Curriculum on Governance for the
Sustainable Development Goals
Capacity Development Training of Trainers

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

United Nations Public Administration Network (UNPAN) at: http://unpan.un.org

Videos of the Curriculum on Governance are available at: http://unpan.un.org/index.php/sdg16/library/videos

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

Related SDGs: SDG 9, 11, 13, 14, 15, 16

Keywords: Risk-informed Governance, Innovation, Frontier Technologies, Disaster Risk Reduction, Resilience

Objective:

This training toolkit seeks to build national capacities to spearhead innovations and utilize Information and Communications Technologies (ICTs) and key frontier technologies in government in order to drive DRR and resilience. Special emphasis is given to public service innovations that serve the needs of countries in special situations, including methods for adapting and scaling them to align them with the national context.

The materials presented and the activities that are part of the training toolkit aim at exploring the mechanisms for access, adoption, uptake, finance, and maintenance of emerging technology in practical formats that seek to advance public sector capacities for risk-informed policymaking and resilience.

Toolkit video is available on UNPAN

Upon successful completion of the course, learners will have:

- **Gained an understanding** of the need and policy relevance of:
    1. Promoting risk-informed governance and innovative technology for DRR and resilience.
    2. Closing technology gaps and establishing public governance frameworks for DRR and sustainable development in countries in special situations.

- **Assessed and analyzed the progress**, status and challenges at the national level in:
    3. Promoting the adoption of digital government solutions and pursuing public service innovation for resilience.
    4. Expanding the uptake of frontier technologies for DRR and resilience through a self-assessment, peer-to-peer leaning; knowledge-sharing, and discussions.

- **Identified and discussed how to apply various innovative approaches**, strategies, and practices for:
    5. Leveraging innovations in technology through public programs and finance and technology transfer; and
    6. Measuring progress on resilience for strengthened institutions through frontier technologies, particularly in the application of concepts on how to establish public governance frameworks to close technology gaps for DRR and build resilience in vulnerable states; being equipped with knowledge of how digital government solutions can be implemented to promote public service innovation for resilience; and defining the strategies and roadmap on how to promote government innovation and expand the adoption of frontier technologies for disaster risk reduction and resilience.

Toolkit video is available on UNPAN

Syllabus

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

1. **Science, Technology, and Innovation in Public Governance for DRR and Resilience**

   1.0 Welcome and Course Introduction

   1.1 Risk-Informed Governance for DRR and Resilience

   1.2 Science, Technology, and Innovation for Risk-informed Governance

   1.3 Global, Regional, and National Efforts to Advance Innovative Technologies Use in DRR

   1.4 Risk-Informed Governance and Innovative Technology for Public Health Emergencies

2. **Practical and Planned Application of Emerging Technology and Innovation for DRR and Resilience**

   2.1 Extending Our Reach and Expanding Our Capabilities

   2.2 Changing How We Make and Acquire Things

   2.3 Connecting People, Things, and Technology

   2.4 Improving Data Analysis and the Presentation of Information

   2.5 Humans as a Resource

3. **Implementation of Emerging Technologies and Innovation for DRR and Resilience**

   3.1 Implementing and Financing Technology Solutions

   3.2 Technology Gaps and Challenges to Implementation of Innovative Technologies for DRR

   3.3 Measuring Progress: Monitoring and Evaluation of Implementation Efforts

4. **Developing an Action Plan:** Pre and Post Test Self Assessment, Pre-Event Evaluation Questionnaire, and Action Planning Exercise for follow up actions

Government Innovation for Social Inclusion of Vulnerable Groups

Related SDGs: SDG 10, 16
Keywords: Innovation, Vulnerable Groups, Social Inclusion, Multi-stakeholder Engagement, Innovative Public Service Delivery, ICT and Digital Government

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

Upon completion of the training, learners will have:
- **Gained an understanding of their needs** and of why promoting government innovation is key to effectively addressing dynamic, evolving and context-dependent vulnerabilities and demands of vulnerable groups.
- **Assessed and analyzed the progress**, status and challenges of a country/organization in fostering government innovation for social inclusion of vulnerable groups through self-assessment, knowledge-sharing, and discussions.
- **Identified and applied various innovative approaches**, strategies, and practices for promoting government innovation for social inclusion based on the specific context and needs of each country/organization
- **Enhanced understanding and gained tools** to ensure that vulnerable groups can be agents of change through engagement, empowerment and promoting an inclusive mindset for promoting social inclusion.

