adapted to national context (traditions, culture, specific circumstances, and how governance mixtures can be generated with ‘meta-governance’</li> <li>• Approaches and strategies of governance innovation for social inclusion</li> <li>• 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.</li> </ul>
<p><b>Key Readings</b></p>	<ul style="list-style-type: none"> <li>• UN DESA (2019), Global Sustainable Development report 2019. <a href="https://sustainabledevelopment.un.org/content/documents/19934IGS_in_DC_s ummary.pdf">https://sustainabledevelopment.un.org/content/documents/19934IGS_in_DC_s ummary.pdf</a></li> <li>• UN DESA (2018), World Public Sector Report <a href="https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/World%20Public%20Sector%20report%202018%20Full%20report.pdf">https://publicadministration.un.org/Portals/1/Images/WorldPublicSector/World%20Public%20Sector%20report%202018%20Full%20report.pdf</a></li> <li>• UN DESA (2018), Principles of Effective Governance for Sustainable Development (E/2018/44-E/C.16/2018/8, para. 31) <a href="https://publicadministration.un.org/Portals/1/Images/CEPA/Principles_of_effective_governance_english.pdf">https://publicadministration.un.org/Portals/1/Images/CEPA/Principles_of_effective_governance_english.pdf</a></li> <li>• UN DESA, Synthesis reports on the Voluntary National Reviews <a href="https://sustainabledevelopment.un.org/vnrs/">https://sustainabledevelopment.un.org/vnrs/</a></li> <li>• Meuleman, L. (2018), Metagovernance for Sustainability, Chapter 1. Introduction: The problem with sustainability governance. London: Routledge. <a href="http://www.ps4sd.eu/wp-content/uploads/2019/10/2018-Meuleman-MG4SD-previewCh1.pdf">http://www.ps4sd.eu/wp-content/uploads/2019/10/2018-Meuleman-MG4SD-previewCh1.pdf</a></li> <li>• Meuleman, L. (2013) <i>Cultural Diversity and Sustainability Metagovernance</i> . <a href="https://link.springer.com/chapter/10.1007/978-3-642-28009-2_2">https://link.springer.com/chapter/10.1007/978-3-642-28009-2_2</a></li> <li>• Chawdhry, U. et al. (2018) <i>Effective governance for sustainable development: 11 principles to be put in practice</i>. <a href="http://sdg.iisd.org/commentary/guest-articles/effective-governance-for-sustainable-development-11-principles-to-put-in-practice/">http://sdg.iisd.org/commentary/guest-articles/effective-governance-for-sustainable-development-11-principles-to-put-in-practice/</a></li> </ul>

<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 13:00-15:00</li> <li>• Group Work: 15:00-17:00</li> </ul>
<b>17:00-17:15</b>	<b>Day 2 Wrap-up and Reflection</b>
<b>DAY 3: Innovating Public Services and Enabling Ecosystems for Social Inclusion</b>	
<b>9:00-10:30</b>	<b>Module 7: Innovating Public Service Delivery and Access for Vulnerable Groups</b>
<b>Content</b>	<p><b>Presentation:</b> The presentation will point out the critical role of public service for SDG implementation 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 groups. Each example concludes in take-aways that point out success factors and lessons to be learned from the example.</p> <p><b>Group work – Needs Analysis &amp; Brainstorming on Public Service Innovation:</b> 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 on the principles of people-centered public service reform and on the take-aways defined in the presentation of innovative practices.</p>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• Participants will learn from inspirational good practice examples for people-centered public service reform.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>• UN DESA (2016), <i>Compendium of Innovative Practices in Public Governance and Administration for Sustainable Development</i>, United Nations Publication. <a href="http://digitallibrary.un.org/record/1319295/files/Compendium_Public_Governance_and_Administration_for_Sustainable_Development.pdf">http://digitallibrary.un.org/record/1319295/files/Compendium_Public_Governance_and_Administration_for_Sustainable_Development.pdf</a> (Suggested reading: Chapter 1 and 3).</li> <li>• UN DESA (2018), <i>Innovation in Delivering Public Services to Vulnerable Groups for Achieving the 2030 Agenda for Sustainable Development</i>, <a href="http://unpog.org/page/download.asp?tn=Board_TypeA&amp;sn=238&amp;folder=board&amp;field=Imagename1">http://unpog.org/page/download.asp?tn=Board_TypeA&amp;sn=238&amp;folder=board&amp;field=Imagename1</a>.</li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 9:00-10:00</li> </ul>

