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Department of
Economic and
Social Affairs



Capacity Development Snapshot

Division for Public Institutions
and Digital Government

2023

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and Digital Government

2023



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Table of Contents

Acknowledgments.....	5
Executive Summary.....	6
Part 1 Capacity development Requests and Activities	9
Activities at a Glance.....	12
1. Guidance Notes, Toolkits, Handbooks and Online Trainings for Capacity Development.....	16
1.1 Strategy Guidance Notes	16
1.2 Review and Update of the Standards of Excellence for Public Administration Education and Training	17
1.3 Handbooks	20
1.4 Training Toolkits	24
1.5 Online Training Courses	25
1.6 Strategic Support to the Reinvigorated UN Resident Coordinator System through Contributions to the Common Country Analysis	25
2. Member States' Requests for Capacity Development Support	27
3. Capacity Development Activities.....	33
4. Capacity Development Projects in 2023.....	70
Part 2 Outcomes and Country Success Stories.....	80
5. Key Outcomes	82
6. Success Stories.....	86
Global.....	86
Bangladesh.....	89
Bolivia	91
Ecuador.....	94
Ethiopia.....	96
Mauritius.....	98
Mongolia.....	99
Namibia	102

United Nations Department of Economic and Social Affairs

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Executive Summary



This report provides an overview of the capacity development activities that UN DESA's Division for Public Institutions and Digital Government (DPIDG) conducted in 2023, including the substantive support provided to the reinvigorated UN Resident Coordinator system, the development of new strategy guidance notes and methodologies, requests it received from Member States and how these were addressed, as well as the key outcomes of its capacity development support.

The report is divided in two parts. Part I provides an overview of DPIDG's capacity development activities. Part II focuses on outcomes and capacity development success stories.

UN DESA/DPIDG provides capacity development support and policy advice to countries upon their request to strengthen governments' capacities to translate the Sustainable Development Goals (SDGs) and other internationally agreed goals into institutional arrangements, strategies, and programs for effective service delivery and participatory, accountable, and inclusive decision-making processes. It does so through several modalities. It oversees the development of strategy guidance notes. It undertakes peer-to-peer learning workshops, training of trainers, direct advisory support, and develops and implements capacity development projects.

UN DESA/DPIDG's capacity development is guided by UN DESA's Capacity Development Strategy and the divisional Capacity Development Strategy which was finalized in 2019. The division's capacity development work is informed by the 2030 Agenda for Sustainable Development and the Principles of Effective Governance for Sustainable Development developed by the Committee of Experts on Public Administration (CEPA) and endorsed by the Economic and Social Council (ECOSOC). Its work focuses on translating the principles and values of the 2030 Agenda and the Principles of effective governance into activities that can support UN Member States in their efforts to develop capacities to implement the Sustainable Development Goals (SDGs).

DPIDG undertakes its capacity development activities by leveraging the policy options that emanate from its major publications and analytical work. It implements its activities at the global, regional and national levels in a holistic way by focusing on DPIDG's key priority areas.

At the [global level](#), the division organizes the UN Public Service Forum, Day and Awards Ceremony to share knowledge on innovative practices in governance and foster a shared understanding of how to promote innovation in government. It also organizes the SDG16 Conference in collaboration with the International Development Law Organization. The objective of the SDG 16 Conference is to support the reflection and actions of the international community on issues related to SDG 16 by facilitating inclusive stock-taking and dialogues on

the challenges and opportunities for furthering people-centred governance. In doing so, the Conference continues to play the role of an annual hub on SDG 16 for interested stakeholders. DPIDG spearheads the Global Initiative on Equipping Public Servants with the Capacities to Implement the SDGs. Task forces of schools of public administration have been set up in 2018 to work together on advancing a Competency Framework for the SDGs and training of trainers' toolkits.

At the [regional level](#), the division organizes regional learning conferences and symposiums on key public governance issues. It also organizes peer-to-peer learning capacity development activities.

At the [national level](#), it pilot tests new methodologies and supports governments to develop their capacity in key areas, including through training of trainers' modalities and advisory services. The lessons learned from the capacity development activities are summarized and captured in outcome reports. They are also shared at ECOSOC Side Events. In addition, lessons learned are included in the division's flagship publication such as the UN E-Government Survey.

In the area of capacity development and in line with UN DESA's Plan of Action, the Division for Public Institutions and Digital Government:

- Provides support in building the capacity of Member States to operate effective, transparent, and responsive public institutions, that deliver whole-of-government, whole-of-society policies and practices, as a foundational element of the Department's work.
- Promotes digital transformation and frontier issues to move the world closer towards sustainable development for all.
- Supports the implementation of the Secretary-General's Common Agenda report.
- Supports the reinvigorated Resident Coordinator system through strategic support to country teams in governance and public institutions.

Part 1 Capacity Development Activities and Requests





Activities at a Glance



Activities at a Glance

In 2023, UN DESA/DPIDG:



Completed **5 Strategy Guidance Notes on Subsidiarity** to operationalize selected principles of effective governance developed by the Committee of Experts on Public Administration (CEPA).

Developed **2 Training Toolkits**, **7 Handbooks** and **1 Online Course** for training purposes.



Provided substantive contributions to over **13 Common Country Analysis (CCAs)** and **UN Sustainable Development Cooperation Frameworks (UNSDFCs)**.

Received **24 official requests** for capacity development support from UN Member States. In total, **51 requests** were considered, including requests from 2022. The requests addressed included 8 Least Developing Countries (LDCs), 8 Landlocked Least Developing Countries (LLDCs) and 4 Small Island Developing State (SIDS).



Undertook **30 capacity-development workshops** (27 activities responded to Member States' requests) of which 10 were online events, 4 were hybrid and 16 were held in person (with a total of 67 sessions during 27 activities).

Out of **51 requests from Member States** (2023 and 2022), 27 activities were completed, 19 were under consideration, 3 are ongoing, 2 are unfulfilled or postponed.



Out of the **28 RPTC requests received**, 18 were completed, 3 are ongoing and 7 are unfulfilled or postponed; For the format, 10 were online and 15 were in person, 3 requests had no indication. For the geographical coverage: 15 were national capacity development interventions; 8 activities were regional and 5 were global; 9 RPTC requests targeted Africa; 5 Americas; 4 Asia and the Pacific, and 2 Europe and Central Asia.

Leveraged the **Curriculum on Governance** for the SDGs developed in 2021 by UN DESA/DPIDG and organized several trainings of trainers.



Organized **2 global conferences/forums**, including the SDG16 Conference and the Internet Governance Forum and **2 regional symposiums/workshops**, respectively in Africa, as well as Asia and the Pacific.

Implemented **9 capacity development projects**.



Promoted multistakeholder dialogue, raised awareness of key governance issues, and trained over **13,000** people.

Partnered with **5 UN DESA divisions** (DSDG, DSID, EAPD, OISC, and SD), and over 40 entities, including governments, regional and international organizations and academia.



Overview of the Division's work 2021-2023



Over the period of 2022 and 2023, DPIDG received **81 Official Requests** from Member States out of which 48 were addressed through RPTC.

Since 2021, the division has produced **52 Knowledge Products for Capacity Development**



Since 2021, **10 Training of Trainers' Toolkits**, including on changing mindsets, policy coherence, ethics and transparency, were launched.

Developed **2 self-assessment tools** on various governance issues.

Since 2021, **23 Strategy Guidance Notes** to operationalize the 11 principles of effective governance for sustainable development developed by the Committee of Experts on Public Administration (CEPA) were finalized.





10 Handbooks, including on issues of budget credibility, risk-informed governance, one-stop-shop public service delivery.

Since 2021, **7 Online courses were developed**, including on:



- Risk-informed governance for disaster risk reduction and resilience
- Transformational leadership capacities in Africa
- Sandboxing and experimenting digital technologies
- Singapore's digital government story
- Promoting the presence and leadership of women in public administration
- Transparency, accountability, and ethics in public institutions.
- Promoting the presence and leadership of women in public administration

The online training course on Risk Informed Governance along with the Accountability, Transparency, and Ethics online course achieved the **highest number of certificates awarded to learners** who completed the course on the UN DESA e-learning platform.

DPIDG spearheaded **5 dedicated Knowledge/Practitioner Networks**:



- UN Public Administration Network (34 partners)
- Global Network of Schools of Public Administration
- Network of Online Local Service Delivery
- Network of International Organization of Supreme Audit
- Institutions Global Task Force on Standards of Excellence for Public Administration Education and Training

**Guidance Notes,
Toolkits,
Handbooks
& Online Trainings**



1. Guidance Notes, Toolkits, Handbooks and Online Trainings for Capacity Development

1.1 Strategy Guidance Notes

What Guidance Notes were developed in 2023?



In 2023, **5 strategy guidance notes** on the **principle of subsidiarity** were completed.

According to the principle of subsidiarity, central authorities should perform only those tasks which cannot be performed effectively at a more intermediate or local level. Five strategies to operationalize the principle of subsidiarity are: fiscal federalism; strengthening municipal finance and local finance systems; strengthening urban governance; enhancement of local capacity for prevention, adaptation and mitigation of external shocks and multi-level governance.

The strategy guidance note on fiscal federalism illustrates the benefits of decentralizing appropriate public sector functions and finances to subnational levels of government, including through subnational own-source revenues, intergovernmental fiscal transfers and subnational government borrowing. According to the note on strengthening municipal finance and local finance systems, strengthening public financial management systems at local levels can ensure that revenues and expenditures are aligned in a way that allow for fiscal discipline and the efficient allocation of resources in the pursuit of sustainable development outcomes.

The note on strengthening urban governance observes that how local governments plan, manage, and finance urban areas determines what happens in towns and cities, how well they function, and the quality of life and services enjoyed by the people who live and work in them. Local capacity to prevent, adapt and mitigate external shocks reduces the incidence of larger scale hazards, and helps enhance local multi-hazard early warning mechanisms. Multi-level governance notes that the sustainable development issues of our time, like climate change, poverty and rising inequality are most effectively addressed by the cooperation of multiple jurisdictions operating at diverse territorial scales, from the local to the global.

A note for the principle of non-discrimination on the promotion of public sector workforce diversity was also prepared in 2023. To respect, protect and promote human rights and fundamental freedoms for all, access to public service is to be provided on general terms of equality, without distinction of any kind. The note suggests that efforts to promote public workforce diversity represent institutional attempts to move the needle within a continuum

from exclusion to inclusion of members of disadvantaged groups in the employment relationship in the public sector. A diversity strategy contributes both to correct discriminatory human resources policies and creates conditions for equitable and inclusive work environments. A set of guidance notes on the principle of transparency is presently being prepared and will be completed early in 2024.

1.2 Review and Update of the Standards of Excellence for Public Administration Education and Training

In 2023, the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG), working in close collaboration with the International Association of Schools and Institutes of Administration (IASIA) initiated a worldwide initiative to review and update the Standards of Excellence in Public Administration Education and Training which were first approved in 2008 through a collaboratively and consultative process.

The 2008 Standards of Excellence believed that standards of excellence for public administration education and training should facilitate organizations in the public sector to be high performing through providing them with the highest quality of public servants. The 2008 8 Standards are:

- (1) Public service commitment
- (2) Advocacy of public interest values
- (3) Combining scholarship, practice and community service
- (4) The faculty are central
- (5) Inclusiveness is at the heart of the program
- (6) A Curriculum that is purposeful and responsive
- (7) Adequate Resources are critical
- (8) Balancing collaboration and competition

While the Standards are still relevant today, they do not refer to recent inter-governmental agreements and to the insights from the work undertaken by UN DESA/DPIDG and IASIA in the area of public administration education and training. Most notably, the Standards were issued before the 2030 Agenda for Sustainable Development was adopted by 193 Member States. The 2030 Agenda for Sustainable Development recognizes the importance of ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all (Goal 4) and the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels. Goal 16 of the 2030 Agenda specifically calls for effective, accountable, and inclusive institutions at all levels. Indeed, public institutions play a critical role in the achievement of all the Sustainable Development Goals (SDGs) and targets.

All schools and institutes of public administration, networks, academia and representatives of international, regional and national organizations are invited to be part of the initiative. To provide guidance and advise to the process, a Task Force composed of academics and practitioners from around the world was established and several regional online workshops were held to gather inputs and views on how to review and/or update the Standards. Proposals for new Standards are also welcomed.

Besides the regional workshops, UN DESA developed several other communication materials to both disseminate the initiative and collect data. These include flyers in five languages (Arabic, English, French, Portuguese, and Spanish), as well as a survey (also available in five languages) which allows practitioners and academics of public administration around the world to provide their inputs on how the Standards should be reviewed and/or updated. A dedicated web page was created, as well as event pages for each of the online regional workshops held so far.

A first meeting of the Task Force was held in April 2023 where Regional Chairpersons were selected, and a first meeting of this group took place in June 2023 to strategize on how to disseminate the initiative among their networks to ensure inclusiveness and to reach the largest number of public administration academics and practitioners, as well as education and training institutions as possible.

As of December 2023, over 900 people have participated in this process with 735 people in regional workshops. Online responses to the survey included 99 comments. The table below summarizes the online regional workshops that have been held so far in collaboration with IASIA and other public administration schools and networks of Africa, the Americas, Asia and the Pacific, Europe, and the Middle East.

Workshops and Presentations of the Review and Update of the Standards of Excellence for Public Administration Education and Training

- Total attendees as of 8 December: 755
- Total participants in online surveys: 150
- Total participants: 905

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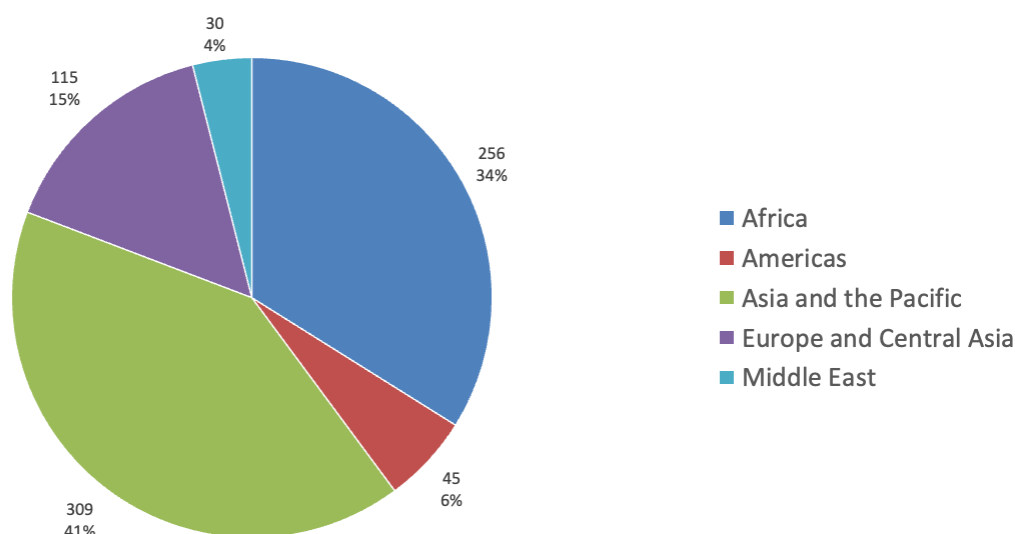


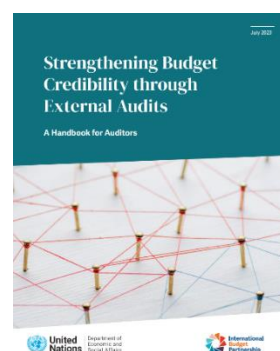
Figure 1 Participants by Region

Regional online workshops:

13 September (Online)	Africa (session in English) Organized in collaboration with Kenya School of Government (KSA), African Local Government Academy (ALGA) of United Cities and Local Governments Association (UCLG Africa)	56
5 October (Online)	Europe (session in English) Organized in collaboration with the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPACEe)	115
3 November (Online)	Asia and the Pacific (session in English) Organized in collaboration with UN DESA/UNPOG and the Eastern Regional Organization for Public Administration (EROPA)	139
22 November (Hybrid)	Africa (session in French) Regional Workshop on the Review of the Standards of Excellence for Public Administration Education and Training in the context of the 7th edition of the African Forum of Territorial Managers and Training Institutes Targeting the Local Government (FAMI7_2023), Morocco	30
5 December (Online)	Americas (session in Spanish) Organized in collaboration with the Latin American Group of Public Administration (LAGPA)	45
8 December (Hybrid)	Middle East (session in English) held in the context of the Middle East and North Africa Public Administration Research Network (MENAPAR) Annual Conference, 7-10 December, Egypt.	30

Other events:

31 July - 4 August (In person)	Session organized in the context of the International Association of Schools and Institutes of Administration (IASIA) annual Conference was “Building Better Futures of Governance towards Achieving the SDGs in a VUCA World” (Session in English)	170
6 – 10 November (In person)	Session organized in the context of the Annual Meeting of the African Public Sector Human Resource Managers Network (APSHRnet) held in Kenya (Session in English)	150
5 – 8 December (In person)	Sessions organized in the context of the African Association for Public Administration and Management (AAPAM) Annual Conference, Zambia (Session in English)	20

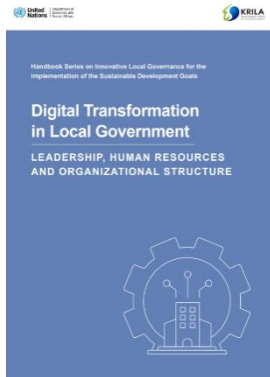
1.3 Handbooks**Handbook on Strengthening Budget Credibility through External Audits**

[DPIDG/UN DESA](#) is collaborating with the [International Budget Partnership \(IBP\)](#) to support Supreme Audit Institutions in conducting analyses of the credibility of government budgets through external audits (SDG16.6.1).