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Syllabus

What is Vulnerability? Policy & Legislative Frameworks and Innovation Needs
1. Course Introduction & Overview
2. Vulnerability and Leaving No One Behind for Achieving the 2030 Agenda
3. Vulnerability in the Contexts of Economic, Social and Environmental Challenges and Opportunities
4. Policy and Legislative Frameworks & Government Needs

Addressing Root Causes of Vulnerability: Action Perspectives and Governance
5. Identifying Vulnerability and Vulnerable Groups
6. Governance Innovation – Towards Inclusive and Participatory Governance

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

Capacity Development: Enabling Engagement and Enhancing Social Inclusion
11.1 Developing Capacity for Government Innovation for Social Inclusion
11.2 Methods to Plan Stakeholder Engagement and Design Government Innovation Projects
12. Develop Your Innovation Project and Action Plan

Implementing Government Innovation and Tracking & Monitoring the Impact of Government Innovation
13. Financing and Partnerships for Social Inclusion
14. Measuring Progress: Monitoring & Evaluation of Implementation Efforts
15. Lessons Learned and Next Steps

Effective National to Local Public Governance for SDG Implementation

Related SDGs: SDG 11,16, 17
Keywords: Institutions, National to Local, SDG 16

Objective:
The learning outcomes for this training toolkit are designed around the often-expressed challenges of strengthening national to local government coordination and institutional effectiveness for the SDGs. Therefore, this toolkit aims to break these barriers for more effective achievement of the SDGs and highlights the role of local government.

Upon completion of the training, learners will have:

- **Raised awareness of the principles of effective governance** to build effective, accountable and inclusive institutions at all levels, with a view to achieving the shared vision for people and planet as embodied in the 2030 Agenda for Sustainable Development.
- **Enhanced understanding of whole-of-government** approaches for strengthening vertical coordination and aligning national to local planning to accelerate progress on the Sustainable Development Goals.
- **Gained an understanding of how to promote a whole-of-society approach** for national to local planning to ensure effective stakeholder engagement in public governance and leave no one behind.
- **Identified and applied various innovative financing mechanisms** to advance local SDG implementation.
- **Developed a governance strategy and roadmap** on monitoring, evaluating and accelerating SDG implementation at the local level.

Toolkit video is available on UNPAN

Syllabus

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

1. **Course Introduction & Self-Assessment**
2. **Strengthening Institutional Effectiveness for SDGs**
   2.1 Effective Institutions – Understanding the requirements of effective institutions
   2.2 Institutional Arrangements – horizontal and vertical coordination
   2.3 Whole-of-Government Approach - strengthening cooperation and overcoming crises
   2.4 Whole-of-Society Approach – Multi-stakeholder engagement
   2.5 Need for Localization of the SDGs - SDG localization strategy
3. **Localizing the SDGs**
   3.1 Regional and Global Trends of Localization
   3.2 Vertical Integration for Policy Coherence
   3.3 Consultation Process for Policy Formulation
   3.4 Localization from national to Sub-national
   3.5 National to Local Planning
   3.6 National to Local Governance for Effective Health Emergency Management
   3.7 Resource Allocation and Capacity Building – Innovative Financing
4. **Monitoring, Evaluation, and Reporting**
   4.1 Monitoring and Evaluation
   4.2 Reporting on the SDGs
5. **Action Plan for Accelerating Change**
   5.1 Identification of Roadblocks and Opportunities
   5.2 Change Project Completion

Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence

Related SDGs: SDG 16, 17.14.1
Keywords: Policy Coherence

Objective:
The primary objective is to support UN Member States in developing their governance capacities and institutional arrangements for policy coherence. The toolkit focuses on public institutions' capacity to spearhead integrated planning, policymaking, decision making, implementation, M&E and aligning budgets at the national government level. The toolkit is aimed at supporting build capacities for a whole of government and whole of society approach by examining the core role of a strategy to implement the SDGs, the roles and responsibilities of different government institutions and non-government actors involved and how they are coordinated. The toolkit also touches upon which human, financial, and technological resources are needed to strengthen those institutions.