	<ul style="list-style-type: none"> <li>Group Work: 10:00-10:30</li> </ul>
<b>10:30-12:30</b>	<b>Module 8: Digital Government and Frontier Technologies for Promoting Social Inclusion of Vulnerable Groups</b>
<b>Content</b>	<p><b>Presentation:</b> The presentation will discuss more specifically the potential of ICT and digital government, including 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 the 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><b>Group work – Pro &amp; Con Group Debate:</b> In a structured group debate two groups of participants will advocate the pro &amp; cons of digital government for vulnerable group inclusion</p>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>Participants will understand the critical use and design of digital governments both through theory and concrete examples.</li> <li>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.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>UN DESA (2018), <i>UN E-Government Survey 2018, Gearing E-Government to Support Transformation Towards Sustainable and Resilient Societies</i></li> <li><a href="https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2018-Survey/E-Government%20Survey%202018_FINAL%20for%20web.pdf">https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2018-Survey/E-Government%20Survey%202018_FINAL%20for%20web.pdf</a></li> <li>UN DESA (2020), <i>UN E-Government Survey 2020, Digital Government in the Decade of Action for Sustainable Development</i></li> <li><a href="https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf">https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf</a></li> <li>UN DESA &amp; UN ESCAP (2016), <i>E-Government for Women’s Empowerment in Asia and the Pacific</i>, EGOV4WOMEN ONLINE TOOLKIT</li> <li><a href="https://egov4women.unescapsdd.org">https://egov4women.unescapsdd.org</a></li> <li>United Nations General Assembly (2019), <i>Report of the Special rapporteur on extreme poverty and human rights</i>, A/74/493,</li> <li><a href="https://undocs.org/pdf?symbol=en/A/74/493">https://undocs.org/pdf?symbol=en/A/74/493</a></li> <li>UN DESA (2018), <i>World Economic and Social Survey 2018: Frontier Technologies for Sustainable Development</i>, <a href="https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESS2018_full_web.pdf">https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/WESS2018_full_web.pdf</a></li> <li>UN DESA (2020), <i>Frontier Technology Issues: Can digital technologies put us back on the path to achieve the SDGs?</i></li> <li><a href="https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/FTI_Nov_2020.pdf">https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/FTI_Nov_2020.pdf</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>Presentation: 10:30-11:30</li> <li>Group Work: 11:30-12:00</li> </ul>
<b>12:30-13:30</b>	<b>Lunch Break</b>
<b>13:30-15:00</b>	<b>Module 9: Ensuring Inclusion of Vulnerable Groups during Public Health Emergencies</b>
<b>Content</b>	<p><b>Presentation:</b> 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</p>

	<p>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><b>Group work – Group Discussion &amp; Scenario Analysis:</b> 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>
<p><b>Learning Outcomes</b></p>	<ul style="list-style-type: none"> <li>• Participants will understand the special vulnerabilities confronted by vulnerable groups during public health emergencies and impacts on their well-being and socio-economic status.</li> <li>• Participants will also learn strategies, approaches and innovative ideas to ensure protection and inclusion of vulnerable groups during public health emergency situations.</li> <li>• 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.</li> </ul>