“Strengthening Budget Credibility through External Audits: An Auditor’s Handbook” is the output of a two-year collaboration between Supreme Audit Institutions, civil society, international organizations, and other public finance experts. The handbook explores different approaches to auditing budget credibility. Drawing on SAIs’ experience in different regions, the result is a practical overview of existing and potential audit work that can contribute to improving budget credibility.

The handbook is envisioned as a living technical document that will be updated based on insights from capacity development activities.

The Handbook is available on the UNPAN website at: [Handbook on strengthening budget credibility through external audits | UNPAN](#)

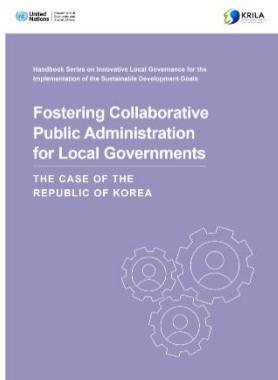


Handbook on Digital Transformation in Local Government

DPIDG/UNPOG developed a **Handbook on Digital Transformation in Local Government**, as part of the Handbook Series on Innovative Local Governance for the Implementation of the SDGs. This handbook specifically provides information for policymakers and public managers who are thinking about digital transformation for their local governments. It is designed to introduce various strategies, approaches and policy instruments that will promote that transformation and includes examples from localities in countries that

have done so. The handbook focuses on the leadership, human resources and organizational structure of digital transformation agents. Several studies (Pittaway & camp; Montazemi, 2020; Nasi et al., 2011; Damanpour, 1987) state that those are the most essential organizational management factors required for successful digital transformation. The handbook is available on the UNPAN website at: [Handbook on Digital Transformation in Local Government | UNPAN](#)

The local governance series was finalized in 2022, however, additions were made in 2023.

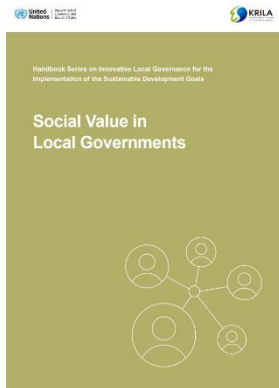


Handbook on Fostering Collaborative Public Administration for Local Governments

DPIDG/UNPOG developed a Handbook on Fostering Collaborative Public Administration for Local Governments, as part of the Handbook Series on Innovative Local Governance for the Implementation of the SDGs. This handbook explains the concepts, attributes, and approaches of collaborative administration and specifically introduces practical cases of collaborative public administration in local governments in the Republic of Korea. Collaborative public

administration is recognized as a method that can effectively respond to complex and diverse administrative demands, but there are many obstacles in applying it on a practical level.

This handbook redefines the concept of collaborative public administration, considers key aspects in collaborative public administration, analyses collaborative public administration cases and models collaborative public administration. The Handbook is available at [Handbook on Fostering Collaborative Public Administration for Local Governments | UNPAN](#)

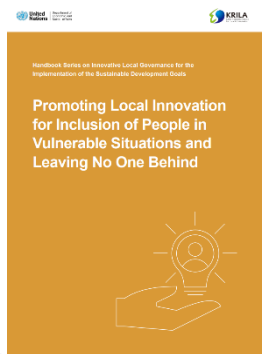


Handbook on Social Value in Local Governments

DPIDG/UNPOG developed a Handbook on Social Value in Local Governments, as part of the Handbook Series on Innovative Local Governance for the Implementation of the SDGs. This handbook furthers the discussion on the premise that social value is the main axis of the paradigm shift of local governments oriented towards traditional development administration. The handbook focuses on what should be done by local governments to spread social value, directly accommodating the demands of residents.

The handbook presents the actions local governments must take to promote social values as five means, based on a new government framework. In the constitutional area, legislation of social value and establishment of social value exchanges are the means suggested. In the area of jurisdictional and civic infrastructure, the means include cooperative governance and a shared platform. In policy strategy and policy infrastructure and implementation and service delivery, means for quantification of social value (or establishment of an evaluation system) is introduced.

The handbook also presents relevant cases for each means. Action steps and exercises needed and factors to be considered in implementing social value also are included. For in-depth consideration, refer to the cases. The Handbook is available on the UNPAN Website at: [Handbook on Social Value in Local Governments | UNPAN](#)



Handbook on Promoting Local Innovation for Inclusion of People in Vulnerable Situations and Leaving No One Behind

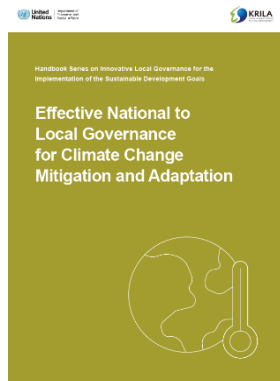
DPIDG/UNPOG developed a **Handbook on Promoting Local Innovation for Inclusion of People in Vulnerable Situations and Leaving No One Behind**, as part of the Handbook Series on Innovative Local Governance for the Implementation of the SDGs.

The Handbook consists of five chapters on:

- Strengthening inclusive and participatory governance for engagement of people in vulnerable situations in local policy processes.
- Providing inclusive local public services.
- Leveraging ICTs and digital government for inclusion and empowerment of people in vulnerable situations.
- Fostering innovative partnerships; and
- Building an inclusive mindset and developing capacities of local government officials and other stakeholders.

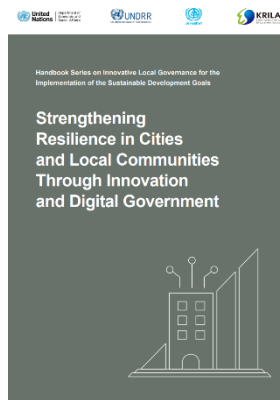
Each Chapter provides strategies, approaches and innovative cases, as well as suggested action steps for local government officials based on a framework of eight integrated building

blocks, i.e., people, vision, strategy, governance, process, partnerships, technology, and monitoring & evaluation. The Handbook is available on the UNPAN website at: [Handbook on Promoting Local Innovation for Inclusion of People in Vulnerable Situations and Leaving No One Behind | UNPAN](#)



Handbook on Effective National to Local Governance for Climate Change Mitigation and Adaptation³

UN DESA/DPIDG/UNPOG developed a **Handbook on Effective National to Local Governance for Climate Change Mitigation and Adaptation**, as part of the Handbook Series on Innovative Local Governance for the Implementation of the SDGs. The handbook introduces concepts, approaches, tools, exercises and innovative cases relating to climate change mitigation and adaptation. The handbook guides the readers towards roadmaps, policy toolkits, manuals and peer support to help national, sub-national and local governments better invest in practical actions on climate change. This handbook builds on global good practices and the Training Toolkit on “[Effective National to Local Public Governance for SDG Implementation](#)”, developed by UN DESA/DPIDG/UNPOG. The Handbook is available on the UNPAN website at [Handbook on Effective National to Local Governance for Climate Change Mitigation and Adaptation | UNPAN](#)



Handbook on Strengthening Resilience in Cities and Local Communities through Innovation and Digital Governance⁴

UN DESA/DPIDG/UNPOG developed a **Handbook on Strengthening Resilience in Cities and Local Communities through Innovation and Digital Government**, as part of the Handbook Series on Innovative Local Governance for the Implementation of the SDGs. The handbook contributes to developing the capacities and skills of local government officials, policymakers, and other relevant stakeholders in strengthening resilience in cities and local communities to achieve the 2030 Agenda for Sustainable Development and Sendai Framework for Disaster Risk Reduction. The handbook introduces the reader to concepts, approaches, tools, exercises, and innovative cases to strengthen resilience in cities and local communities through innovation and digital government. The handbook guides the reader towards roadmaps, policy toolkits, manuals, and peer support to help cities and local communities better invest in practical action to strengthen resilience. It builds on global good practices on effective governance and on the Training Toolkits on “[Effective National to Local Public Governance for SDG Implementation](#)” and “[Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience](#)”, which are part of the [Curriculum on Governance for the SDGs](#) developed by UN DESA/DPIDG.

The Handbook is available on the UNPAN website at: [Handbook on Strengthening Resilience in Cities and Local Communities Through Innovation and Digital Government | UNPAN](#)

1.4 Training Toolkits

Training Toolkit on Capacities for Digital Government Transformation

Based on the UN E-Government Survey 2020, DPIDG/UNPOG developed a Toolkit on Capacities for Digital Government Transformation. The Toolkit consists of six modules:

- General introduction on the importance of promoting and accelerating digital government transformation for realizing the 2030 Agenda for Sustainable Development.
- A holistic approach to digital government transformation.
- Conducting a situation analysis to assess capacity gaps.
- Envisioning to advance digital government transformation.
- Developing a strategy and roadmap for digital government transformation and capacity development; and
- Monitoring, evaluation and learning for promoting digital government transformation.



During the process of developing the Toolkit, innovative cases and new findings from the 2022 UN E-Government Survey were also incorporated. This Toolkit can be used as a complement to the [Toolkit on Innovation and Digital Government for Public Service Delivery](#). The Toolkit is available on the UNPAN website at [Capacities for Digital Government Transformation | UNPAN](#)

Local E-Government Toolkit



DPIDG developed a Training Toolkit on Local E-government. The learning outcomes of this training toolkit are crafted to address the frequently voiced challenges associated with implementing and improving government capacities for inclusive and effective local e-government. Consequently, the toolkit is designed to dismantle these barriers, fostering a more effective realization of the various components of the LOSI (Local Online Services Index) and, in turn, contributing to the attainment of SDG11, for Sustainable Cities and Communities.

The toolkit consists of six modules:

- Module 1: Preliminary Pages

- Module 2: About the Toolkit
- Module 3: Introduction
- Module 4: [Key LOSI findings of the 2022 e-Gov survey](#)
- Module 5: About the LGQ
- Module 6: Future of LOSI

The target audiences are high-level civil servants responsible for digital transformation and public service delivery at the national and local levels; local government officials responsible for digital government; representatives of management development institutions, especially those involved in capacity building in e-government; representatives of development partners involved in supporting digital transformation of public sector and public administration capacity development; and academic institutions. The Toolkit is available at: [Local E-government Toolkit \(un.org\)](#) and [Local E-Government Toolkit | UNPAN](#)

1.5 Online Training Courses

An online course on **promoting the presence and leadership of women in public administration** is available on the [UN DESA Digital Learning Center](#). This platform provides access to knowledge, resources and tools to help prioritize gender equality in public administration and promote women’s career progression towards leadership positions at the national and subnational levels of government. The platform supports the implementation of the project “building capacities for promoting the presence and leadership of women within public institutions at national and local levels.”

1.6 Strategic Support to the Reinvigorated UN Resident Coordinator System through Contributions to the Common Country Analysis

In 2023, DPIDG continued to provide strategic support to the reinvigorated UN Resident Coordinator System by contributing to over **10 Common Country Analysis (CCA) and to UN Sustainable Development Cooperation Frameworks (UNSDFCs)** in close collaboration with the UN DESA/OUSG Focal point. The Countries/ Regions supported are Afghanistan, Angola, Burkina Faso, Burundi, Cambodia, Chad, Lesotho, Mauritius, Madagascar, Myanmar, Namibia, Senegal, and Seychelles. In addition, UN DESA/DPIDG’s capacity development activities were conducted in collaboration with UN RCOs.



Member States' Requests for Capacity Development Support

2. Member States' Requests for Capacity Development Support

During 2023, DPIDG received **24 requests** and worked on **51 official requests** for capacity development support, including requests from earlier years. Out of those 51 requests, 27 (54%) requests were fulfilled, 19 (36%) of the requests are Under Consideration, 3 (6%) were Ongoing and 2 (4%) of the requests were unfulfilled (see Graph 1 and Table 1 below). Requests have been entered into UN DESA's online CD Repository.

Graph 1 Completed Requests by Region 2020 - 2023

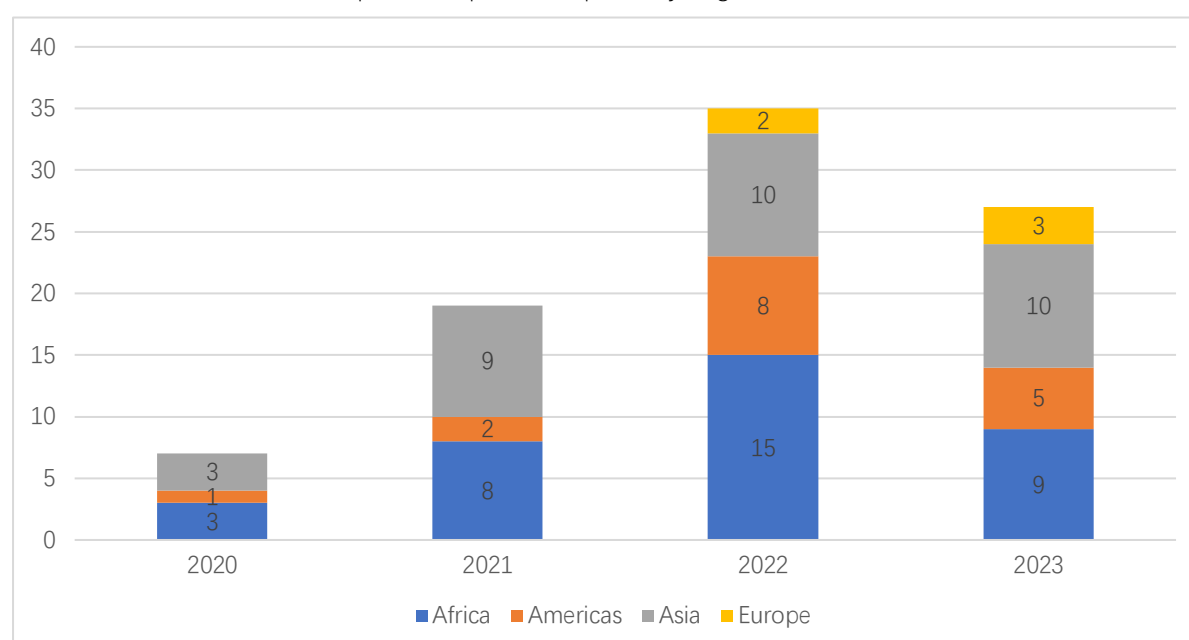


Table 2 List of Requests by Country and Status of Implementation, 2023

#	Status	Region	Country requests [CD Number]	Result/Outcomes
1	Completed	Europe and Central Asia	Albania [CD#4684]	Improved technical capacity of national stakeholders
2	Completed	Asia and the Pacific	Bangladesh [CD#4713]	Application of LOSI methodology in Bangladesh.
3	Completed	Americas	Bolivia [CD#4753]	Development of a Road Map and Action Planning for Prioritization and Decision-Making for Changing Mindsets for Public Sector Innovation and Digital Transformation
4	Completed	Americas	Brazil [CD#4700]	Enhanced participants' knowledge of climate change governance and auditing, improved their skills in

Capacity Development Snapshot 2023

				assessing climate issues, and will help auditors globally to evaluate compliance with climate commitments under the Paris Agreement and SDG13.
5	Completed	Asia and the Pacific	Cambodia [#4701]	Engaged stakeholders in dialogue on Cambodia's data governance framework, assessing opportunities and gaps, and identified steps for strategic planning and implementation of the UN DESA framework.
6	Completed	Americas	Colombia [CD#4202]	Enhanced national capacities for digitization, supported SDG 11, improved ICT use in public services, fostered digital government initiatives, and promoted gender equality, inclusiveness, and human rights in the digital era.
7	Completed	Americas	Ecuador [CD#4302]	Enhanced the technical capacity of national stakeholders in Ecuador, fostering innovation and updating digital government toolkits. A new web page will centralize legal updates for public sector digitalization, improving knowledge and supporting SDG implementation through collaborative planning.
8	Completed	Americas	Guatemala [CD#4752]	Improved INAP's understanding of SDG implementation and digital government toolkits, increased awareness of the UN's support in Guatemala, and led to commitments for further collaboration, interactive learning, and an Action Plan to enhance public sector skills.
9	Completed	Africa	Kenya [CD 4776]	Improved understanding of innovation culture and mindset shifts for better public service and SDG achievement, alongside a deeper understanding of essential values and competencies for institutional HR development.
10	Completed	Africa	Kenya [CD#4717]	Boosted awareness of SDG integration in public administration schools across Africa, enhanced understanding of governance principles, and strengthened capacity for SDG-focused policy development.
11	Completed	Asia and the Pacific	Lao People's Democratic Republic [CD#4699]	Identified gaps and opportunities in Lao PDR's data governance, covering policies, institutions, processes, and themes like data standards, security, and digital identity, leading to framework recommendations.
12	Completed	Africa	Mauritius [CD#3835]	Enhanced participants' skills in differentiating and integrating the SDGs with national development plan,

Capacity Development Snapshot 2023

				employing systems thinking for coherent planning, and adapting governance for effective collaboration.
13	Completed	Asia and the Pacific	Mongolia [CD#4751]	Enhanced Mongolian officials' abilities to apply governance principles for SDG and Vision-2050 goals, fostering policy coherence, understanding collaborative approaches, assessing institutional needs, and developing Action Plans for sustainable development and resilience.
14	Completed	Africa	Mozambique [CD#3666]	Application of tools for risk-informed governance and digital technology for resilience. Enhanced understanding of circular economy, climate action for the 2030 and Africa 2063 Agendas, helped create Action Plans for climate policy and resource mobilization.
15	Completed	Africa	Namibia [CD#4745]	Commitment to integrate CLEWS into Namibia's National Development Plan 6 with involvement from major ministries and an MoU for a pioneering CLEWS Lab by UNAM.
16	Completed	Asia and the Pacific	Pakistan [CD#4726]	Enhanced Pakistani public servants' insights and provided tools for understanding and implementing the 2030 Agenda's principles, emphasizing mindset shifts and strategies.
17	Completed	Asia and the Pacific	Philippines [CD#4749]	Enhanced awareness of strategies for national-local coordination, through discussions on governance synergies, institutional frameworks, future planning, smart cities, and disaster resilience to foster progress in achieving SDGs.
18	Completed	Africa	Rwanda [CD#4714]	Bolstered institutional and individual understanding of national data governance. Led to the assessment of the government's strengths and weaknesses, outlined future actions with timelines.
19	Completed	Africa	South Africa/ APRM [CD#4690]	Improved participants' understanding of how to implement institutional and governance reforms necessary for the achievement of the 2030 Agenda, Agenda 2063 and national development plans. Resulted in more effective application and use of the UN principles of effective governance for sustainable development in institutional strengthening.
20	Completed	Africa	South Africa/APRM [CD#4724]	Improved technical capacities of beneficiary countries on VNRs and Agenda 2063.