Upon successful completion of the course, learners will have:
- **Understood why institutional arrangements** for policy coherence are key for implementing Agenda 2030.
- **Gained the tools and approaches** available to act upon it/ to ensure that the participant can identify, quantify, and consider the trade-offs and synergies between SDGs into policy making, decision making, implementation and review.
- **Conducted an institutional needs' assessment** to identify the key gaps that would require strengthening to enhance institutional coherence at the national level.
- **Gained insights of the different building blocks** and indicators for policy coherence as entry points for the improvement of whole of government/integrated approaches.
- **Developed a strategy and roadmap** for institutional change to support policy coherence and implement actions in support of institutional coherence.

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Syllabus

1. Institutional Arrangements with a view to implementing the Agenda 2030

2. Determining Institutional Readiness for Policy Coherence

3. Planning for SDG implementation: National Development Plans and others

4. Performance-based budgeting and regulatory quality instruments for SDGs

5. Changing the Political and Administrative Culture for Policy Coherence

6. Stakeholder Participation in the SDG Policy Cycle

7. Policy coherence on Track? Monitoring, Reporting, Ex Post evaluation

8. Policy Coherence and Multi-level Governance: From Local to National to International Cooperation

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

Related SDGs: SDG 16
**Keywords:** Mindsets, Attitudes, Competencies

Objective:
The training toolkit aims to provide a set of methodologies and tools that can contribute to a change in the environment, culture and mindset of public servants in implementing the Sustainable Development Goals (SDGs) in the context of the 2030 Agenda. The training toolkit approaches transforming mindsets in the public sector as the result of three interlinked factors: transforming mindsets (1) at the institutional level through new human resources laws, regulations, policies and regulations; (2) at the organizational level through a new organizational culture inspired by the principles of the 2030 Agenda; and (3) at the individual level through beliefs, values, competencies and skills.

Upon completion of the course, learners will have:
- **Enhanced knowledge** of the underlying principles of the 2030 Agenda; and of why public servants need to change mindsets and behaviors to accelerate action on the SDGs.
- **Gained insights** about the new values, mindsets, competences, and skills needed to realize the 2030 Agenda.
- **Expanded awareness** of the changes needed at the individual, organizational, and institutional levels to effectively change mindsets.
- **Acquired practical hands-on knowledge** (and skills) on how to trigger change at different government levels (individual and organizational).
- **Developed a roadmap** and an action plan to apply relevant knowledge.

Mindsets for SDGs implementation
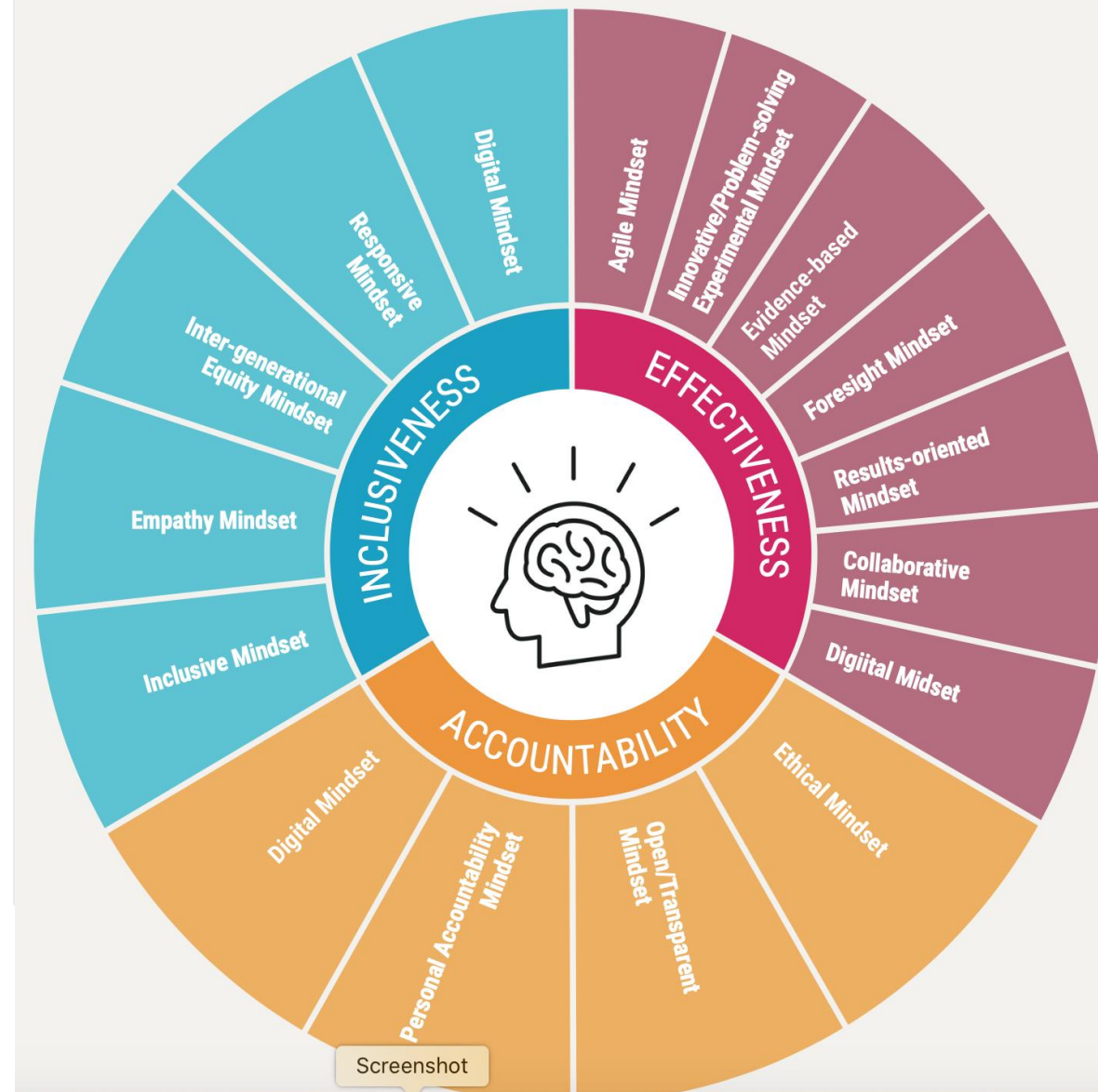
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Syllabus

