



Governance for the Sustainable Development Goals

Capacity Development Curriculum Guide



Division for Public Institutions and Digital Government



Equipping Public Servants with the Capacities to Implement the SDGs

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

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



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



VISION

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

GOAL

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

STRUCTURE

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





METHODOLOGY

The Curriculum is designed and implemented through the engagement of governments and schools of public administration. Its methodology is based on the following key building blocks:

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

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





GLOBAL INITIATIVE ON GOVERNANCE FOR THE SDGs

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

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

UN DESA/DPIDG's CAPACITY DEVELOPMENT FOCUS

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

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

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



BENEFICIARIES

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

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





What are the Topics of the Curriculum on Governance for the SDGs?



CHANGING MINDSETS IN PUBLIC INSTITUTIONS TO
IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE
DEVELOPMENT

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TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN
PUBLIC INSTITUTIONS

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STRENGTHENING INSTITUTIONAL ARRANGEMENTS
AND GOVERNANCE CAPACITIES FOR POLICY
COHERENCE

UN DESA | DPIDG
Training of Trainers I English



EFFECTIVE NATIONAL TO LOCAL PUBLIC
GOVERNANCE FOR SDG IMPLEMENTATION

UN DESA | DPIDG | UNPOG
Training of Trainers I English



INNOVATION AND DIGITAL GOVERNMENT FOR
PUBLIC SERVICE DELIVERY

UN DESA | DPIDG
Training of Trainers I English



GOVERNMENT INNOVATION FOR SOCIAL INCLUSION
OF VULNERABLE GROUPS

UN DESA | DPIDG | UNPOG
Training of Trainers I English



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

UN DESA | DPIDG | UNPOG
Training of Trainers I English



DIGIT4SD: DIGITAL GOVERNMENT IMPLEMENTATION

UN DESA | DPIDG
Training of Trainers I English



E-GOVERNMENT FOR WOMEN'S EMPOWERMENT

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



INTEGRATED POLICIES AND POLICY COHERENCE FOR THE SDGs

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



INTEGRATED RECOVERY PLANNING AND POLICY COHERENCE TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS

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





Innovation and Digital Government for Public Service Delivery

Related SDGs: SDG 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 15, 16, 17.

Keywords: Innovation, Digital Government.

Language: English

Objectives: The toolkit aims to enhance linkages between the 2030 Agenda, National Development Plans, digital government and public service delivery. It emphasizes how the availability of new, digital technologies can help public organizations achieve significant improvement in the delivery of public services as well as to solve problems and deliver new services using a holistic approach. The course intends to strengthen the capacities of government officials to promote innovation for SDG implementation, enabling them to create a more innovative and efficient public service.

Upon completion of the course, learners will:

- Assess how their government institutions support service delivery for the implementation of the 2030 Agenda for Sustainable Development and its 17 SDGs;
- Understand new concepts, tools and techniques in the areas of innovation and digital government, to support their capability assessment and action planning skills;
- Examine the innovation challenges and opportunities, capacity gaps and strengths vis-à-vis various dimensions of public service delivery;
- Design a RoadMap and Action Plan to identify priorities for innovation;
- Apply evaluation frameworks, systems thinking and stakeholder analysis to the promotion of innovation in service delivery;
- Explore and apply to one's own context new innovation methodologies and approaches, such as innovation labs, design thinking, meaningful measurement, and feedback mechanisms.

The toolkit consists of 27 modules which can be facilitated in a five-day training. Modules can be presented in full or partially, independent from each other and are customizable, meaning they can be adjusted to the sociocultural or geographic context where a training is delivered.