<p><b>Key Readings</b></p>	<ul style="list-style-type: none"> <li>• United Nations (2020), <i>Shared Responsibility, Global Solidarity: Responding to the socio-economic impacts of COVID-19</i>  <a href="https://unsdg.un.org/sites/default/files/2020-03/SG-Report-Socio-Economic-Impact-of-Covid19.pdf">https://unsdg.un.org/sites/default/files/2020-03/SG-Report-Socio-Economic-Impact-of-Covid19.pdf</a></li> <li>• UN DESA (2020), <i>UN E-Government Survey 2020, Chapter 8</i>  <a href="https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf">https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20(Full%20Report).pdf</a></li> <li>• OECD (2020), <i>Embracing Innovation in Government: Global Trends 2020</i>  <a href="https://trends.oecd-opsi.org/">https://trends.oecd-opsi.org/</a></li> <li>• UN DESA (2020), Policy Brief #61 on COVID-19: <i>Embracing digital government during the pandemic and beyond</i>  <a href="https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_61.pdf">https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_61.pdf</a></li> <li>• UN DESA (2020), Policy Brief #79 on <i>Role of Public Service and Public Servants during the COVID-19 Pandemic</i>  <a href="https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_79.pdf">https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_79.pdf</a></li> <li>• 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>  <a href="https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_74.pdf">https://www.un.org/development/desa/dpad/wp-content/uploads/sites/45/publication/PB_74.pdf</a></li> <li>• United Nations (2020), <i>The Sustainable Development Goals Report 2020</i>  <a href="https://unstats.un.org/sdgs/report/2020/">https://unstats.un.org/sdgs/report/2020/</a></li> <li>• UN OCHA (2020), <i>COVID-19: How to include marginalized and vulnerable people in risk communication and community engagement</i>  <a href="https://reliefweb.int/sites/reliefweb.int/files/resources/COVID-19_CommunityEngagement_130320.pdf">https://reliefweb.int/sites/reliefweb.int/files/resources/COVID-19_CommunityEngagement_130320.pdf</a></li> <li>• 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>  <a href="https://www.ecdc.europa.eu/sites/default/files/documents/Medically-and-socially-vulnerable-populations-COVID-19.pdf">https://www.ecdc.europa.eu/sites/default/files/documents/Medically-and-socially-vulnerable-populations-COVID-19.pdf</a></li> </ul>

<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 13:00-14:00</li> <li>• Group Work: 14:00-15:00</li> </ul>
<b>15:00-17:00</b>	<b>Module 10: How to Create an Enabling Ecosystem for Empowering Vulnerable Groups</b>
<b>Content</b>	<p><b>Presentation:</b> 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 ecosystems through measures of governments in partnership with other stakeholders. A new model of governance, frequently defined as ‘open innovation’ or ‘co-creation’, works <i>with</i> those groups and enables them to take initiative rather than just doing something <i>for</i> 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><b>Group work – Strategy -Building Exercise:</b> participants work in small groups on an example of creating an enabling ecosystem</p>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>• UN ESCAP, 2018, <i>Effective Stakeholder Engagement for the 2030 Agenda</i>, Training Reference Material <a href="https://www.unescap.org/sites/default/d8files/knowledge-products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf">https://www.unescap.org/sites/default/d8files/knowledge-products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf</a></li> <li>• UN Public Service Forum, 2019, <i>Achieving the Sustainable Development Goals through Effective Delivery of Services, Innovative Transformation &amp; Accountable Institutions</i> <a href="http://unpog.org/page/sub4_2_tab_introduction.asp?tb_Symposium_sn=5">http://unpog.org/page/sub4_2_tab_introduction.asp?tb_Symposium_sn=5</a></li> <li>• International Fund for Agricultural Development (2009), <i>Good Practices in Participatory Mapping</i> <a href="https://www.ifad.org/documents/38714170/39144386/PM_web.pdf/7c1eda69-8205-4c31-8912-3c25d6f90055">https://www.ifad.org/documents/38714170/39144386/PM_web.pdf/7c1eda69-8205-4c31-8912-3c25d6f90055</a></li> <li>• UN DESA (2012), <i>Online Survey on Promoting Empowerment of People in achieving poverty eradication, social integration and full employment integration and full employment and decent work for all</i> <a href="https://www.un.org/esa/socdev/publications/FullSurveyEmpowerment.pdf">https://www.un.org/esa/socdev/publications/FullSurveyEmpowerment.pdf</a></li> <li>• World Economic Forum, <i>This is how digital ID systems could help the most vulnerable</i> <a href="https://www.weforum.org/agenda/2020/08/harnessing-the-power-of-digital-id/">https://www.weforum.org/agenda/2020/08/harnessing-the-power-of-digital-id/</a></li> <li>• Health Info in Thailand ((www.healthinfo.in.th), <i>Empowering Vulnerable Populations - Creating an Inclusive Society</i> <a href="https://www.hiso.or.th/hiso/picture/reportHealth/ThaiHealth2017/eng2017_26.pdf">https://www.hiso.or.th/hiso/picture/reportHealth/ThaiHealth2017/eng2017_26.pdf</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 15:00-16:00</li> </ul>



	<ul style="list-style-type: none"> <li>Group Work: 16:00-17:00</li> </ul>
<b>17:00-17:15</b>	<b>Day 3 Wrap-up and Reflection</b>
<b>Day 4: Capacity Development: Enabling Engagement and Enhancing Social Inclusion</b>	
<b>9:00-12:30</b>	<b>Module 11: Developing Public Sector Capacity for Government Innovation and Inclusion of Vulnerable Groups</b>
<b>Content</b>	<p><b>11.1 Building capacity for government innovation for social inclusion</b></p> <p><b>Presentation:</b> This Module will introduce the capacities of public servants needed to be equipped 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 governments, and provide policy suggestions on how to foster the capacities to innovate and how to remove factors that hinder those capacities.</p> <p><b>11.2 Methods to Plan Stakeholder Engagement and Design Government Innovation Projects</b></p> <p><b>Presentation:</b> The presentation will outline challenges for stakeholder engagement. Based on the UNESCAP training guidebook on <i>Effective Stakeholder Engagement for the 2030 Agenda</i>, 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 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><b>Group Work – Stakeholder Mapping/Engagement Sequence Exercise &amp; Design Thinking Exercise:</b> 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>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>This Module outlines the necessary ingredients needed to improve capacity building within Governments and practically implement innovation within the public services.</li> <li>It will give participants hands-on tools to start innovating public services.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>UN ESCAP (2018), Training Reference Material, <i>Effective Stakeholder Engagement for the 2030 Agenda</i> <a href="https://www.unescap.org/sites/default/d8files/knowledge-">https://www.unescap.org/sites/default/d8files/knowledge-</a></li> </ul>

	<p><a href="#">products/Final.Effective%20Stakeholder%20Engagement%20for%20the%202030%20Agenda%20rev.pdf</a></p> <ul style="list-style-type: none"> <li>• NESTA, Designing for Europe, 2017, <i>Designing for Public Services: a practical guide</i>, <a href="https://www.nesta.org.uk/documents/648/nesta_ideo_guide_jan2017.pdf">https://www.nesta.org.uk/documents/648/nesta_ideo_guide_jan2017.pdf</a></li> <li>• World Bank Group, <i>The Social Inclusion Assessment Tool (SiAT)</i> <a href="http://pubdocs.worldbank.org/en/478071540591164260/SiAT-Logo-web.pdf">http://pubdocs.worldbank.org/en/478071540591164260/SiAT-Logo-web.pdf</a></li> <li>• UN DESA, 2015, <i>Innovative Public Service Delivery: Learning from Best Practices</i>, United Nations Publication.</li> <li>• OECD (2020), <i>Digital Government in Chile – Improving Public Service Design and Delivery</i>, Digital Government Studies, <a href="https://doi.org/10.1787/b94582e8-en">https://doi.org/10.1787/b94582e8-en</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Module 11. 1 Presentation: 9:00-10:00</li> <li>• Group Work: 10:00-10:30</li> <li>• Module 11.2 Presentation: 10:30-11:30</li> <li>• Group Work : 11:30-12:30</li> </ul>
12:30:13:30	Lunch Break
13:30-17:00	<b>Module 12: Develop Your Government Innovation Project and Action Plan</b>