Capacity Development Snapshot 2023

21	Completed	Asia and the Pacific	Saudi Arabia [CD#4725]	Developed capacities for local e-government.
22	Completed	Europe and Central Asia	Serbia [CD#4706]	Promoted peer learning and networking on innovation in public service delivery, with positive feedback on the knowledge and connections made.
23	Completed	Asia and the Pacific	Sri Lanka [CD#4722]	Fostered a positive attitude towards digital government transformation among leaders and policymakers, enhanced understanding of global digital practices, and developed master trainers to spread the knowledge.
24	Completed	Asia and the Pacific	Colombia (CD #4202), Saudi Arabia (CD #4407), and the United Arab Emirates (CD #4399) Bangladesh (#3935), Laos (CD #4507), Ethiopia [#2628], Rwanda [#4452],	Enhanced the Digitalization Toolkit for Local Governments, addressing challenges and solutions for local-level digitization, aiming to boost innovation and digital transformation for inclusive public service and advance SDG 11.
25	Completed	Asia and the Pacific	United Arab Emirates [CD#4727]	Assisted in developing a list of immediate actions that can be taken to improve e-participation in Dubai.
26	Completed	Europe and Central Asia	Uzbekistan [CD#3492]	Assisted in improving the Index of Development of Digital Government in Uzbekistan.
27	Completed	Africa	Zambia [CD# 4678]	Developed a deeper comprehension of national needs for using public sector innovations and digital transformation for sustainable service delivery, and the significance of partnerships and leadership for achieving SDGs, guided by an Action Plan.
28	Ongoing	Africa	Libya [CD 4693]	
29	Ongoing	Asia and the Pacific	Pakistan [CD#4750]	
30	Ongoing	Africa	Seychelles [CD#4121]	
31	Under consideration	Asia and the Pacific	American Samoa [CD#4686]	
32	Under Consideration	Asia and the Pacific	Bangladesh [CD#4723]	
33	Under Consideration	Asia and the Pacific	Bhutan [CD#4687]	

Capacity Development Snapshot 2023

34	Under Consideration	Americas	Brazil [CD #4132]	
35	Under Consideration	Asia and the Pacific	Cambodia [#4705]	
36	Under Consideration	Americas	Costa Rica [CD#4720]	
37	Under Consideration	Africa	Egypt [CD# 4691]	
38	Under Consideration	Africa	Ethiopia [CD#4694]	
39	Under Consideration	Africa	Ethiopia [CD# TBA]	
40	Under Consideration	Africa	Ghana [CD# TBA]	
41	Under Consideration	Americas	Guyana [CD#4173]	
42	Under Consideration	Asia	Korea [CD# TBA]	
43	Under Consideration	Asia and the Pacific	Mauritius [CD#4181]	
44	Under Consideration	Asia and the Pacific	Nepal [CD# TBA]	
45	Under Consideration	Americas	Paraguay [CD# TBA]	
46	Under Consideration	Africa	Rwanda [CD#4369]	
47	Under Consideration	Americas	Saint Lucia	
48	Under Consideration	Asia and the Pacific	Turkey (D-8 countries) CD # [CD# TBA]	
49	Under Consideration	Asia and the Pacific	Viet Nam [CD#4766]	
50	Unfulfilled	Americas	Chile [CD#4299]	
51	Unfulfilled	Asia and the Pacific	UNPSF [4698]	

Capacity Development Activities



3. Capacity Development Activities

In 2023, UN DESA/DPIDG conducted its capacity development activities within the division's key thematic areas, namely (1) Transformational Leadership and New Mindsets for SDGs Implementation; (2) Participation and Accountability; (3) Public Institutions for the SDGs; (4) Public Service Innovation; (5) Digital Government for the SDGs; and (6) Local Governance. The activities are hereby organized in chronological order.

1. United Nations E-Government Survey Local Online Service Index (LOSI) Webinar Series – Brazil

Date: 25 January 2023

Geographic coverage: Americas

Thematic area: Public Service Innovation and Digital Government for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG



Description:

The second LOSI webinar series organized by the Digital Government Branch (DGB) of the DPIDG / UN DESA will focus on the application of LOSI methodology in Brazil. This one-hour webinar will host researchers who conducted the study in Brazilian cities. The webinar will highlight opportunities and challenges on e-government at city levels while aiming at information sharing and capacity building.

Objective:

- Highlighted opportunities and challenges on e-government at city levels
- Information sharing and capacity building

Main Results:

The researchers that conducted the study presented their work related to the application of the LOSI methodology in 52 municipalities in the country. Following the presentations, a Q&A session took place. The study examined the current level of maturity of cities' online portals in terms of technological features, content and services provision, and mechanisms for local participation and engagement. It also revealed considerable limitations in the LOSI assessment criteria related to the technology and content provision for the majority of the Brazilian municipalities' websites. The findings recommend governments to expand online participation and engagement tools and to implement regional integrated e-government systems while expanding policies for digital inclusion and literacy and utilizing the Brazilian Charter for Smart Cities. The webinar served as a means to both promote the LOSI network and address challenges and provide recommendations for e-government at the local level.

2. Capacity Development Training Workshop on Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan

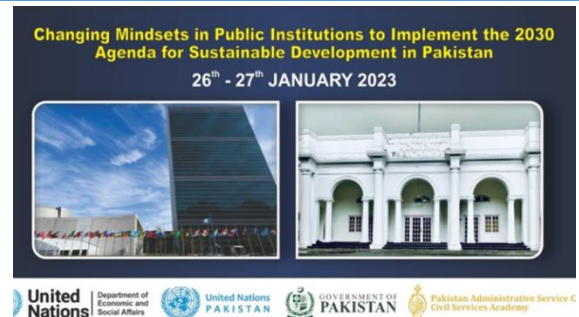
Date: 26-27 January 2023

Geographic coverage: Asia and the Pacific

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, DPIDG/UNPOG, UNRCO in Pakistan, and the Civil Services Academy (CSA) Lahore



Description:

UN DESA/DPIDG and DPIDG/UNPOG, in collaboration with UNRCO in Pakistan and the Civil Services Academy (CSA) Lahore, jointly organized a two-day Capacity Development Training Workshop on Changing Mindsets in Public Institutions. The workshop, held on 26-27 January, fostered discussions on challenges, opportunities, and innovative solutions for successful SDGs implementation in Pakistan.

Objective:

The "Changing Mindsets in Public Institutions to Realize the 2030 Agenda in Pakistan" workshop aimed to equip local institutions with knowledge and tools for understanding and implementing the 2030 Agenda's principles. Topics included the importance of shifting mindsets, and new strategies for effective implementation of the SDGs.

Participants' Feedback:

16 participants (7 females, 9 males) who took part in the Capacity Development Training Workshop responded to the Participant Feedback Survey.

Overall, 93.8% of respondents were very satisfied with the Capacity Development Training Workshop, including 81.3% of the participants who reported that they are very likely to apply what they learned in the workshop to their work.

Quotes from Participants



The interactive nature of the workshop was most appreciated. More such trainings with more in depth information is most welcome. Group activities were the best. I like Group exercises. I liked learning to brainstorm in a limited time, it unfolded my potential to have quick solutions while keeping in mind all aspects of a problem and its outcome.



3. Capacity building workshop on integrated strategic planning and institutional arrangements for policy coherence, leveraged by systems thinking for the implementation of the Sustainable Development Goals - Mauritius



Date: 21-24 February 2023

Geographic coverage: Africa

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA, UNITAR, UN RCO

Description:

To provide technical assistance and capacity building on integrated planning towards the SDGs, linking post-2019 recovery needs to long-term sustainable economic objectives, UN DESA/DPIIDG in collaboration with UNITAR and the UN Resident Coordinator's office (RCO) held a hybrid workshop to provide feedback of the country report for Mauritius.

Objectives:

1. Strengthened the awareness and capacities of government officials for integrated planning, and policy coherence for the SDGs.
2. Provided a platform for discussion on the needs of the Government in terms of capacities for coherent national development planning.

Main Results:

At least 60% of the senior leadership in the Ministry of Finance, Planning Department in Mauritius is committed to promoting system thinking in coherent long-term planning.

At least 60% of training participants have enhanced their knowledge to apply system thinking approaches to develop integrated policies for the implementation of the SDGs.

At least 60% of participants have increased the university experts' understanding of the relevance of long term and integrated planning leveraged by using system thinking approaches to support the government officials over time in system thinking-based methodologies to inform long term development plans.

Participants' Feedback:

In total 32 participants from 2 workshops responded to the post-programme evaluation with more than half of the participants being female. In terms of affiliation, most of the respondents come from the first workshop for government officials. Overall participants were satisfied with the organization of the workshops, and they highly rated the workshop design, facilitation, quality of resource materials and overall logistics. The topic of the workshops was most relevant and of high importance for the participants. In terms of presented information, 77% of the respondents

reported that it was new to them, and 91% of them found the presented information relevant to their job. 94% of the respondents intend to apply the acquired knowledge and skills. Overall, participants were very satisfied with the workshop and found it extremely useful.

Most of the participants felt that the workshops helped them increase their understanding of the relevance of long-term and integrated planning leveraged by the systems thinking approached that will help them support the government officials over time, as well as helped them enhance their knowledge and skills on using systems thinking for the integrate planning. 91% of the respondents reported that the workshops strengthened their commitment to promoting the systems thinking in coherent long-term planning.

Quotes from Participants

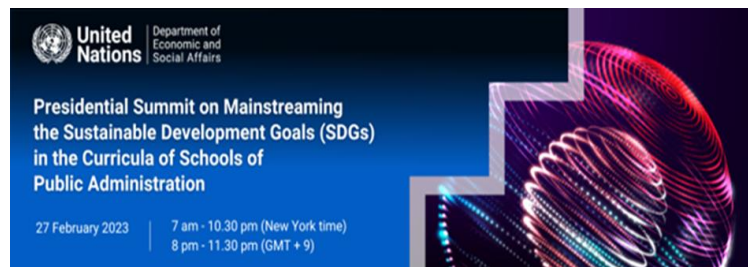


“I will identify the SDG Focal point in my Ministry and will request him/ her to help fill out the readiness assessment on institutional arrangements for policy coherence.”

“I will share the knowledge gained with policy makers and top management and would like to see and understand more concrete examples based on the country’s priorities.”



4. Presidential Summit on “Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration



Date: 27 February 2023

Geographic coverage: Global

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG

Description:

Organized by UN DESA/DPIDG, the “Presidential Summit on Mainstreaming the Sustainable Development Goals (SDGs) in the Curricula of Schools of Public Administration” was held on 27 February. Presidents of schools of public administration associations shared progress in SDG curriculum integration, fostering collaboration and highlighting the crucial role of educational institutions in advancing SDGs among public servants.

Objective:

The summit targeted Presidents of Associations and Executive Directors of public administration schools, emphasizing their vital role in integrating SDGs into curricula. It offered a platform to

showcase progress, share courses, and promote South-South cooperation. Attendees were encouraged to commit to SDG integration in their curricula, with summit recommendations contributing to the UN's SDG Summit in September 2023.

Outcomes and Participants' Feedback:

- (i) Enhanced awareness among Associations of schools of public administration of the Principles of Effective Governance for Sustainable Development and of the importance of mainstreaming the SDGs into the courses of schools of public administration.
 - (ii) Strengthened capacities of the Associations of schools of public administration and institutes of training to mainstream the SDGs in the curricula of their member schools by exchanging knowledge on challenges, opportunities and innovative practices.
 - (iii) Recommendations and commitments by the Presidents of Associations of schools of public administration to mainstream the SDGs in the curricula of their member schools as input for the 2023 SDG Summit.
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5. Continental Workshop on the Voluntary National Reviews for 2023 HLPF and Agenda 2063



Date: 15 -17 March 2023

Geographic coverage: South Africa

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, DSDG, Office of Intergovernmental Support and Coordination for the Sustainable Development Goals (OISC), African Peer Review Mechanism (APRM)

Description:

The United Nations Department of Economic and Social Affairs (UN DESA) organized a continental workshop on the Voluntary National Reviews (VNRs) for the 2023 high level political forum (HLPF) and the Domestication of Agenda 2063, held in Durban, South Africa from 15-17 March 2023.

Objective:

The workshop aimed to support AU member states in VNRs preparation for HLPF in July 2023. It also strived to facilitates peer learning on the integration of 2030 Agenda and 2063 Agenda under the guidance of principles for effective governance for sustainable development.

Main Results:

- Improved capacities of African countries to achieve the SDGs by accelerating the localization of SDGs and building institutional capacities at national and subnational levels.
- Increased understanding of good practices for strengthening policy environment for sustainable development and the integration and implementation of the 2030 Agenda and Agenda 2063.
- Supported the preparation of VNRs and other inputs to the HLPF to be convened at United Nations Headquarters in New York from 10 to 19 July 2023.

Participants' Feedback:

45 participants (10 females, 35 males) of the continental workshop responded to the Participant Feedback Survey. Most attendants are government officials.

Overall, 73% of respondents were very satisfied and 27% somewhat satisfied with the workshop in achieving its objectives and promoting peer-learning on good practices. A majority of the participants were satisfied with the workshop in helping understand the principles of effective governance and voluntary local reviews.

47% of survey participants were very likely and 49% likely to implement and report on the principles of effective governance, vertical coherence and localization of the SDGs in their voluntary national reviews. The speaker's presentations and speeches were extremely useful to 62% of respondents and somewhat useful to 38% of them.

6. Capacity Development Workshop on Digital Government and National Data Governance Framework in Rwanda

Date: 22-23 March 2023

Geographic coverage: Africa

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: XB

Organizer: UN DESA/DPIDG, Ministry of ICT and Innovation, Government of Rwanda, Tony Blair Institute

Description:

A two-day capacity development workshop with representatives from governments, private, public sector, civil societies, academia and other key stakeholders, on the subject of digital government and data governance.

Objectives:

- Built capacities in understanding and implementing UN DESA's e-government development framework, guided by the UN E-Government Development Index (EGDI).

- Engaged stakeholders from different agencies and other non-government stakeholders in the official dialogue and knowledge exchange on digital government and national data governance framework for Rwanda.
- Explored the existing opportunity and gap assessments for proposed focus areas, emerging from dialogue and interaction among workshop participants, including the proposed UN DESA data governance framework of 4 pillars and 6 elements.
- Identified the next course of action in strategic planning and implementation for advancing digital government and setting up a national data governance framework.

Main results:

The Workshop engaged government officials and other stakeholders, focussing on digital government, data and data governance with the objective of strengthening the capacity of public sector employees in the concerned governmental organizations with regards to understanding of how to improve the performance of digital government and strategize related initiatives.

7. UN DESA/IASIA Review and Upgrade of the Standards of Excellence for Public Administration Education and Training



Date: 18 April 2023

Geographic coverage: Global

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG/UNPOG, and the International Association of Schools and Institutes of Administration (IASIA)

Description:

The United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG), and the International Association of Schools and Institutes of Administration (IASIA) have established in 2023 a Task Force to review and/or update the Standards of Excellence for Public Administration Education and Training.

Objective:

- Shared the rationale and considerations behind the creation of the Taskforce;
- Introduced the Members of the Taskforce;
- Provided an overview of the scope of the IASIA/UN DESA Task Force's mandate and work;
- Highlighted and discussed the role of the Task Force members;
- Agreed on a Roadmap and timeline for the Task Force's activities.

Number of participants: 29

Main Results:

- Facilitated communication among Task Force members and discussed their roles, objectives in updating the Standards of Excellence.
- Approval of the Roadmap and timeline.