Training Course Agenda at a Glance



Innovation and Digital Government for Public Service Delivery					
Time	Day 1	Day 2	Day 3	Day 4	Day 5
Modules	Understanding the role of government, the public service, innovation and digital transformation in realizing the Agenda 2030	Exploring Key Concepts and Conducting the Digital Transformation Assessment	Mapping the Institutional Environment	Toward a Road Map and Action Plan	Bridging the Gaps in Public Service Delivery Action Plans
Morning Session 09:00 – 12:00	Module 1.1: Welcome & Introduction to the Course	Module 2.1: Welcome and Introduction to Day 2	Module 3.1: Welcome and Introduction to Day 3	Module 4.1: Welcome and Introduction to Day 4	Module 5.1: Welcome and Introduction to Day 5
	Module 1.2: Government, Public Service and the Agenda 2030	Module 2.2: Innovation and Digital Government: Principles and Strategies to Innovate in Public Service Delivery	Module 3.2: Implications for the Realization of the NDP	Module 4.2: Tools and Techniques for Building Situational Awareness	Module 5.2: Plenary Discussion Prioritizing Recommended Actions
	Module 1.3: Our National Development Plan	Module 2.3: Building Situational Awareness with the DGCA, Part 2	Module 3.3: Public Value Framework Part 1	Module 4.3: Do-ability vs Priority Analysis	Module 5.3: What Needs to Change? What Change Will Create the Most Value?
Lunch Break					
Afternoon Session 13:00 – 17:00	Module 1.4: Innovation, Digital Transformation and Digital Government	Module 2.3: Building Situational Awareness with the DGCA, Part 2 Continued	Module 3.3: Public Value Framework Part 2	Module 4.4: Action Planning Part 2	Module 5.4: Case Study: Socio-Technical View of Innovation
	Module 1.5: Realizing Digital Government Transformation	Module 2.4: Systems Thinking and Situational Awareness	Module 3.4: Enabling change: Innovation Labs and Design Thinking	Module 4.5: Case Study. Reversing a Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative	Module 5.5: Looking Ahead
	Module 1.6: Building Situational Awareness through a DGCA	Module 2.5: Introduction to Components of Action Planning Part 1	Module 3.5: Case Study: UNCEF's Kosovo Innovation Lab		Module 5.6: Course Evaluation and Closing Ceremony
	Module 1.7: Wrap-Up	Module 2.6: Wrap Up	Module 3.6: Wrap-Up	Module 4.6: Wrap-Up	Module 5.7: Wrap-Up

Contact us for any requests for further capacity development support

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



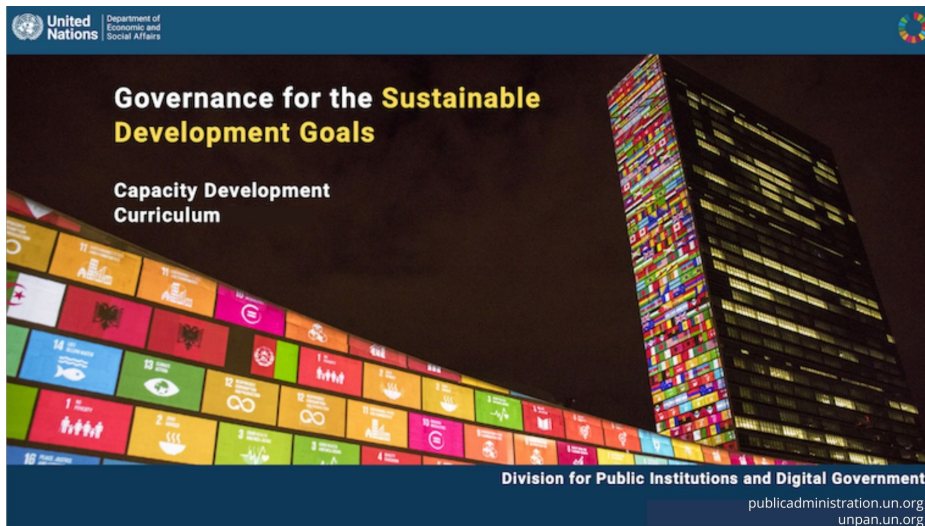
Acknowledgements

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Jonas Rabinovitch, Senior Advisor on Innovation and Public Service Delivery, was the lead coordinator of the Training of Trainers Toolkit on the Innovation and Digital Government for Public Service Delivery, with substantive contributions from Theresa A. Pardo and Donna Canestraro of the Center for Technology in Government (CTG), University at Albany, the State University of New York (SUNY).

The toolkit was peer reviewed by Delfina Soares, United Nations University, e-Government; Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD) and CEPA Expert; Jennifer Britton, Deputy Programme Manager - Information and Communication Technology for Development, Caribbean Community (CARICOM); Melissa Permezel, UN-HABITAT.

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TAKE THE NEXT STEP

Join a global network of practitioners and experts, and schools and institutes of public administration through the United Nations Public Administration Network - UNPAN

unpan.un.org

United Nations Department of Economic and Social Affairs Division for Public Institutions and Digital Government

The Curriculum and its training toolkits are made available online free of charge on the UN Public Administration Network (UNPAN) at unpan.un.org.

Schools of public administration can become partners of UNPAN and share their own curricula, case studies, and other training materials. Training courses and materials are provided free of charge.

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A low-angle, upward-looking photograph of the United Nations Secretariat Building. The building's facade, composed of a grid of windows, dominates the frame, extending from the bottom left towards the top right. The sky above is a vibrant blue, filled with scattered white clouds. The text "Thank you." is centered over the building's facade in a large, white, sans-serif font. On the right side of the image, there are several overlapping, semi-transparent white rectangular shapes that create a layered, geometric effect.

Thank you.