<b>Content</b>	<p><b>Presentation:</b> 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><b>Group work – Developing Action Plan:</b> 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 UNESCAP guidebook 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 the workshop. Results will be documented on white boards etc. and provided later to the participants together with the other training material.</p> <p><b>Discussion</b> with and amongst participants about insights, obstacles, governance challenges etc.</p>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• 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</li> </ul>

	<p>will connect the learning results to the practical work and context of the participants as government officials.</p> <ul style="list-style-type: none"> <li>• Outcomes will be documented and handed out to participants.</li> </ul>
<b>Schedule</b>	<p>Presentation: 13:30-14:00          Group Work: 14:00-17:00</p>
<b>17:00-17:15</b>	<b>Day 4 Wrap-up and Reflection</b>
<b>After 17:15</b>	<b>Meeting with Stakeholders (Optional)</b>
<b>Day 5: Implementing Government Innovation and Tracking &amp; Monitoring the Impact of Government Innovation</b>	
<b>9:00-11:00</b>	<b>Module 13: Financing and Partnerships for Social Inclusion</b>
<b>Content</b>	<p><b>Presentation:</b> Introducing strategies and new approaches to addressing financing constraints of government for social inclusion, knowledge about challenges and opportunities of social innovation funding and blended financing and 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, channeling of those funds towards sustainable development and maximizing impact and mitigating drawbacks.</p> <p><b>Group work – Scenario Analysis &amp; Solution Designing:</b> 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>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• The participants will learn about the strategies and innovative approaches to addressing financing constraints of government for social inclusion, and gain knowledge about social innovation budgeting and blended financing as well as the importance of innovative financing to overcome the financing gap in developing countries.</li> <li>• 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.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>• UN DESA (2019), <i>World Public Sector Report 2019</i> <a href="http://workspace.unpan.org/sites/Internet/Documents/UNPAN99332.pdf">http://workspace.unpan.org/sites/Internet/Documents/UNPAN99332.pdf</a> (Section 3.7 on Budgeting and non-discrimination)</li> <li>• UNCTAD (2015): <i>Investing in Sustainable Development Goals: Part 1 Action Plan for private Investments in SDGs</i> <a href="https://unctad.org/system/files/official-document/osg2015d3_en.pdf">https://unctad.org/system/files/official-document/osg2015d3_en.pdf</a></li> <li>• Asian Development Bank (2018): <i>Mobilization of private finance by Multilateral Development Banks &amp; Development Finance Institutions</i></li> </ul>

	<p><a href="https://www.adb.org/sites/default/files/institutional-document/521051/mobilization-private-finance-mdbs-dfis-2018.pdf">https://www.adb.org/sites/default/files/institutional-document/521051/mobilization-private-finance-mdbs-dfis-2018.pdf</a></p> <ul style="list-style-type: none"> <li>• Attridge, S., Engen, L. (2019), <i>Blended finance in the poorest countries: The need for a better approach</i> <a href="https://www.odi.org/sites/odi.org.uk/files/resource-documents/12666.pdf">https://www.odi.org/sites/odi.org.uk/files/resource-documents/12666.pdf</a></li> <li>• 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> <a href="https://scioteca.caf.com/handle/123456789/1605?from=caf.com">https://scioteca.caf.com/handle/123456789/1605?from=caf.com</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 9:00-10:00</li> <li>• Group Work: 10:00-11:00</li> </ul>
<b>11:00-12:30</b>	<b>Module 14: Measuring Progress: Monitoring &amp; Evaluation of Implementation Efforts</b>