8. Online Training Workshop on Disaster Risk Reduction, Risk-informed Governance, Finance Mechanisms and Innovative Solutions for Local Resilience



Date: 18 April 2023

Geographic coverage: Asia and the Pacific

Thematic area: Public Institutions for the SDGs

Source of funding:

Organizer: UN DESA/DPIDG

Description:

The training covers implementing the Sendai Framework and MCR2030 for resilient cities, aligning with SDG11. Participants learn from handbooks and toolkits on governance and technology for disaster risk reduction. It emphasizes leveraging innovative tech and finance for local resilience, with interactive sessions for enhanced learning.

Objective:

The capacity-building training workshop aimed to promote risk-informed planning, governance, and finance. It supported localizing and implementing the Sendai Framework for Disaster Risk Reduction, utilizing a diagnosis tool for assessing resilience progress, and familiarizing participants with Making Cities Resilient 2030 (MCR2030). Additionally, it introduced handbooks and toolkits for leveraging digital governance and technology, enhanced understanding of governance principles for SDGs, and introduced disaster risk reduction financing tools for local decision-makers, considering global climate finance.

Main results:

After the workshop, participants have gained a comprehensive understanding of global disaster risk reduction frameworks, deepened their knowledge of MCR2030, and acquired tools to enhance local resilience. They have utilized the Disaster Resilience Scorecard to assess city resilience and have strengthened their capacities in Governance Innovation and Risk-informed Governance for DRR and Resilience. Additionally, they have applied the 11 governance principles for SDGs to bolster local resilience and acquired expertise in disaster risk reduction financing mechanisms, including accessing global climate funds to facilitate implementation.

9. Regional Symposium on Mainstreaming the Sustainable Development Goals in the Curricula of Schools of Public Administration in Africa



Date: 2-3 May 2023

Geographic coverage: Africa

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, the African Management Development Institutes' Network (AMDIN), the International Association of Schools and Institutes of Administration (IASIA), the Kenya School of Government (KSG), and the United Cities and Local Governments of Africa (UCLG-Africa)/African Local Government Academy (ALGA)

The UN Department of Economic and Social Affairs (UN DESA), in collaboration with DPIDG, AMDIN, IASIA, KSG, and UCLG-Africa/ALGA, organized an online Regional Symposium on Mainstreaming SDGs in African Public Administration School Curricula. Virtual sessions were held from May 2 to 3, 2023, addressing the integration of Sustainable Development Goals in educational frameworks.

Objective:

The Symposium brought together experts from African public administration schools and training institutes to discuss the integration of Sustainable Development Goals (SDGs) into curricula. It explored successes and challenges, fostering dialogue on strengthening capacity to implement SDGs. By sharing best practices, it aimed to promote interdisciplinary education for addressing Africa's diverse sustainable development challenges and advancing the UN 2030 Agenda and Africa Union 2063 goals.

Main Results:

- Increased awareness of progress made in mainstreaming the SDGs in African schools and institutes of public administration and management.
- Enhanced understanding and strengthened capacity of public servants of how to mainstream the principles of effective governance and toolkits of Curriculum of Governance for the SDGs into national institutes' courses.
- Enhanced capacity to exchange knowledge among schools of public administration.

Number of participants: 95

Participants' Feedback:

26 participants (11 females, 15 males) out of the 95 participants who took part in the Regional Symposium responded to the Participant Feedback Survey. Respondents came from Ghana, Kenya, Madagascar, Malawi, Morocco, Mozambique, Namibia, Nigeria, South Africa and Togo.

45% of the respondents come from least developed countries, 15% from landlocked developing countries, 5% from small island developing states and 35% from other. The respondents represented national governments, Schools of Public Administration/Institutes of Training, academic institutions and local governments.

Overall, 62% of respondents were very satisfied and 38% somewhat satisfied with the Regional Symposium.

61,5% of respondents said they are very likely to apply what they have learned in the Regional Symposium and 30,7% are somewhat likely with 7,6% neither likely or unlikely/other.

69,2% strongly agreed and 30,8% agreed with the statement that the Regional Symposium enhanced their understanding of importance of strengthening the capacity of schools of public administration to train public servants on the SDGs.

42,3% strongly agreed, 46,2% agreed and 11,5% neither agreed nor disagreed that the Regional Symposium enhanced their understanding of the progress made across Africa in mainstreaming the SDGs in the teachings of the Schools of Public Administration.

69,2% strongly agreed and 30,8% agreed that their understanding other importance of mainstreaming the SDGs in the curricula of schools of public administration was enhanced by the Regional Symposium. 53,8% strongly agreed, 38,5% agreed and 7,7% neither agreed nor disagreed that the Regional Symposium enhanced their capacity to exchange knowledge among schools of public administration in the region. 61,5% strongly agreed, 34,6% agreed and 3,8% neither agreed nor disagreed that the Regional Symposium increased their awareness of UN DESA's Curriculum on Governance for the SDGs and the Principles of Effective Governance and strategy guidance notes.

Quotes from Participants



"I will summarize and share key points for the Symposium with my HoDs, program Coordinators and entire faculty and administrative class to enable them to appreciate the need to mainstream the SDGs."

"In my capacity, I'll endeavor to continually mainstream SDGs in organizational activities and even at a personal level."

"I liked the group discussions, which provided a platform for smaller groups to share more knowledge and experiences and for every member to actively participate in the forum."



10. Capacity Development and Consultation Workshop on Lao PDR National Data Governance Framework

Date: 11 - 12 May 2023

Geographic coverage: Asia and Pacific

Thematic area: Public Institutions for the SDGs

Source of funding: XB

Organizer: UN DESA/DPIDG

Description:

UN DESA in collaboration with the Ministry of Technology and Communications (MTC) of the Government of Lao PDR will be hosting a national consultation workshop with representatives from governments, private, public sector, civil societies, academia and other key stakeholders to develop a national data governance framework.

Objective:

The project aimed to enhance the institutional capacities of the Government of Lao PDR in utilizing and governing data comprehensively and objectively, employing a whole-government approach and fostering regional and global cooperation. It supported assessing data management challenges, enhancing stakeholders' knowledge, fostering a fair business environment for digital data cooperation, and developing institutional capacities for national digital data policies and strategies.

11. Capacity Development and Consultation Workshop on Cambodia National Data Governance Framework

Date: 16 – 17 May 2023

Geographic coverage: Asia and Pacific

Thematic area: Public Institutions for the SDGs

Source of funding: XB/PDF

Organizer: UN DESA/DPIDG

Description:

UN DESA in collaboration with the Ministry of Post and Telecommunications (MPTC) of the Government of Cambodia hosted a national consultation workshop with representatives from governments, private, public sector, civil societies, academia and other key stakeholders to develop a national data governance framework.

Objective:

The National Consultation Workshop focused on developing Cambodia's national data governance framework by engaging stakeholders in dialogue, assessing existing opportunities and gaps, and planning future strategy. Discussions included the framework's four pillars—Policy, Institutions, People/Partnerships, Processes—and six elements, aiming at improving data governance and digital identity integration.

Main results:

The Workshop successfully enhanced institutional and individual capacities, providing participants with insights into national data governance issues for government data. A shared understanding of public sector data governance was established, and the strengths and weaknesses of the existing national data governance framework were identified. The event concluded with a clear outline of future actions and potential interventions, along with a proposed timeline. These achievements and a follow-up action plan were documented in a summary report. Additionally, a policy brief was issued by UN DESA in consultation with the Ministry of Post and Telecommunications (MPTC), Government of Cambodia.

12. Capacity Development Workshop on Public Administration and New Technologies: Challenges and Opportunities

Date: 25-27 May 2023

Geographic coverage: Europe and Central Asia

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, Astana Civil Service Hub (ACSH)/UNDP



Description:

DPIDG, together with the Astana Civil Service Hub (ACSH)/UNDP, held a capacity development workshop in the context of the 31st Annual Conference of the National Institutes and Schools of Public Administration of Central and Eastern Europe (NISPACEE). The Conference was co-organized by NISPACEE together with the National Academy of Public Administration of Serbia, under the theme "The Future of public administration as enabled by emerging technologies".

Objective:

This workshop aimed at exchanging knowledge and experiences on the subject matter, strengthening collaboration and partnerships between public administration training schools and government institutions in the region and beyond. It also aimed to foster connections with the academic community concerned with researching policy issues and approaches conducive to enhancing the resilience of public administration in coping with the new global challenges.

Main Results:

- Improved cooperation and sharing of knowledge to harness technology in public service delivery and administration to meet the SDGs in the region.
- Equipped public servants with the necessary digital skills and knowledge in public administration.
- Enhanced awareness of public service to reach the SDGs, partnerships and cooperation, and changing mindsets for public service delivery.

Number of participants: 18

Participants' Feedback:

Participants expressed high levels of satisfaction with the workshop, notably, the interactive discussions and peer to peer learning.

13. Capacity Development Online Training of Trainers Workshop on “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation” in Guatemala



Date: 6 June 2023

Geographic coverage: Americas

Thematic area: Innovation and Digital Government for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, National Institute of Public Administration (INAP) of Guatemala

Description:

The National Institute of Public Administration (INAP) of Guatemala and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), jointly organized a Training of Trainers (ToT) workshop. Its objective was to present UN DESA's Curriculum on Governance for the SDGs, including toolkits on Changing Mindsets and Innovation/Digital Government for implementing the 2030 Agenda.

Objective:

The objective of the online workshop was to equip the INAP's trainers on the use of the Curriculum on Governance for the SDGs toolkits to help them train Guatemala's public servants with innovative mindsets and behaviors to better address current and future challenges related to SDGs implementation. The workshop aimed to evaluate and then customize the translated (Spanish) training materials contained in the Toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital Government for Public Service Delivery and the Digital Transformation to the needs of Guatemala as identified by INAP/Guatemala.

Main Results:

- A better understanding by INAP authorities and trainers on the use and application of the

Changing Mindsets for SDGs Implementation and on Innovation and Digital Government for Public Service Delivery toolkits.

- Increased knowledge of the UN system work in Guatemala in support of innovation, digital transformation and strengthening of government capacities in support of the 2030 Agenda and the SDGs.
- A commitment by INAP trainers and authorities to continue working with UN DESA on understanding the use of the toolkits, in particular the Changing Mindsets one, to be applied to an in-person workshop scheduled for September 2023.
- Development of an interactive learning program based on one or several country challenges.
- Continued commitment by INAP to develop an action plan to strengthen skills at individual and organizational levels of the public sector in Guatemala.

Number of participants: 13

Quotes from Participants



"I commit to changing my attitude by putting into practice the collaborative mentality, putting more effort into learning and not being afraid of failure to develop leadership."

"This was an excellent workshop. I was able to share with colleagues and have learned that I can generate a new vision of citizen service and ways of managing actions in my workplace to be able to positively impact the country."

"After this workshop, I want to be able to update training and training programs with the workshop methodology."



14. National Capacity Building Workshop on Accelerating Digital Government Transformation in Sri Lanka: Strengthening Digital Governance for Sustainable Development



Date: 7 – 8 June 2023

Geographic coverage: Asia and the Pacific

Thematic area: Innovation and Digital Government for the SDGs

Source of funding: XB

Organizer: UN DESA/DPIDG/UNPOG, Sustainable Development Council of Sri Lanka (SDC), Information and Communication Technology Agency of Sri Lanka (ICTA), and United Nations Resident Coordinator Office in Sri Lanka

Description:

UN DESA, through DPIDG and UNPOG, collaborated with Sri Lanka's Sustainable Development Council and ICT Agency, supported by the UN Resident Coordinator Office, to conduct a National Capacity Building Workshop on Accelerating Digital Government Transformation. This workshop followed the 2nd Capacity Needs Assessment in 2022, addressing 2030 Agenda implementation and capacity development priorities.

Objective:

The Workshop had the objective of building digital government capacities among key government officials to contribute to accelerating the pace of digital government transformation in Sri Lanka. It also aimed to have equipped government officials with knowledge on recent trends and country practices in digital platform government, including the data policy framework as one of the fundamental pillars.

Main Results:

- Positive perception towards digital government transformation among government leaders and policymakers.
- A better understanding of the global innovative practices/ context related to digital transformation in public sector.
- Produced master trainers to train and disseminate the knowledge.

Number of participants: 75

Participants' Feedback:

Overall, 29.3% were very satisfied, 62.5% were satisfied and 8.3% were neither satisfied nor dissatisfied.

15. National Workshop on Effective Governance for Sustainable Development in Mongolia



Date: 6-12 June 2023

Geographic coverage: Mongolia

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC/XB

Organizer: UN DESA/DPIDG, UNPOG, the National Academy of Governance (NAOG) of the Government of Mongolia, and MONTSAME - Mongolian National News Agency

Description:

The National Academy of Governance (NAOG) and MONTSAME, in collaboration with the United Nations Department of Economic and Social Affairs (UN DESA) and UN Resident Coordinator Office in Mongolia, organized a five-day National Workshop on "Effective Governance for

Sustainable Development in Mongolia" from June 7 to 13, 2023, in Ulaanbaatar. The workshop, based on UN DESA's Curriculum on Governance for the Sustainable Development Goals, addressed capacity development needs and promoted understanding of sustainable development issues. It was conducted in a hybrid format with in-person and virtual participation.

Objective:

The Workshop aimed to promote a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in achieving the SDGs and Mongolia Vision-2050.

Main Results:

- A common understanding of the Principles of Effective Governance for Sustainable Development and their application in institutional arrangements at all levels to achieve the shared vision for the people and the 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 SDG progress.
- 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.
- Conducted an institutional needs assessment to identify the key gaps that would require strengthening to enhance institutional coherence at the national level.
- Gained insights into the different building blocks and indicators for policy coherence as entry points for improving the whole of government/integrated approaches.
- Developed an action plan for effective governance mechanisms to deliver SDGs.
- Gained insights into the need and policy relevance of promoting risk-informed governance and innovative technology for DRR and resilience, closing technology gaps, and establishing public governance frameworks for DRR and sustainable development in countries in special situations.

Number of participants: 180

Participants' Feedback:

Forty-two (42) evaluation responses from the participants were collected following the National workshop on Effective Governance. Notably, 100% of participants (69% expressing a strong likelihood and 31% indicating likelihood) have stated their intention to utilize the knowledge gained from this workshop. The workshop received an overall rating of 'Excellent' (48%) and 'Good' (52%). For the National Workshop for Media Officials, results from the post-workshop evaluation revealed that over 88% of the 32 respondents increased their understanding on risk-informed communication for reporting on emergencies and DRR as a result of their participation in the Workshop. Over 97% indicated they were overall satisfied with the workshop with over 91% indicating their likelihood to apply the knowledge acquired from the workshop to their organization/community.

16. Capacity Development Online Training of Trainers Workshop on “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation” in Bolivia



Date: 14 June 2023

Geographic coverage: Bolivia

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, the Association of Bolivian Municipalities (AMB)

Description:

The Association of Bolivian Municipalities (AMB) and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), co-organized a Training of Trainers (ToT) online workshop with the objective of presenting the content in Spanish of UN DESA’s Curriculum on Governance for the Sustainable Development Goals (SDGs) and the main modules of the toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital Government for Public Service Delivery and the Digital Transformation.

Objective:

The objective of the online workshop was to equip the Association of Bolivian Municipalities (AMB) trainers on the use of the Curriculum on Governance for the SDGs toolkits to help them train Bolivia’s local government public servants with innovative mindsets and behaviours to better address current and future challenges related to SDGs implementation. The main strategic objective for this online workshop was to evaluate and then customize the translated (Spanish) training materials contained in the Toolkits on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, and on Innovation and Digital Government for Public Service Delivery and the Digital Transformation to the needs of Bolivia’s local governments as identified by the Association of Bolivian Municipalities (AMB).

Main Results:

- Strengthened capacities of the Bolivian public sector at the local level.
- Enhanced awareness of the important role that municipalities at the local level play in implementing the SDGs with an emphasis on changing mindsets for innovation and digital transformation of government services.
- Improved understanding of the use of the Curriculum on Governance toolkits and the use of ToT tools to advance and strengthen the capacity of the Bolivian local government public sector in support of SDGs implementation.

Number of participants: 20

Participants' Feedback:

88% of participants rated the workshop as very good and 12% rated it as excellent.

Quotes from Participants

“Satisfaction has been perceived among the municipal technicians who participated, highlighting the excellent participation of speakers and having Cristina Rodriguez was a key element for development.”

“A very timely workshop to advance in the processes of local development to reduce the digital gap in our country and an opportunity to promote the digitalization of public management in the sustainable development goals.”

17. United Nations E-Government Survey Local Online Service Index (LOSI) Webinar Series - Episode 3 - the State of Palestine

Date: 21 June 2023
Geographic coverage: Asia and Pacific
Thematic area: Public Service Innovation and Digital Government for the SDGs
Source of funding: XB
Organizer: UN DESA/DPIDG



Description:

DPIDG organized a remote webinar focusing on the application of the Local Online Service Index (LOSI) methodology in the State of Palestine. The researchers presented their findings on Local Online Services across 20 Palestinian cities and shared insights from a recent LOSI Workshop held in Ramallah, State of Palestine.

Objective:

The session encouraged understanding of the LOSI methodology, facilitated knowledge sharing and assisted city officials in learning about and preparing for the UN E-Government Survey 2024.

Main results:

The webinar provided an overview of the current state of digital governance and identified various challenges associated with Palestinian city portals, such as a lack of standard guidelines for portal

developers, difficulties in integrating and implementing comprehensive online services due to financial and data privacy issues as well as limited citizen empowerment. The session proposed a series of recommendations including capacity building, strengthening ties with the national e-government, promoting intercity partnerships, creating a support team for portal developers and establishing appropriate guidelines. The critical role of LOSI in enhancing citizen participation and engagement in national digital governance was emphasized during the webinar.