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

Welcome & Course Introduction

1. **Why is changing mindsets critical to the implementation of the SDGs?**
   1.1 Setting the Scene
   1.2 Changing Role of Public Administration

2. **Exploring Mindsets**
   2.1 Collaborative Mindset

3. **Exploring Mindsets**
   3.1 Learning Mindset

4. **Exploring Mindsets**
   4.1 Leadership Mindset
   4.2 Changing Mindsets

5. **Changing Mindsets**
   5.1 Strategy and Tactics
   5.2 Action plan - What does this mean for my role?

Transparency, Accountability and Ethics in Public Institutions

Related SDGs: SDG 16
Keywords: Ethics, Accountability, Corruption, Transparency, Institutions, Mechanisms and Mindsets for Accountability, SDG16

Objective:
The training toolkit approaches integrity and effective anti-corruption in public institutions as the results of three interlinking factors: (1) Transparency of government, which enables people and civil society to hold governments to account, (2) Accountability, which can be enhanced by strengthening oversight institutions, and (3) Transforming mindsets to adopt ethical standards for public servants, who play an enabling role in upholding good governance and anti-corruption. The course, based on the training toolkit, intends to promote public servants' ethical awareness and transform mindsets for ethical behavior and decision-making, enabling them to become change agents and lead on integrity transformations.

Upon completion of the course, learners will have:
- **Undertaken a values assessment** vis-a-vis the SDGs and map capacity gaps and opportunities.
- **Raised awareness** of concepts, and practical mechanisms for integrity and anti-corruption, focusing on international frameworks and standards, laws and institutions at the national level, organizational tools and processes, as well as behavioral insights to translate formal rules into desired behaviors.
- **Mapped and engaged with key stakeholders** in defining an ethics and integrity strategy.
- **Developed a roadmap and an action plan** to incorporate relevant knowledge into public servants' day-to-day work.