<b>Content</b>	<p><b>Presentation:</b> 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><b>Group work – Group Quiz &amp; Discussion:</b> 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?</p>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• Monitoring and evaluation are common steps for projects. But the approach to vulnerability challenges the mainstream monitoring and evaluation tools.</li> <li>• 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.</li> </ul>
<b>Key Readings</b>	<ul style="list-style-type: none"> <li>• Eurostat, <i>Monitoring social inclusion in Europe - 2017 Edition</i>, Edited by Anthony B. Atkinson, Anne-Catherine Guio and Eric Marlier. <a href="https://ec.europa.eu/eurostat/documents/3217494/8031566/KS-05-14-075-EN-N.pdf/c3a33007-6cf2-4d86-9b9e-d39fd3e5420c?t=1495095453000">https://ec.europa.eu/eurostat/documents/3217494/8031566/KS-05-14-075-EN-N.pdf/c3a33007-6cf2-4d86-9b9e-d39fd3e5420c?t=1495095453000</a></li> <li>• Hendriks, M. (2018), Netherlands Court of Audit, Intosai Journal, <i>Engaging Citizens in SDG Monitoring Through Available, Accessible Data</i> <a href="http://intosaijournal.org/engaging-citizens-sdg-monitoring-available-accessible-data/">http://intosaijournal.org/engaging-citizens-sdg-monitoring-available-accessible-data/</a></li> </ul>

	<ul style="list-style-type: none"> <li>• UNESCAP and IAP2, <i>Stakeholder Engagement Planning and Assessment Tool for the 2030 Agenda</i>, <a href="http://sdghelpdesk.unescap.org/node/1264">http://sdghelpdesk.unescap.org/node/1264</a></li> <li>• UN DESA (2019), <i>Achieving the Sustainable Development Goals through Effective Delivery of Services, Innovative Transformation &amp; Accountable Institutions</i>, Workshop 6, Presentation, Baku. <a href="http://www.unpog.org/page/sub3_1_view.asp?sn=323&amp;page=5&amp;search=&amp;SearchString=&amp;BoardID=0002">http://www.unpog.org/page/sub3_1_view.asp?sn=323&amp;page=5&amp;search=&amp;SearchString=&amp;BoardID=0002</a></li> <li>• World Bank (2018), <i>Social Inclusion Assessment Tool (SIAT)</i> <a href="http://pubdocs.worldbank.org/en/478071540591164260/SiAT-Logo-web.pdf">http://pubdocs.worldbank.org/en/478071540591164260/SiAT-Logo-web.pdf</a></li> <li>• World Bank (2020), <i>Disability-Inclusive Disaster Recovery</i> <a href="https://documents.worldbank.org/en/publication/documents-reports/documentdetail/265011593616893420/disability-inclusive-disaster-recovery">https://documents.worldbank.org/en/publication/documents-reports/documentdetail/265011593616893420/disability-inclusive-disaster-recovery</a></li> <li>• World Bank (2020), <i>Inclusion Matters in Africa</i> <a href="https://openknowledge.worldbank.org/bitstream/handle/10986/32528/IM-Africa.pdf?sequence=12">https://openknowledge.worldbank.org/bitstream/handle/10986/32528/IM-Africa.pdf?sequence=12</a></li> <li>• ADB (2018), <i>Statistical Capacity Development for Social Inclusion and Gender Equality: Technical Assistance Completion Report</i> <a href="https://www.adb.org/projects/46194-001/main">https://www.adb.org/projects/46194-001/main</a></li> <li>• 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>, <a href="#">BlobServlet</a></li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 11:00-12:00</li> <li>• Group Work: 12:00-12:30</li> </ul>
12:30-13:30	Lunch Break
13:30-16:00	<b>Module 15: Lessons Learned and Next Steps</b>
<b>Content</b>	<p><b>Presentation:</b> The Module rapporteurs will present their key messages from each Module.</p> <p><b>Group Discussion</b> – 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? What effective approaches could empower vulnerable groups as active agents of change in addition to promoting digital inclusion to leverage the untapped potential of vulnerable groups? 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. 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</p>

	<p>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>
<b>Learning Outcomes</b>	<ul style="list-style-type: none"> <li>• 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.</li> <li>• 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.</li> </ul>
<b>Schedule</b>	<ul style="list-style-type: none"> <li>• Presentation: 13:30-14:30</li> <li>• Group Work: 14:30-16:00</li> </ul>
<b>16:00-17:00</b>	<b>Course Evaluation by Participants &amp; Closing Session</b>