18. Capacity Development Online Training of Trainers Workshop on “Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation” in Ecuador



Date: 8 August 2023

Geographic coverage: National

Thematic area: Innovation and Digital Government for the SDGs

Source of funding: RPTC

Organizer: Ministry of Telecommunications and Information Society of Ecuador Under Secretariat for Open Governance, Presidency of Ecuador, RCO Ecuador

Description:

The President's Office of Ecuador, Ministry of Telecommunications, and UN DESA co-organized an online Training of Trainers workshop on 8 August 2023. This event focused on the Spanish version of UN DESA's Curriculum on Governance for Sustainable Development Goals, featuring modules on Innovation, Digital Government, and Public Service Delivery. The Ministry was the main beneficiary, aiming to train its technical staff for future wider public sector training.

Objective:

The online workshop aimed to create a team of trainers, in collaboration with the Ministry of Telecommunications, to teach the Curriculum on Governance for SDGs toolkits. Its goal was to prepare Ecuador's public servants for challenges in digital government transformation. The workshop evaluated and adapted training materials to Ecuador's needs, focusing on enhancing capacities for SDG implementation, institution building, innovation, and digital transformation in public service. It also aimed to develop a roadmap for future government innovation and transformation strategies.

Main Results:

The online workshop resulted in participants gaining a better understanding of the Innovation and Digital Government toolkit for Public Service Delivery. They committed to further collaboration with UN DESA, planning an in-person workshop in Quito on October 11-12, 2023, and four additional

online workshops to customize toolkit content for Ecuador. An interactive learning program was developed, and Ecuador's Ministry of Telecommunications, along with the Office of the President, committed to creating an action plan for enhancing public sector skills. A follow-up in-person workshop will involve government officials and stakeholders to discuss innovation and digital transformation for SDG implementation.

Number of participants: 22

Participants' Feedback:

In the survey results, participants expressed that by attending the ToTs and the workshop, their awareness of the role the public sector, and their particular role, in the implementation of the SDGs had increased, as well as the importance of working collaboratively by designing roadmaps and action plans that can support the implementation of the SDGs.

Quotes from Participants

“A productive workshop, where it was possible to learn about the experience and best practices for the public sector with experts in the field.”

“The methodology proposed in the workshop for achieving the SDGs is fundamental and it is important that all MINTEL staff, both operational and technical staff and mainly managers, can assume responsibility, so we can contribute with “a grain of sand” given the enormous challenge.”

19. Workshop on Building Partnerships for Sound Policymaking and Effective Institutions to Implement the Sustainable Development Goals at the Local Level



Date: 29 August 2023

Geographic coverage: Global

Thematic area: National to Local Governance

Source of funding: XB

Organizer: UN DESA, through its Project Office on Governance (UNPOG) of the Division for Public Institutions and Digital Government (DPIDG) in collaboration with the Ministry of the Interior and Safety (MOIS) of the Republic of Korea, the Korea Institute of Public Administration (KIPA), Korea Research Institute for Local Administration (KRILA), National

Disaster Management Research Institute (NDMI), Korea Local Information Research and Development Institute (KLID), Korea Island Development Institute (KIDI), Korea Federation of Community Credit Cooperatives (KFCC), Saemaul Foundation.

Description:

UN DESA together with a number of partners organized a workshop on 29 August 2023 in Seoul. This workshop aimed to strengthen partnerships among National Research Institutes (NRIs), local and regional governments (LRGs), and national government ministries (NGMs) for effective policymaking and institution building to implement Sustainable Development Goals (SDGs) at the local level. It focused on leveraging the expertise of these entities to develop local-level SDG policies, with NRIs playing a key role in providing practical policy research and solutions. The workshop also included a Peer-to-Peer Learning Session for international policy exchange and network building among participants from various regions.

Objective:

The Workshop's objectives included raising awareness of the roles of National Research Institutes (NRIs), Local and Regional Governments (LRGs), and Non-Government Members (NGMs) in SDGs implementation at the local level. It aimed to foster partnerships among these entities and explore solutions to institutional and non-institutional challenges. The workshop also focused on discussing how NRIs can offer practical policy insights, considering local contexts, resources, and infrastructure. Key areas of focus were strengthening NRIs' capacities, harnessing technological innovation for SDGs localization, fostering local activism, reducing disaster risks, building resilience, and enhancing social inclusion. Additionally, it aimed to establish an international networking platform for participants from various regions to share experiences and interact.

Main Results:

By the end of the Workshop, participants had gained insights into the roles of National Research Institutes (NRIs), Local and Regional Governments (LRGs), and National Government Ministries (NGMs) in policymaking for SDGs at the local level. They improved their understanding of NRIs' contributions to SDGs through practical policy research and analysis of local and regional strengths and weaknesses. Participants engaged in peer-to-peer learning to strengthen NRIs' roles in policy formulation and established an international networking platform for sharing experiences. Additionally, they developed an interagency report on fostering partnerships and formulating practical policies for SDGs implementation.

Number of participants: 500 (270 online and 230 in person)

Participants' Feedback:

51.6% Extremely satisfied, 32.6% Very satisfied, 13.7% Satisfied, 2.1% Partially satisfied

Quotes from Participants

“All presentations and speeches were very informative and had many best practices. The moderator was good as well. The organizer gave quick feedback. No glitches!”
 “I will apply knowledge garnered from the workshop at the grassroots of my country.”

20. National Workshop on Risk-informed Governance and Decision-making for Circular Economy, Green Growth, Resilience and Climate Action in Mozambique | Public Institutions



Date: 4 September 2023

Geographic coverage: single country

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: XB

Organizer: United Nations Department of Economic and Social Affairs (UN DESA), along with its Division for Public Institutions and Digital Government (DPIDG) and Project Office on Governance (UNPOG/DPIDG), in collaboration with Mozambique's Ministry of Land and Environment, the UN Resident Coordinator Office, and the United Nations Development Programme (UNDP) in Mozambique.

Description:

The United Nations Department of Economic and Social Affairs (UN DESA), along with its Division for Public Institutions and Digital Government (DPIDG) and Project Office on Governance (UNPOG/DPIDG), in collaboration with Mozambique's Ministry of Land and Environment, the UN Resident Coordinator Office, and the United Nations Development Programme (UNDP) in Mozambique, co-organized a 3-day National Workshop on Risk-informed Governance and Decision-making for Circular Economy, Green Growth, Resilience and Climate Action in Mozambique. This event was held from 4 to 6 September 2023 in Maputo, Mozambique. The workshop, organized in response to a capacity development request from the Government of Mozambique received in 2022, was attended by national and local/provincial government officials from Mozambique, along with UN members, international and local experts, and officials as speakers and facilitators.

Objective:

This workshop aimed to build the capacity of national and local government officials to accelerate progress on the 2030 Agenda for Sustainable Development and the African Union Agenda 2063. Participants enhanced their capacities on how to harness risk-informed governance, circular economy, green growth, government innovation, climate action, disaster risk reduction (DRR) and

resilience to design and implement strategies to help minimize the adverse impact of climate change and promote inclusive public service delivery.

Main Results:

By the end of the workshop, participants had:

- Gained a clear understanding and ability to apply tools and competencies necessary for strengthening risk-informed governance and the use of digital technologies for resilient communities in the Decade of Action.
- Enhanced their understanding of the role of public institutions in promoting a circular economy through policies, strategies, regulatory frameworks, and innovative practices.
- Acquired insights on empowering public institutions to lead climate action and promote green growth, contributing to accelerated progress on the 2030 Agenda and the Africa 2063 Agenda.
- Increased their capacities at institutional, organizational, and individual levels to promote climate action, supported by a holistic approach to capacity development.
- Developed skills in enhancing monitoring and evaluation and in building partnerships for action-oriented implementation of the Sustainable Development Goals (SDGs) in Mozambique.
- Formulated action plans and a roadmap for responding to climate change policy, focusing on a resilient circular economy and effective resource mobilization for designing bankable projects.

Number of participants: 40

Participants’ Feedback:

The post-event evaluation results showed that 98% of participants were satisfied and thought the event would have a positive impact on their work. Over 97% of respondents found the workshop very helpful and relevant to their work.

21. Capacity Development (In-person) Training of Trainers Workshop on “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation” in Guatemala



Date: 7 – 8 September 2023

Geographic coverage: Regional

Thematic area: Transformational Leadership and Changing Mindsets

Description:

The INAP and UN DESA, through its DPIDG, in collaboration with the Resident Coordinator Office in Guatemala, co-organized a Training of Trainers workshop. This workshop aimed to provide innovative advice on changing mindsets for digital transformation and long-term institutional development. It focused on adapting and contextualizing UN DESA's Curriculum on Governance for the SDGs, particularly the toolkit on Changing Mindsets in Public Institutions for the 2030 Agenda.

Objective:

The in-person workshop's main strategic objective was to collaborate with INAP's trainers, educators, experts, and technical staff in Guatemala to evaluate and customize training materials from the Toolkits on Changing Mindsets in Public Institutions for the 2030 Agenda. This two-day capacity development workshop aimed to enhance capacities for SDG implementation, strengthen INAP's institution building and public service delivery post-COVID-19, provide advice on innovation and digital transformation, identify challenges in mindset change in the public sector, and apply new concepts and tools for strategic planning.

Main Results:

The trainers and educational staff of the INAP analyzed the contents of the toolkit, contributing to its adaptation to the institution's needs and objectives. They learned how to use the ToT Manual's Guide developed for the Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development toolkit. By doing so, the INAP trainers and educational staff enhanced their understanding of the use of the Curriculum on Governance toolkits and the use of ToT tools to be able to advance and strengthen the capacity of the Guatemalan public sector in support of SDG implementation.

Number of participants: 31

Participants' Feedback:

The majority of respondents to the evaluation survey found the quality of the workshop as "excellent" or "very good". The interactive methodology was mentioned as the aspect they most liked of the workshop, and the need to fully translate all slides from English to Spanish as something to improve.

Quotes from Participants



“What I liked most was that I was able to realize that innovation does not necessarily have to be a tiring and endless process, it can occur with the act of seeking a solution to a problem.”

“I really liked the dynamics and the high participation of those who are part of the workshop recipients.”



22. Capacity Development Workshop on “Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation” - Ecuador



Date: 11-12 October 2023

Geographic coverage: Regional

Thematic area: Transformational Leadership and Changing Mindsets

Source of funding: RPTC

Organizer: The Office of the President of Ecuador, the Ministry of Telecommunications and Information Society, and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), in collaboration with the Resident Coordinator Office in Ecuador

Description:

The Office of the President of Ecuador, the Ministry of Telecommunications and Information Society, and UN DESA's DPIDG, in collaboration with the Resident Coordinator Office in Ecuador, co-organized a Capacity Development workshop in Quito. This workshop, aimed at government officials involved in digital transformation, focused on changing mindsets for innovation and improving public service delivery for Sustainable Development Goals. It included training, discussions on government priorities, assessment of institutional arrangements, and roadmap design for digital transformation. The workshop also facilitated knowledge exchange, support, and peer learning, featuring presentations on innovations in digital government and ICT use.

Objective:

The workshop in Quito focused on enhancing government officials' capacities in digital transformation and public service delivery. Objectives included strengthening public institutions, acquiring skills in digital government, providing innovative solutions for long-term development, identifying challenges in digital transformation, and creating an e-competency profile for the workforce. It aimed to apply new strategies and develop action plans for effective public service delivery aligned with the Sustainable Development Goals.

Main Results:

The results of the workshop included giving government leaders and policymakers a more positive perception towards digital government transformation, a better understanding of global innovative practices and contexts related to digital transformation in the public sector. Participants were enabled to become "Master trainers" who could train and disseminate the knowledge.

Number of participants: 48

Participants' Feedback: Excellent: 50%, Very good: 42%, Satisfactory: 8%

Quotes from Participants



"It generated a lot of knowledge that was acquired by all attendees in a clear way."

"It is a workshop that provides a lot of knowledge about the reality of the institution's digital capacity."



23. Workshop on Strengthening Institutional Capacities in Africa for Effective Implementation of the 2030 Agenda and Agenda 2063: Follow-up to the 2023 SDG Summit

Date: 28 October 2023

Geographic coverage: Regional

Thematic area: Governance and Public Institutions

Source of funding: RPTC

Organizer: The United Nations' Department of Economic and Social Affairs (UN DESA), the African Peer Review Mechanism (APRM)



Description:

The United Nations' Department of Economic and Social Affairs (UN DESA) and the African Peer Review Mechanism (APRM) organized a continental workshop titled 'Strengthening Institutional Capacities in Africa for Effective Implementation of the 2030 Agenda and Agenda 2063: Follow-up to the 2023 Summit'. This was the fourth in a series aimed at supporting the development of effective, accountable, and inclusive institutions in Africa at all levels. The workshop also examined the outcomes of the 2023 SDG Summit and its implications for Africa, marking the midpoint of the 2030 Agenda.

Objective:

The workshop aimed to support African countries in identifying transformative actions for building strong institutions and enhancing public service delivery for the 2030 Agenda and Agenda 2063. It focused on empowering subnational governments for SDG localization and explored innovative strategies aligned with the 2023 SDG Summit's Political Declaration. The workshop addressed key gaps and challenges, informed by the 2023 Global Sustainable Development Report. It encouraged peer interaction and covered topics like progress review, effective governance application, leveraging UN initiatives for SDG acceleration, lessons on governance and institution building, strengthening subnational institutions, and regional policymaking for effective agenda implementation. Participants also considered action plans for addressing public sector capability gaps.

Main Results:

The workshop facilitated the exchange of experiences and peer learning to develop frameworks for institution building, contributing to transformative changes in governance and planning institutional reforms. At its conclusion, participating officials gained a solid understanding of the links and gaps between institutional capacities and national sustainable development priorities, lessons from 2023 VNR and VLR presentations by African countries, the application of governance principles to the 2024 HLPF-reviewed SDGs, levels of awareness and implementation of effective governance principles in Africa, institutional priorities following the 2023 SDG Summit's Political Declaration, and potential action plans to advance the workshop's key messages.

Number of participants: 30

Participants' Feedback: 79% Very satisfied, 21% Somewhat satisfied

Quotes from Participants



"A good learning process and should continue."

"Many thanks for the effort and good work."

"Let's continue to build partnerships even across governments and regions to plan better and get it right."



24. Philippine Mayors Forum on Innovation, Digital Governance, and Resiliency Building towards Accelerated Implementation of the 2030 Agenda in the Philippines



Date: 27 October 2023

Geographic coverage: Regional

Thematic area: Governance and Public Institutions for the SDGs

Source of funding: XB

Organizer: The Department of the Interior and Local Government (DILG) of the Philippines, with the support of the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG) and its Project Office on Governance (UNPOG), in collaboration with the UN Resident Coordinator's Office and United Nations Development Programme (UNDP) Philippines

Description:

The Department of the Interior and Local Government (DILG) of the Philippines, supported by UN DESA's DPIDG and UNPOG, in collaboration with the UN Resident Coordinator's Office and UNDP Philippines, organized the Philippine Mayors Forum on October 27, 2023. This forum, a response to the need for capacity development in SDG implementation, brought knowledge from the 2022 UN DESA Regional Symposium in Korea to the Philippines. Attended by mayors, national officials, UN representatives, and international experts, the forum focused on innovation, digital governance, and resiliency building for the 2030 Agenda. It was based on UN DESA's Curriculum on Governance for the SDGs, highlighting local governments' role in development, and conducted in a hybrid format in Quezon City and via Zoom in English.

Objective:

The Philippine Mayors Forum focused on enhancing the capacity of local government units (LGUs) to accelerate SDG implementation, improve public service delivery, and raise awareness among public servants of their role in achieving the SDGs and AmBisyon Natin 2040. The forum provided a platform for mayors to understand strategies for national and local coordination towards SDG delivery. Discussions included governance, national and local synergies, institutional arrangements, futures thinking, smart cities, and disaster resiliency.

Main Results:

The forum generated greater engagement in multi-level governance discourse, positioning it as crucial for SDG localization. It raised awareness of foresight concepts in public institutions. Participants gained insights from international smart city practices for SDG implementation, suitable for replication by local governments. They gained insight into Philippine government efforts focused on resilience through technology, institutional strengthening, and community

empowerment. The forum also enhanced understanding of the Making Cities Resilient 2030 initiative and the critical role of local authorities in implementing the UNSDCF 2024-2028.

Number of participants: 347

Participants' Feedback: Excellent (77.8%) and Good (22.2%).

25. UN DESA and APS-HRMnet joint Workshop on “Reaffirming state-people governance relationships through the lenses of Human Resource Managers in Africa”

Date: 10 November 2023

Geographic coverage: Regional

Thematic area: Innovation and Digital Government for the SDGs

Source of funding: RPTC

Organizer: UN DESA/DPIDG, APS-HRMnet



Joint UNDESA and APS-HRMnet Capacity Development Workshop on

“Reaffirming state-people governance relationships through the lenses of Human Resource Managers in Africa”

as an integrated part of the 8th Annual Conference of African Public Service- Human Resources Managers Network (APS-HRMnet)

Description:

UN DESA/DPIDG collaborated with APS-HRMnet to organize a Joint Capacity Development Workshop, integrated into the 8th Annual Conference of APS-HRMnet, themed "Reaffirming state-people governance relationships through the lenses of Human Resource Managers in Africa". Held from November 6 to 10, 2023, in Nairobi, Kenya, the workshop brought together Africa's HR community, academia, civil society, private sector, and development partners. It provided a platform to discuss challenges and opportunities in workforce shaping, citizen engagement, performance management, HR metrics, change management, learning and development, and innovation for sustainable public service in the 21st Century and beyond.