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Syllabus

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

1. **Fundamentals of Ethics and Public Integrity**
   1.1 Icebreaker exercise: How would a world without corruption look like?
   1.2 Essentials of ethics and public integrity
   1.3 Transparency and accountability
   1.4 Understanding and assessing corruption
2. **Ethics and public integrity at the institutional and policy level**
   2.1 International frameworks for integrity and anti-corruption
   2.2 Accountability institutions
   2.3 Social accountability mechanisms
   2.4 Integrity codes
   2.5 Managing conflict of interest
   2.6 Whistleblowing rules
3. **Organizational change for enhanced ethics and integrity**
   3.1 Staff management for integrity
   3.2 Creating an organizational culture of ethics and integrity
   3.3 Clean public procurement
4. **Individual ethical behavior**
   4.1 Ethical leadership
   4.2 Exercise: Assessing own values vis-à-vis values of organization
   4.3 Behavioral insights
   4.4 Exercise: How to promote desired behavioral change
   4.5 Staff incentives
   4.6 Capacity development, coaching and mentoring
   5. Developing a strategy, roadmap and action plan for enhanced ethics and public integrity

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Innovation and Digital Government for Public Service Delivery

Related SDGs: 1, 2, 3, 4, 5, 6, 7, 8, 9, 11, 15, 16, 17
Keywords: Innovation, Digital Government

Objective:
The training toolkit contains a set of comprehensive training materials aimed at strengthening the capacities of government officials to promote innovation for SDG implementation.

Upon completion of the training, learners will have:
- **Assessed how their government institutions support service delivery** for the implementation of the 2030 Agenda for Sustainable Development and its 17 SDGs.
- **Mapped public services** in the context of their National Development Plan and the SDGs.
- Conducted a Visioning Exercise on what inclusive, effective, efficient, responsive and resilient public service delivery would look like in the future.
- **Examined the innovation challenges and opportunities**, capacity gaps and strengths vis-à-vis various dimensions of public service delivery: 1) responsiveness, 2) quality, 3) affordability, 4) accessibility and 5) people-orientation.
- **Designed a Roadmap and Action Plan** to identify priorities for innovation; which institutions will do what and how; baseline and action planning cooperation framework; examples and case studies of inclusive, effective, responsive and resilient service delivery.
- **Gained an understanding** of the importance of evaluation frameworks and how to use them.
- **Applied systems thinking and stakeholder analysis** to the promotion of innovation in service delivery.
- **Explored and applied to one's own context new methodologies** and approaches to promote innovation, such as innovation labs, design thinking, and feedback mechanisms.

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Syllabus

Introduction and Core Concepts
1. 2030 Agenda, SDGs and National Development Plans
2. Diagnostics, visioning, action planning, monitoring
3. National Development Plan – challenges and priorities
4. Innovation and leadership for service delivery

Assessment of the Enabling Environment
5. Dimensions of Public Service: leadership, strategy, governance, legal framework, technology and workforce development
6. Self-Assessment - individual, small groups and plenary
7. Building a new understanding of capacity for innovation in public service delivery

Tools and Techniques for Diagnostics and Action Planning
8. Action planning and Road mapping – how to create KPIs, critical success factors, roles and responsibilities
9. Enabling innovation – innovation labs, design thinking, prototyping agile development, policy modelling
10. Analytical tools – systems thinking, stakeholder analysis, strategic framework

Connecting Ideas to Actions
11. Components of an Action Plan Process
12. Public Value, Accountability, Meaningful Measuring
13. Plenary Reports, Reflection and Evaluation

The Curriculum on Governance for the Sustainable Development Goals is now available on the UNPAN at unpan.un.org

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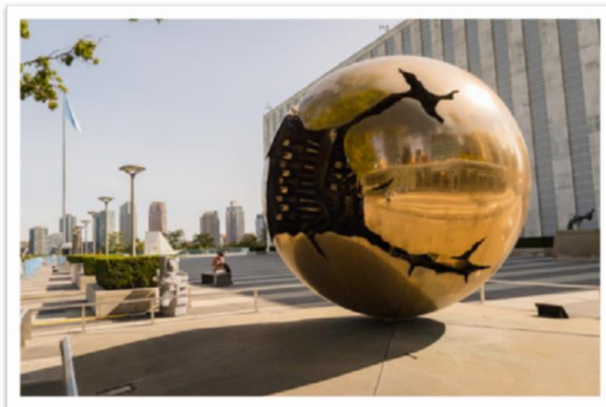United Nations | Public Administration Network

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Curriculum on Governance for the Sustainable Development Goals

The Curriculum on Governance for the Sustainable Development Goals aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs. It aims at developing the knowledge and capacities required to implement the 2030 Agenda for Sustainable Development and support concrete outcomes and lasting impact. Read more ...

Training of Trainers Capacity Development Toolkits

Thank you!

Available on the United Nations Public Administration Network (UNPAN) at: http://unpan.un.org

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