Objective:

The Joint Capacity Development Workshop provided a discussion platform for high-level representatives to discuss main challenges and opportunities in addressing issues of (i) shaping the workforce for the future, (ii) citizen engagement and participatory decision making, (iii) performance management and measurement for enhanced productivity, (iv) human resource metrics for organizational effectiveness, (v) change management and organizational design, (vi) learning and development for thriving organizations, and (vii) innovation as a cornerstone for a sustainable public service for the 21st Century and beyond.

Main Results:

- Provided a discussion platform for African human resources managers and their development partners.
- Analysed some of the most critical challenges in Africa, especially in LDCs, in designing

and implementing comprehensive human resource development strategies focused on reaffirming state-citizen relationships.

- Enhanced understanding of why transformational leadership is critical in overcoming challenges.
- Enhanced the capacity to build synergies across sub-regions in promoting encompassing approaches and strategies of human resource development as a pre-condition for the successful implementation of the SDGs.
- Highlighted the capacity development needs in areas of governance, innovation, and leadership.
- Discussed pathways for future actions to have citizen-centered public administrations in Africa.

Number of participants: 150 (7 LDCs present)

26. Capacity Building Workshop on Strengthening National Capacities for Spreading Digitalization at Local Levels



Date: 21-23 November 2023

Geographic coverage: National

Thematic area: National to Local Governance, Innovation and Digital Government for the SDGs

Source of funding: RPTC

Organizer: UN DESA, UNU EGOV, ESCAP

Description:

UN DESA, in collaboration with UN ESCAP and UNU-EGOV, organized an informative workshop in Bangkok from 21–23 November 2023. The workshop aimed to provide knowledge and technical support to strengthen national capacities for local level digitization, thereby advancing SDG 11. Training was given on using a newly developed Digitalization Toolkit for Local Governments, a comprehensive set of materials for local e-government development. The workshop included presentations from various countries on their experiences in applying the LOSI methodology and best practices for inclusive local online services using ICTs and emerging technologies.

Objective:

The workshop focused on strengthening national capacities for local-level digitization, advancing SDG 11, by providing knowledge and technical support. It increased government officials' knowledge at both national and local levels in using ICT and emerging technologies for inclusive online public services. The workshop created synergies between national and local digital government initiatives, emphasized the importance of monitoring and evaluating local e-government initiatives, and served as a dynamic forum for knowledge sharing, best practices, and capacity building. It also played a key role in promoting gender equality, disability inclusivity, and human rights protection in the digital era, with support from UN DESA, ESCAP, and UNU-EGOV.

Main Results:

Participants actively contributed to the workshop, providing input to improve the Digitalization Toolkit for Local Governments. They created a common understanding of challenges faced by Member States in local-level digitization, identifying solutions and responses. The workshop provided knowledge and technical support to enhance national capacities for digitization at the local level, advancing SDG 11, and aimed to enhance innovation and digital government transformation for effective and inclusive public service delivery.

Number of participants: 30

Participants' Feedback: Excellent 83%, Good: 11%, Satisfactory: 6%

Quotes from Participants



"This workshop has allowed me to realize that the implementation of the SDGs in the planning and management of local governments must be accompanied by the reduction of gaps and inequalities, as well as making people feel that their lives are improving."

"I have learned that the ability to generate information and evidence is fundamental for innovation and timely decision-making."

"Excellent action to support digital transformation and innovation in local development processes of municipal management within the framework of the SDGs."

"I am going to disseminate the information received in digital media at the levels of the organizational structure of the municipality of Cobija. We are going to propose training workshops on digital transformation in public management within the SDG framework. We are already starting this process by promoting a first workshop."



27. Capacity Development Workshop on "Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation" in Bolivia

Date: 28-29 November 2023

Geographic coverage: National



Thematic area: Transformational Leadership Changing Mindsets

Source of funding: RPTC

Organizer: The Association of Bolivian Municipalities (AMB) and the United Nations Department of Economic and Social Affairs (UN DESA), through its Division for Public Institutions and Digital Government (DPIDG), with the support of the UN Bolivia

Description:

The Association of Bolivian Municipalities (AMB) and UN DESA's DPIDG, with support from UN Bolivia, co-organized a training workshop to apply UN DESA's Curriculum on Governance for the SDGs. This in-person workshop, following an online Training of Trainers session held on June 14, 2023, focused on modules about Changing Mindsets in Public Institutions and Innovation and Digital Government for Public Service Delivery. DPIDG's mission emphasized advancing effective governance and public institutions for sustainable development. The Curriculum aimed to enhance understanding of sustainable development, governance capacity, and public servants' role in achieving the SDGs. AMB, representing Bolivia's largest municipalities, advocates for the SDGs, highlighting the importance of mindset change and digital transformation at the local level.

Objective:

This in-person workshop, co-designed with the Association of Bolivian Municipalities (AMB) and supported by the UN Resident Coordinator's Office, was held in Cochabamba to strengthen the capacities of Bolivia's public sector at the subnational level. It emphasized understanding the role in implementing the SDGs, focusing on changing mindsets for innovation and digital transformation in government services. The workshop supported AMB trainers and technical teams in using the Curriculum on Governance for the SDGs toolkits for training Bolivia's subnational government public servants. It involved interactive exercises, action plan development, and facilitated knowledge exchange, support, and peer-to-peer learning. The workshop aimed to enhance capacities for SDG implementation, strengthen AMB's engagement in institution building, provide advice on innovation and digital transformation, identify challenges and building blocks for public sector transformation, define a roadmap and action plan for innovation, and apply new concepts and tools at the subnational level.

Main Results:

The trainers and educational staff of the Association of Bolivian Municipalities (AMB) analyzed the contents of the toolkits, contributing to their adaptation to the institution's needs and objectives, and learned how to use the Training of Trainers (ToT) developed for both toolkits. By utilizing the toolkits in an in-person workshop, the AMB trainers and educational staff enhanced their understanding of the Curriculum on Governance toolkits and the use of ToT tools, thereby advancing and strengthening the capacity of the Bolivian subnational government public sector in support of SDG implementation. Participants of the workshop gained an enhanced understanding of their active role in SDG implementation and an increased understanding of global innovative practices and contexts related to digital transformation in the public sector.

Number of participants: 66

Participants' Feedback: Very good: 88%, Good: 12%

28. Strengthening Innovation in Public Service to achieve the Sustainable Development Goals

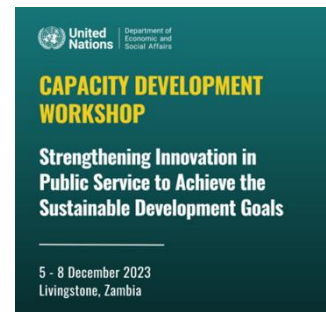
Date: 5-8 December 2023

Geographic coverage: Regional

Thematic area: Innovation and Digital Government for the SDGs

Source of funding: RPTC

Organizer: AAPAM



The UN DESA's DPIDG is hosting a workshop titled “Strengthening Innovation in Public Service to achieve the Sustainable Development Goals” as part of the 42nd AAPAM Roundtable Conference. Scheduled for 5-8 December 2023 in Livingstone, Zambia, this event aims to enhance public service innovation for achieving the Sustainable Development Goals (SDGs). It aligns with the conference's theme, “Building Resilient Societies through Effective Governance and Public Administration in Africa: An Imperative for the Realisation of the SDGs and Agenda 2063 Aspirations”, focusing on resilient societies and effective governance in Africa.

Objective:

The Workshop at the 42nd AAPAM Roundtable Conference, aimed at public officials, focused on enhancing public service delivery through innovation, digital transformation, and leadership in African public administration. It emphasized integrating the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 to catalyze sustainable development and public sector innovation. The event drew lessons from past winners of the United Nations Public Service Awards Programme in Africa and explore the impact of the relaunched UNPSA programme in promoting innovative public services in Africa. Additionally, it served as a forum for UN DESA and IASIA to receive feedback on the Standards of Excellence in Education and Training.

Main Results:

Participants achieved a deeper understanding of using public sector innovations and digital transformation as key tools for sustainable development in service delivery. This was accomplished by focusing on specific needs and priorities of various countries. Additionally, there is now a heightened awareness among attendees of the critical importance of partnerships and transformational leadership in achieving the Sustainable Development Goals (SDGs). The workshop provided practical and actionable steps for implementation, equipping participants with the knowledge and strategies necessary to apply these innovations and concepts in their respective roles and organizations.

Number of participants: 17

Participants' Feedback: 38% Excellent, 62% Good

Quotes from Participants



“It was a good workshop, interrogating relevant issues.”

“The topics were interesting, and the panelists chosen had experience.”



29. Capacity Development Workshop on “Changing Mindsets for Innovation, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation” in Guatemala



Date: 7-8 December 2023

Geographic coverage: Regional

Thematic area: Transformational Leadership and Changing Mindsets

Source of funding: RPTC

Organizer: UN DESA and National Institute of Public Administration (INAP)

Description:

This in-person workshop in Guatemala City, co-designed with INAP and supported by the UN Resident Coordinator’s Office, aims to enhance the capacity of Guatemala’s public sector. Its focus is on understanding their role in implementing the SDGs, particularly by fostering innovative mindsets in government service provision. The workshop’s specific goal is to train INAP trainers and technical staff in using the Changing Mindsets toolkit, part of the Curriculum on Governance for the SDGs. This training will enable them to effectively prepare Guatemalan public servants to address challenges related to SDGs implementation, particularly focusing on SDGs 8, 9, 10, and 16, with an initial application targeting civil servants from the Ministry of Finance and agencies supporting these SDGs.

Objective:

The in-person workshop in Guatemala City, co-designed with INAP and supported by the UN Resident Coordinator’s Office, aimed to strengthen the capacities of Guatemala’s public sector. It focused on the crucial role of public servants in implementing the SDGs, emphasizing innovative mindsets in government service provision. The workshop supported INAP trainers and technical staff in using the Changing Mindsets toolkit, part of the Curriculum on Governance for the SDGs. This aimed to prepare Guatemalan government public servants to effectively address challenges in SDGs implementation, particularly SDGs 8, 9, 10, and 16. Initial efforts were directed at civil servants from the Ministry of Finance and related government agencies. The workshop facilitated knowledge exchange, peer-to-peer learning, and provided innovative advice for long-term institutional development. It also identified challenges and building blocks for public sector transformation, initiated the development of a roadmap and action plan for innovation, and applied new concepts and tools to support strategic planning.

Main Results:

The in-person workshop successfully utilized the Changing Mindsets toolkit, enabling INAP trainers and educational staff to deepen their understanding of its application in training activities. Participants gained a heightened awareness of their pivotal role in implementing the Sustainable Development Goals (SDGs). They also developed an increased understanding of the significance of changing mindsets, crucial for fostering innovative practices aimed at improving public service

delivery. This workshop marks a meaningful step in integrating innovative approaches within the framework of the INAP's training programs.

Number of participants: 49, 47% women

Participants' Feedback:

"What is your overall rating of the Workshop?": "Excelente" (Excellent) 35%, "Muy bien" (Very good) 57%, "Satisfactorio" (Satisfactory) 7%, and both "Pobre" (Poor) and "Muy pobre" (Very poor) received 0%.

"To which extent did the workshop meet the priorities and needs of the participant's organization/country in advancing and implementing the Agenda 2030?": "Muchísimo" (A great deal) has 21%, "Mucho" (A lot) has 71%, "Moderado" (Moderate) has 7%, while "Poco" (A little) and "Ninguno" (None) both have 0%.

Quotes from Participants



"The possibility of achieving the SDGs increases whenever we achieve a change in the paradigms of public servants. The more mentality transformation competencies we achieve in people, the more efficient and effective will be the actions aimed at achieving human development in the countries."



30. Virtual Workshop on Subsidiarity and Decentralization for Sustainable Development



Date: 13 December 2023

Geographic coverage: National

Thematic area: National to Local Governance

Source of funding:

Organizer: United Nations Department of Economic and Social Affairs (UN DESA) through the Division for Public Institutions and Digital Government (DPIDG) and its Project Office – United Nations Project Office on Governance (UNPOG)

Objective:

The workshop aimed to facilitate knowledge sharing and offer guidance on fostering inclusiveness and subsidiarity to support sustainable development. It focused on enhancing understanding and

awareness of the necessary competencies and skills to implement the principle of subsidiarity, particularly within various institutional levels. It also emphasized the value of peer learning and research networks in specialized fields, along with identifying capacity-building opportunities. These opportunities would potentially strengthen decentralization and improve relations with subnational governments, with the possibility of support from the UN and other entities.

Main Results:

The workshop provided a platform for exchanging knowledge on inclusiveness and subsidiarity within sustainable development. It increased understanding of the competencies and skills necessary for applying subsidiarity in institutions at all levels. Participants were exposed to peer learning and research networks related to their practice areas. Moreover, it identified opportunities for capacity development aimed at bolstering decentralization and improving relationships with subnational governments, supported by the UN system and other organizations.

Number of participants: 580

Participants' Feedback:

The respondents were mainly extremely satisfied (31 respondents, 68.9%) and satisfied (14 respondents, 31.1%) with the workshop. When asked whether the workshop has enhanced their knowledge on promoting subsidiarity and decentralization for sustainable development, 28 respondents (62.2%) highly agreed, 15 (33.3%) agreed, and 2 (4.4%) respondents were neutral to the question. The respondents were consequently asked if the workshop increased their understanding of the competencies and skills needed to apply the principle of subsidiarity with an emphasis on building effective, accountable, and transparent institutions at all levels in support of the 2030 Agenda, 30 respondents (66.7%) highly agreed, 13 (28.9%) agreed, and 2 (4.4%) respondents were neutral to the question. Lastly, when asked if the workshop will benefit them in their current jobs or studies, 29 (64.4%) respondents highly agreed, 12 (26.7%) agreed, and 4 (8.9%) were neutral to the question.

Quotes from Participants



"Great workshop"

"I will want to see this conversation happen again for more of my network to take part and learn from a wide range of experts and professionals."



Capacity Development Projects in 2023



4. Capacity Development Projects in 2023

1. United Nations Project Office on Governance (UNPOG)

Objective:

The United Nations Project Office on Governance (UNPOG) is part of the Division for Public Institutions and Digital Government (DPIDG) of the United Nations Department of Economic and Social Affairs (UN DESA). Its principal mission is to strengthen the public governance capacities of developing Member States in Asia and the Pacific and beyond to achieve the 2030 Agenda for Sustainable Development



Key accomplishments:

UNPOG works with UN Member States to achieve the following expected accomplishments:

- Strengthened capacity of governments in target countries to build institutions, at national and local levels, able to support the Sustainable Development Goals and Targets in an integrated, effective, transparent and accountable way.
- Enhanced government capacity in target countries to promote innovation for inclusive service delivery in specific sectors, including health, education, job creation, the environment, to support achievement of the SDGs and Targets.
- Strengthened government capacity to develop open innovation systems to engage societies, including the poorest and most vulnerable, in designing, delivering and implementing policies for realizing the SDGs, as well as to design and implement effective partnerships.

Lead Division: UN DESA/DPIDG

Partners: Ministry of the Interior and Safety (MOIS) of the Government of the Republic of Korea

Donor: Republic of Korea

Funding Source: XB

Yearly Budget: \$1.5 million

Time Frame: June 2006 to 2030

Thematic Area: governance and public institutions, innovation for inclusive service delivery, innovation to engage societies, national to local governance, and disaster risk reduction.

Region: Asia and the Pacific

Focus Countries: Asia and the Pacific

2. The Internet Governance Forum (IGF)

Objective:

The Internet Governance Forum (IGF) serves to bring people together from various stakeholder groups as equals, in discussions on public policy issues relating to the Internet. While there is no negotiated outcome, the IGF informs and inspires those with policy-making power in both the public and private sectors. At their annual meeting delegates discuss, exchange



information and share good practices with each other. The IGF facilitates a common understanding of how to maximize Internet opportunities and address risks and challenges that arise.

Key accomplishments:

- Facilitated understanding and agreement on International Internet Public Policies and their impacts
- Improved understanding and agreement on Internet governance and new technologies
Enhanced cooperation and collaboration among key organizations and stakeholders dealing with different Internet governance and technology issues
- Increased opportunity to foster the sustainability, robustness, security, stability and development of the Internet
- Strengthened capacities of all countries, especially developing countries and their stakeholders, to participate effectively in Internet governance arrangements
- Increased multilingualism and multiculturalism on the Internet
- Mapped multistakeholder and multilateral efforts on public policies issues related to the Internet

Lead Division: UN DESA/DPIDG

Partners: World Summit on the Information Society (WSIS)

Donor: Not applicable

Funding Source: IGF Trust Fund

Time Frame: July 2006 till now

Thematic Area: Connecting All People and Safeguarding Human Rights; Avoiding Internet Fragmentation; Governing Data and Protecting Privacy; Enabling Safety, Security and Accountability; Addressing Advanced Technologies, including AI (2022)

Region: Global

Focus Countries: Global

More information about IGF is available [here](#).

3. SDG16 Conference 2023 – People-centred governance in a post-pandemic world

Objective:

The overarching theme of the 2023 Conference was “SDG 16 as a compass for navigating intersecting crises.” Sustainable Development Goals (SDG) 16, in addition to being a standalone goal, is also an enabler of all other SDGs. It is at the heart of what makes the 2030 Agenda transformative, and it can play a vital role in addressing the key challenges that the world is currently facing. The Conference helped to identify solutions to inform the development of the UN’s New Agenda for Peace, restore trust in public institutions, and accelerate transformative action to respond to crises of food systems and climate change. These themes were explored during three high-level plenary sessions, while various topics under each will be examined in a series of parallel sessions.

Key Accomplishments:

- Enhanced awareness and understanding of the challenges and opportunities brought forth by the pandemic on national level governance and the implementation of SDG 16 in the pandemic and post-pandemic context.

Lead Division: UN DESA/DPIDG

Partners: Ministry of Foreign Affairs and International Cooperation of Italy, International Development Law Organization (IDLO)

Donor: Government of Italy

Funding Source: XB

Budget: \$300.000

Time Frame: January-December 2022

Thematic Area: Governance, institutions, SDG 16

Region: Global

Focus Countries: Global

SDG 16 Conference 2023 Report

The report of the [2023 SDG 16 Conference](#) on people-centred governance in a post-pandemic world is now available. More information, please visit [here](#).

4. UN DESA Project on Frontier Technology Policy Experimentation and Regulatory Sandboxes in Asia and the Pacific (2020-2023)

Objective:

The overall purpose of the project is to enhance the institutional capacity of selected countries in special situations, namely the: (i) least developed countries (LDCs); (ii) landlocked developing countries (LLDC); and (iii) small island developing States (SIDS). The specific focus of the project is to conceptualize, develop and implement policy experimentation and/or regulatory sandboxes on new technologies, as an innovative and catalytic approach to accelerate the progress of the 2030 Agenda for Sustainable Development.



Key Accomplishments:

The evidence of the result, if achieved, will include the following aspects:

- Enhanced institutional capacity of selected countries to identify opportunities and gaps (institutional, policy, regulatory, and infrastructure support) on policy experimentation and regulatory sandboxes in new technologies, and where relevant, in support of COVID-19 response and/or recovery;
- Improved capacity of target countries to conceptualize and implement pragmatic solutions on operationalizing policy experimentation and regulatory sandboxes in new technologies, in specific areas/sectors related to SDG targets, and COVID-19 recovery, where appropriate; and
- Enhanced global and regional dialogue and cooperation among countries and stakeholders on policy experimentation and regulatory sandboxes in new technologies; for possible scale-up and replication in other countries.

Lead Division: UN DESA/DPIDG

Partners: UN ESCAP/IDD

Donor: Not Applicable

Funding Source: UN Development Account (DA)

Budget: \$648,000

Time Frame: January 2021 - December 2024

Thematic Area: Governance, capacity development, SDG 7, 9, 10, 11, 16, 17

Region: Asia and the Pacific

Focus Countries: Bangladesh (LDC), Kazakhstan (LLDC), Maldives(SIDS)

5. Building capacities for promoting the presence and leadership of women within public institutions at national and local levels



The project aims to enhance the presence and leadership of women in public institutions at national and local levels in Mauritius and Senegal, Bhutan, and Lao People’s Democratic Republic. In partnership with ECA, ESCAP, RCOs in the respective countries, UNDP and UN Women, it will strengthen the capacity of these governments to develop and implement an action plan that prioritizes gender equality and

promotes women’s career progression towards leadership positions in the public sector. The project will also stimulate a South-South knowledge transfer and cross-fertilization by enhancing the awareness of a broader group of governments, such as the partnering countries of Cambodia, Sierra Leone, Solomon Islands, Vanuatu, and Zambia, on the importance of prioritizing gender equality in public administration.

Objective:

Enhance the presence and leadership of women in public institutions at national and local levels in selected countries of the Africa and Asia regions.

Beneficiaries:

Direct beneficiaries include high- and mid-level government officials from ministries and governmental institutions at the national and subnational levels. Indirect beneficiaries include citizens and communities at large.

Key accomplishments:

- Enhanced capacity of governments in the project countries to develop and implement action plans that prioritize gender parity in public administration at the national and local levels; and
- Enhanced awareness and understanding of government officials in partnering countries on the importance of and how to prioritize gender parity in public administration.

Lead Division: UN DESA/DPIDG

Partners: ECA, ESCAP, RCOs in the respective Countries, UNDP and UN Women

Donor: Italy

Funding Source: Italian Trust Fund

Budget: \$750.000

Timeframe: May 2022 - June 2024

Thematic Area: SDG 5, SDG 16

Region: Africa, Asia

Focus countries: Bhutan, Lao People's Democratic Republic, Mauritius and Senegal

6. Developing Institutional Capacities for Digital Data management and Cooperation to Advance Progress toward the Sustainable Development Goals

Objective:

The objective of the Project is enhancing the institutional capacities of government officials and stakeholders in Asian and African countries, in particular the LDCs and SIDS, for digital data management, data governance and data cooperation to achieve mutual benefit, win-win outcomes and common development.



Key Accomplishments:

- National reviews, research and environmental analysis on the trends and best practices of data management and coordination;
- National workshop(s) (hybrid approach) that facilitates knowledge sharing and experience exchange between target countries that have demonstrated success in related areas;
- Multistakeholder workshops on data management and coordination;
- Technical assistance, remote coaching and reporting on the practical implementation of data management strategy and policies, in identified areas/ sectors related to SDGs, targets and COVID-19 recovery (where relevant and appropriate);
- Based on the experience of target countries, training materials, toolkits, case studies and model regulations on the operationalization of the principles and best practices of sound and secure data management, data governance and data cooperation, etc. will be developed, that map out the necessary steps and key elements for the designing and operationalizing data management and coordination; this will be shared with other countries for possible scale-up and replication.

Lead Division: UN DESA/DPIDG

Partners: ITU, UNCTAD, UNESCO, UNDP, UNTAR, UN Resident Coordinator Offices in target countries, Tsinghua University and International Research Center of Big Data for Sustainable Development

Donor: Government of China

Funding Source: XB/Peace and Development Fund

Budget: \$824,649

Time Frame: March 2022 - February 2025

Thematic Area: SDGs 8,9,10,11,16,17

Region: Africa, Asia Pacific

Focus Countries: Africa: Egypt, Ethiopia, Ghana, Morocco, Namibia, Rwanda. Asia Pacific: Bangladesh, Bhutan, Cambodia, Fiji, Laos, Vanuatu.

7. The Use of New Technology Policy Experimentation and Regulatory Sandboxes for Digital Transformation in Republic of Kazakhstan: A Pilot Initiative

Objective:

The main objective of this project is to improve institutional capacity of public servants of Kazakhstan to design regulatory frameworks for frontier technologies and experimental innovation that can maximizing the benefits and minimizing the risks of technological advancement for implementation for the 2030 Agenda for Sustainable Development. As complementation to the DA project 2124B on Regulatory Sandboxes, this project can expand the scope of project implementation and maximize the outputs.



Key Accomplishments:

The evidence of the result, if achieved, will include the following aspects:

- Enhanced institutional capacity of public servants in Kazakhstan to identify technology-enabled opportunities and gaps (institutional, regulatory, and/ or infrastructure related) in addressing specific challenges of sustainable development;
- Enhanced global and regional dialogue and cooperation between Kazakhstan and countries represented by experts and stakeholders on policy experimentation and regulatory sandboxes in new technologies; for possible scale-up and replication in other counties.

Lead Division: UN DESA/DPIDG

Partners: Ministry of Digital Development of Kazakhstan

Donor: The Government of Kazakhstan

Funding Source: Technical Cooperation Trust Fund

Budget: \$105,295

Time Frame: 01 October 2021 - 01 June 2023

Thematic Area: Governance, Digital Transformation, capacity development, SDG 7, 9, 10, 11, 16, 17

Region: Asia

Focus Countries: Kazakhstan

8. Developing institutional capacities for digital data management and cooperation to advance progress toward the Sustainable Development Goals

Objective:

To build and develop capacities for developing national digital data policies and strategies, in ensuring data quality, data sharing and exchange, data security and privacy, as well as data infrastructure and usage. The Project will also serve as a discussion and consultation platform to seek stakeholders' view and ideas to explore, digest and propose issues of national data governance priorities and policies.



Key Accomplishments:

- Enhanced capacity of selected countries to assess key data management and governance challenges and strengthen government officials' and stakeholders' knowledge of sound and secure digital data management;
- Enhanced capacity of selected countries in fostering an open, fair and non-discriminatory business environment for digital data cooperation through mutual benefit, win-win outcomes and common development.

Lead Division: UN DESA/DPIDG

Partners: RCOs in the respective Countries, UN country teams

Donor: China

Funding Source: Peace and Development Trust Fund

Budget: \$824,629

Time Frame: March 2022 - February 2025

Thematic Area: SDG 9 to "build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation", and in particular the following targets: (i) 9.a Facilitate sustainable and resilient infrastructure development in developing countries

Region: Africa, Asia and the Pacific

Focus Countries: Bangladesh, Bhutan, Cambodia, Fiji, Laos, Samoa, Sri Lanka, Vanuatu, Egypt, Ethiopia, Gambia, Morocco, Rwanda, Sierra Leone, Tanzania

9. National recovery strategies for selected small island developing states (January 2023 – June 2027)

Objective:

The project aims to support the selected small island developing countries (SIDs)-Mauritius, Seychelles, Guinea-Bissau and Jamaica to plan and implement national sustainable development strategies and build up resilience in response to crises. It aims to strengthen selected SIDs government officials' and national stakeholders' ability to conduct integrated qualitative or



quantitative policy and strategy assessments that include valuation of ecosystem services for national planning, pandemic recovery, and achievement of the SDGs. Specifically, the project will empower the Government of Seychelles, the Government of Mauritius and the Government of Jamaica to improve evidence-based decision-making in the policy planning and implementation process by presenting scenarios and pathways of sustainable development to rebuild economic activities through a participatory/whole of government approach to strengthen institutional coherence to ensure a more equitable and sustainable development. The project will provide support to the Government of Seychelles and Mauritius, to develop a longer-term approach to national sustainable development based on the work previously done, e.g. on blue/ green economy. Moreover, the project will support the Government of Guinea Bissau to develop a longer-term approach for mobilizing climate finance and other resources, supporting nature-based solutions to increased resilience and recovery from the COVID-19 pandemic, leveraging on the work already accomplished in developing the national forest financing strategy.

Key Accomplishments (expected):

- Strengthened capacities of beneficiary countries to develop national development plans and recovery strategies through the application of appropriate methodologies, tools and analytic approaches.
- Strengthened national inter-institutional coordination mechanisms and arrangements to support integrated and coherent recovery.

Activities (expected):

- Scoping missions to be conducted to finalize situation analysis and needs assessment, consult national stakeholders, set country specific objectives and agree

on work programs, including conversations among policy makers, senior planners, civil society, academics and private sector to assess gaps, needs and priorities. Adapt the Climate, Land, Energy and Water systems (CLEWs) integrated assessment model, ecosystems services valuation methodologies and other DESA tools and approaches as appropriate.

- Develop and deliver E-learning and virtual training programs on tools, methodologies and approaches for sustainable pandemic recovery and integrated analysis for SDG implementation.
- Conduct 8 National workshops (2 per country) to transfer and apply tools, methodologies and approaches for sustainable pandemic recovery and integrated analysis, aiming to facilitate broader engagement with leadership to ensure that participating agencies and organizations are knowledgeable customers of the tools and methodologies transferred; and that appropriate institutional arrangements are in place.
- Conduct 1 International workshop to facilitate the exchange of experience, peer-to-peer learning and cooperation among SIDS.

Lead Division: UN DESA /DPIDG, EAPD, DSDG, UNFFS

Partners: UNECA, RC(O)s in respective countries, UNCTs, UNITAR

Funding Source: RPTC funding

Budget: \$700,000

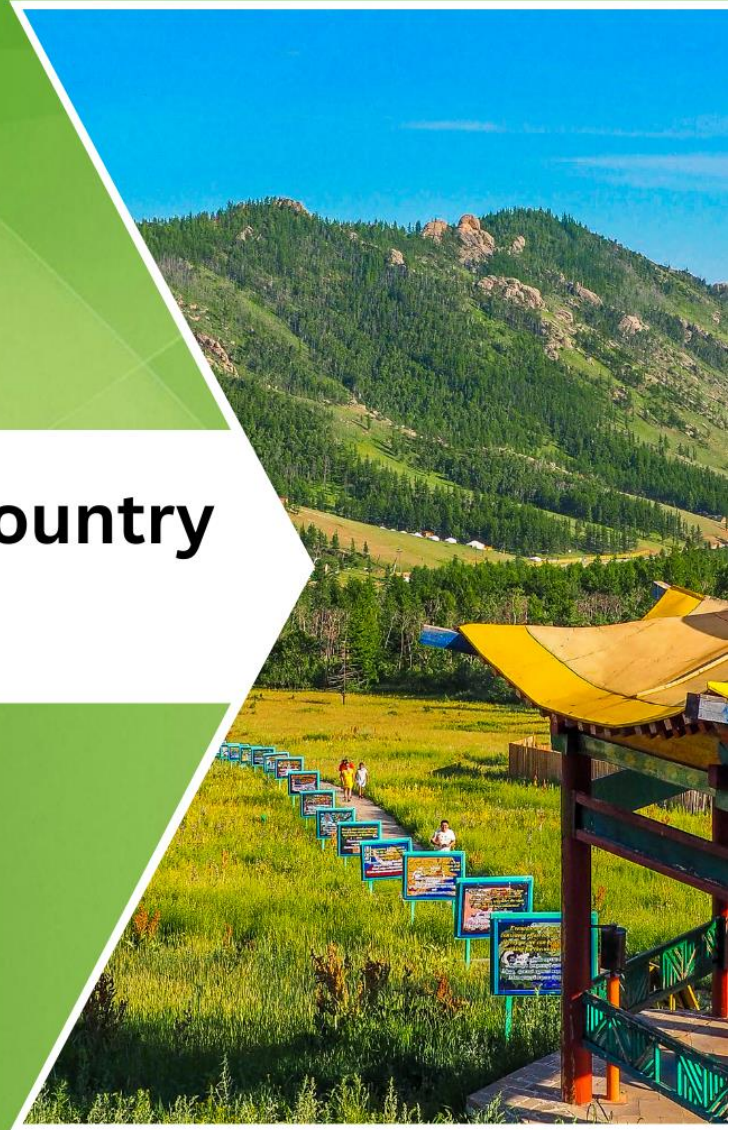
Time Frame: January 2023 – June 2027

Thematic Area: SDG 2, 3, 6, 7, 8, 9, 13, 14, 15, 16, 17

Region: Africa, Americas

Focus Countries: Guinea-Bissau, Jamaica, Mauritius, Seychelles

Part 2 **Outcomes and Country Success Stories**



■ Key Outcomes



5. Key Outcomes

In the area of **Transformational leadership and new mindsets for SDG implementation**, UN DESA/DPIDG supported **Pakistan**, through its capacity development workshop on changing mindsets. The workshop prepared Pakistani public institutions for the challenges and opportunities of implementing the Sustainable Development Goals (SDGs) with participants planning to apply the strategies to their work, particularly at grassroots level.

In the area of **public Institutions for the SDGs**, UN DESA/DPIDG supported various countries worldwide.

In **Mauritius**, the hybrid workshop conducted by UN DESA DPIDG on capacity building for integrated strategic planning and institutional arrangements related to the Sustainable Development Goals (SDGs) enhanced the government officials' ability to apply systems thinking. This strengthened their capacity for long-term planning, aligning it with post-pandemic recovery strategies and sustainable economic goals.

UN DESA/DPIDG's "Presidential Summit on Mainstreaming the Sustainable Development Goals (SDGs) in the **Curricula of Schools of Public Administration**," underscored the crucial role of educational institutions in promoting the SDGs. The summit successfully advanced SDG integration within public administration curricula, yielding significant outcomes such as heightened awareness, enhanced capacities through knowledge exchange, and the establishment of commitments to further integrate the SDGs in their curricula, contributing to the UN's SDG Summit in September 2023.

In **South Africa**, UN DESA/DPIDG's support to assist African Union members in preparing for the 2023 high-level political forum (HLPF) and domesticating Agenda 2063 resulted in enhanced capacities of African countries to achieve the Sustainable Development Goals (SDGs) by localizing them and strengthening related institutional capacities.

UN DESA/DPIDG's Regional Symposium on Mainstreaming the Sustainable Development Goals (SDGs) in **African Public Administration Curricula** resulted in raised awareness, enhanced understanding of governance principles related to the SDGs, and knowledge exchange among African public administration schools.

In **Mongolia**, UN DESA/DPIDG's support resulted in the development of an action plan for SDG achievement and explored the application of innovative technologies for disaster risk reduction and resilience.

In **Mozambique**, UN DESA/DPIDG's support equipped local and national officials with skills for promoting circular economy, green growth, resilience, and climate action, aligned with larger continental and global agendas, and empowered them with tools for implementing effective strategies to mitigate climate change impacts and foster public service inclusiveness.

A **workshop organized by UN DESA and APRM**, centered on enhancing institutional capacity development in Africa for the effective implementation of the 2030 Agenda and Agenda 2063 resulted in discussions on strategies, progress review, and actions to enhance public sector capabilities in line with the SDG Summit's Political Declaration.

The **Philippine** Mayors Forum, supported by UN DESA/DPIDG, provided officials and mayors with valuable insights into smart city practices, disaster resilience, and the localization of Sustainable Development Goals (SDGs). This, in turn, enriched discussions on multi-level governance and fostered a forward-thinking approach.

A workshop organized by **UN DESA and APS-HRMnet**, focused on strengthening governance relationships between states and citizens from the perspective of African HR managers, addressed HR development challenges in Africa, promoted transformational leadership, and fostered strategies to achieve the SDGs through citizen-centered public administrations.

In the area of **Innovation and digital government for the SDGs**, UN DESA/DPIDG supported various countries worldwide.

A workshop in **Europe and Central Asia** by UN DESA/DPIDG that focused on how emerging technologies can shape the future of public administration, resulted in enhanced cooperation among regional public institutions and academia and built digital capacity among public servants.

Online Training of Trainers workshops in **Guatemala** resulted in enhanced understanding of the UN DESA Curriculum on Governance for the SDGs toolkits, increased local knowledge of UN's support, and a commitment to future collaboration and development of an action plan to boost public sector capabilities in Guatemala. The workshops also facilitated trainers in adapting and using the Changing Mindsets toolkit to bolster SDG-oriented strategic planning and capacity building in public institutions post-COVID-19.

In **Sri Lanka**, UN DESA/DPIDG's support bolstered the digital governance capabilities of Sri Lankan officials to advance sustainable development goals. Officials were updated on global digital trends and frameworks, with positive feedback on the transformation and a plan to create a pool of master trainers for future knowledge dissemination.

In **Bolivia**, UN DESA/DPIDG's support customized toolkits on 'Changing Mindsets, Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation' to meet the specific needs of local government. This effort not only heightened the capacity of the public sector but also increased awareness and understanding of SDGs, innovation, and digital transformation. UN DESA/DPIDG support also included interactive training, knowledge exchange, and action plan development, enhancing the capacity of Bolivia's municipal staff to contribute to SDG advancement through innovative and digitally transformed public services.

UN DESA/DPIDG's support conducting an online Training of Trainers workshop on Governance for Sustainable Development Goals (SDGs) curriculum, innovation, digital government, and public service delivery in **Ecuador** led to the formulation of plans for future collaboration. The outcome also included the development of a roadmap for government innovation, and commitments to upskill the public sector. A workshop was also conducted in the country that enhanced digital skills, developed solutions for sustainable development, and shaped action plans aligned with SDGs. Results showed enhanced support for digital transformation among leaders, who were also prepared to act as master trainers to further disseminate these practices.

In **Thailand**, UN DESA/DPIDG's support involved training using the Digitalization Toolkit, fostering the development of local e-governance through the LOSI methodology and the use

of ICT for inclusive services. The initiative also emphasized considerations for gender, disability, and human rights within the context of digital transformation. This collaborative effort resulted in enhancements to the toolkit and a collective understanding of challenges and solutions related to digitization at the local level.

In the area of **local governance**, UN DESA/DPIDG supported several Korean research institutes and government bodies to enhance collaboration between National Research Institutes, local and regional governments, and national ministries. Beneficiaries left with a better grasp of local SDG policymaking, engaged in international networking, and contributed to a report on partnership-building for SDG implementation.

Major Global Conferences/Forums in 2023

The **SDG16 Conference provided** a platform for fostering knowledge sharing and collaboration, promoting multi-stakeholder and inter-sectoral action, and catalyzing innovative and creative thinking and action. The outcomes included the commitments, recommendations, and action plans made by the participants toward advancing people-centered governance in a post-pandemic world.

Country Success Stories



6. Success Stories

UN DESA/DPIDG, working closely together with the regional commissions, UN RCOs, national and local governments, and other UN entities, has facilitated the design and implementation of strategies and programmes to strengthen governance and public institutions in support of SDGs implementation. The following section provides an overview of success stories based on technical cooperation work undertaken in 2023.

Global

Development of a handbook on strengthening budget credibility through external audits

[“Strengthening Budget Credibility through External Audits: An Auditor’s Handbook”](#) is the output of the collaboration between Supreme Audit Institutions (SAIs), civil society, international organizations, and public finance experts. DPIDG and the International Budget Partnership (IBP) coordinated the development of the handbook. Resource experts from the SAIs of Argentina, Brazil, Georgia, Indonesia, Morocco, the Philippines, Uganda, and Zambia led the development of the chapters, with support from SAI Jamaica, SAI South Africa, and the US Government Accountability Office (GAO).

The handbook explores different approaches to auditing budget credibility. Drawing on SAIs’ experience in different regions, the handbook provides a practical overview of existing and potential audit work that can contribute to improving budget credibility. It also aims to support SAIs in enhancing their analyses of the credibility of government budgets.

Issue/need/problem

The Handbook was developed in response to expressions of interest from several SAIs, including Brazil and the Philippines, as well as civil society partners.

SAIs have a crucial role to play in strengthening the implementation of the Sustainable Development Goals (SDGs) and ensuring that a country’s budget is on track. Checking and reporting on the legality and accuracy of public accounts, as well as the credibility of budgets, can be instrumental in governments delivering on their sustainable development promises and realizing the SDG targets. Lack of credibility of the planning and budgeting processes can compromise the delivery of critical services necessary for attainment of the SDGs, and more broadly inhibit the transformation towards sustainable and resilient societies. However, despite this importance, the PFM literature is sparse on how SAIs contribute to understanding and assessing budget credibility.

Does this address/contribute to any specific SDGs?

The development and dissemination of the handbook contributed to

SDG 16 on Peace, Justice, and Strong Institutions (The importance of budget credibility is recognized in SDG indicator 16.6.1 but is relevant across all SDGs).

Our tool/approach/intervention (how is this unique/innovative?)

The handbook was developed in a collaborative way from its inception. DPIDG and IBP coordinated the development of the handbook, while SAI experts developed contents for the various chapters. Initial research conducted by DPIDG to map some of the work SAI in this area was published as a policy brief in 2021. An expert group meeting in May 2021 provided the initial inputs to define the outline and scope of the handbook and to identify the SAI resource experts. A survey of INTOSAI members was conducted in 2022.

A critical milestone was the review meeting held in person in New York in June 2022. This provided an opportunity to get valuable feedback on the draft chapters from PFM experts and auditors. An extensive peer review process of the final draft involved over 20 reviewers including experts from SAIs and other organizations.

Impact of our work

Besides the [handbook](#), key outcomes of this work include the publication of a [policy brief](#) and a [global virtual convening](#) that attracted over 1100 people in 2021.

The audit community has been engaged through different activities including webinars, the distribution and publication of the results of a [survey](#) in 2022, participation in virtual and in-person technical expert and peer review meetings (2021-2022), a [side event](#) in the margins of the XXIV International Congress of Supreme Audit Institutions (INCOSAI) in 2022, and presentations at various SAI events in 2023 (e.g., annual meetings of the INTOSAI Working Group on Public Debt and the INTOSAI Capacity Building Committee).

The [virtual global launching of the handbook](#) was held on 26 July 2023. Following the launching, an article on the handbook was published in the [INTOSAI Journal](#) in December 2023.

A short version of the handbook ("[Strengthening budget credibility. The pocket guide for auditors](#)") has been published in 2024 to highlight key threads and contents of the handbook in a clear and brief style. The pocket guide underlines practical tools and key messages, and provides a list of key readings.

Multiplier effects/scaling up (incl. existing and potential partners)

The handbook is expected to generate additional capacity development demand to strengthen auditors' capacities to audit budget credibility. The handbook has already been used by SAIs to inform revisions to and improvements in their methodologies and tools to audit the State budget (e.g., SAI Brazil). SAIs (e.g., SAI Ghana) are using the handbook to train auditors that

conduct audits on budget processes and execution. IBP is leveraging the handbook as part of its ongoing programme on budget credibility, including working with civil society partners at the country level.

Outlook/next steps/Learn more

- An ongoing global series of webinars on strengthening budget credibility through external audits to enable peer learning on the various ways in which SAIs may assess and address budget credibility (February 1, 8, 15 and April 11, 2024).
- Translation and publication of the French and Spanish versions of the handbook.
- The Association of Southeast Asian SAIs (ASEANSAI) has included budget credibility as one of the priority topics for enhancing SAIs capacity in its 2024-25 capacity building plan, and plans to use the handbook in its capacity building activities.

Image: Group Photo during the Review Workshop



Source: DPIDG, 2022

Selected Quotes from Resource experts and Peer Reviewers

- *“This is an important effort to provide guidance to SAIs on thinking about how to conduct audits of budget credibility.” (Source: Resource expert at the review workshop, June 2022)*
- *“I particularly like the collaboration and integration between SAIs, IBP and UNDESA, knowledge sharing and strong participation from team members.” (Source: Resource expert at the review workshop, June 2022)*
- *“The narrative and examples are really compelling and helpful for SAIs that may use the handbook” (Source: Peer reviewer of the handbook, 2023)*
- *“The handbook will be very useful for SAIs to assess the credibility of the budget on a well-defined, comprehensive and structured manner. As important, it will also be helpful for budget officers in the preparation and approval of budgets. Both actors will*

understand the premises and speak the same language” (Source: Peer reviewer of the handbook, 2023)

Bangladesh

Empowering Small Businesses in Bangladesh Through Innovation

In Bangladesh, where cottage, micro, small, and medium enterprises (CMSMEs) form a significant part of the economy, accessing finance remains a substantial challenge. Recognizing this gap, UN DESA initiated a groundbreaking project titled "Frontier Technology Policy Experimentation and Digital Sandboxes for Sustainable Development." This initiative, supported through a UN Development Account, aimed to empower these businesses by facilitating access to finance through innovative digital solutions and regulatory sandboxes.

Image: A panel discussion by the regulatory body, financial institutions, a2i, and SME Foundation



Bridging the Financing Gap

The project introduced the [Smart Business Profile Platform \(SBPP\)](#), a revolutionary digital bridge connecting CMSMEs with financial institutions. By simplifying and streamlining the process of loan applications and disbursements, the SBPP seeks to address the \$3.1 billion financing gap affecting CMSMEs in Bangladesh. This initiative not only aids in financial inclusion but also fosters economic growth and supports sustainable development goals, including decent work and economic growth (SDG 8), industry innovation, and building resilient infrastructure (SDG 9).

A Collaborative Effort for Sustainable Development

The project stands out for its collaborative and practical approach, bringing together government officials, financial institutions, fintech startups, and regulatory bodies. This

collective effort underscores the importance of technology, regulation, and consumer needs intersecting to foster innovation and drive meaningful progress.

Image: FGD - Access to Finance in Session



Looking Ahead

As the project moves forward, it is set to catalyze further demand for participation in the [Digital Sandbox](#) and innovation within the financial sector, encouraging a culture of collaboration and continuous improvement. The main outcomes and lessons learned will be shared at a global workshop, with a pilot program to process loans through the SBPP slated for the coming year.

This initiative exemplifies how digital innovation can be leveraged to address critical financial challenges, paving the way for a more inclusive and prosperous future for small businesses in Bangladesh. All the details on the project are available on the [UN DESA](#) website.

Image: Singapore Study Tour - Stakeholders in Conversation with Citibank Singapore Limited



*“We always want to foster a business-friendly environment and cater to the needs of CMSMEs. Digital Sandboxes have emerged as another frontier to advance that goal of ours. We applaud the fact that public and private entities are working together to find a solution that will benefit the national economy as a whole.” – **Mohammad Ashiqur Rahman, Director of SME and Special Program Department, Bangladesh Bank***

Bolivia

Strengthened Capacities of Trainers to Conduct Trainings on Changing Mindsets for Innovation, Digital Government Transformation, and Improved Public Service Delivery for SDG Implementation

Issue/need/problem

At the request of the Municipal Association of Bolivia (AMB), UN DESA/DPIDG, with the support of the UN Resident Coordinator Office in Bolivia and UNDP Bolivia, organized two online Training of Trainers (ToT) and one in-person capacity development workshop on “Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation”. The online Training of Trainers took place between June and November [year], and the in-person workshop took place 28 – 29 November in Cochabamba, Bolivia.

The online ToT workshops were based on the Curriculum on Governance for SDGs Implementation Toolkits on “Changing Mindsets for SDGs Implementation” and “Innovation and Digital Government for SDGs Implementation”. Attended by 18 technical staff from the members of the Municipal Association’s members (9 Departmental Capital Cities of Bolivia plus the city of El Alto), the sessions were dedicated to better understanding the modules, adapting them to meet the needs of subnational governments, and to contextualizing the activities and practical tools contained in the toolkits.

The main objective of the in-person training, aimed at local and regional government officials and practitioners who have a policy, leadership, and/or implementation role in local

governments' digital transformation agenda to improve public service delivery, was to discuss how to innovate at the local level, assess priorities, analyze the existing institutional arrangements in the country, which might facilitate innovation at the local level, and design roadmaps for government transformation and effective public service delivery using the Innovation and Digital Government and the Changing Mindsets toolkits as contextualized during the online trainings. The workshop included targeted, innovative, and customized training sessions, as well as presentations from national and international experts, self-assessments, and interactive dialogues. Special emphasis was made on the importance of inclusiveness when localizing the SDGs, using particular examples presented by organizations such as UNICEF, DPIDG/UNPOG, UNDP/Bolivia, and invited local government officials.

Results

The online Training of Trainers (ToT) and the in-person (hybrid) trainings contributed to increasing the capacities of the technical team of the Bolivian Association of Municipalities in the use of the Changing Mindsets for SDGs Implementation and the Innovation and Digital Government toolkits. Specifically, they emphasized the importance of changing mindsets to support innovation and digital transformation as strategies for improving public service delivery at the regional and local levels.

By contextualizing the content of the toolkits and updating them to fit the context of subnational governments, the Bolivian Association of Municipalities expects them to serve as the basis for further training of the local public sector. This training will be provided by the technical staff of the local governments who attended the workshop.

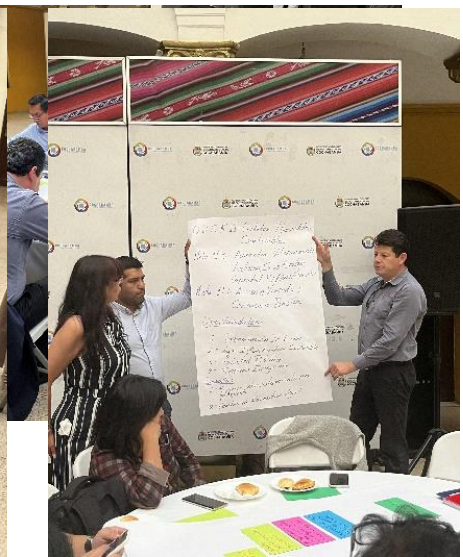
The Bolivian Association of Municipalities has committed to following up on the three action plans developed by the local governments attending the workshop and supporting them in the implementation of those plans, particularly regarding changes to national legislation to support planning at the local level.

Lessons Learned

Participants expressed that by attending the ToT and the workshop, their awareness of the particular role of local governments' public sector in the localization and implementation of the SDGs had increased, as well as the importance of working collaboratively by designing roadmaps and action plans that can support innovation to accelerate the implementation of the SDGs at the subnational level.

The online ToT and the in-person workshop were very well received by participants, with more than 95% rating it at "very good" or "excellent". The majority (92%) indicated that the workshop had enhanced their understanding of the topics, and more than 85% would recommend it to their colleagues.

Capacity Development Snapshot 2023



Ecuador

Strengthened Capacities of Trainers to Conduct Trainings on Changing Mindsets for Innovation and Digital Government Transformation for SDG Implementation

Issue/need/problem

At the request of the Secretariat for Open Government of the Presidency of the Republic of Ecuador and the Ministry of Telecommunications and Information Society, UN DESA/DPIDG, with the support of the UN Resident Coordinator Office in Ecuador and UNDP Ecuador organized six online Training of Trainers (ToT) and one in-person capacity development workshop on “*Changing Mindsets for Innovation, Implementing Digital Transformation, and Improved Public Service Delivery for Sustainable Development Goals Implementation*”. The online Training of Trainers took place between 8 August and 5 October, and the in-person workshop took place 11 – 12 October in Quito, Ecuador.

The online ToT workshops were based on the Curriculum on Governance for SDGs Implementation Toolkit on “*Innovation and Digital Government for SDGs Implementation*”. Attended by 19 technical staff of the Ministry of Telecommunications and Information Society, the sessions were dedicated to better understand the modules, adapt them to the needs of Ecuador’s Ministry of Telecommunication, and to contextualize the activities and practical tools contained in the toolkit.

The main objective of the in-person workshop, attended by 48 government officials and practitioners from several government agencies, who have a policy, leadership and/or implementation role in the government’s digital transformation agenda to improve public service delivery - was to discuss the governments’ priorities, assess the existing institutional arrangements in the country, and design roadmaps for effective government digital transformation for effective public service delivery using the Innovation and Digital Government toolkit as contextualized during the online trainings. The hybrid workshop included targeted, innovative, and customized training sessions, as well as presentations from national and international experts.

Results

The online Training of Trainers (ToT) and the in-person (hybrid) trainings contributed to increased capacities of the technical team of the Ministry of Telecommunications and of the Secretariat for Open Government on the use of the Innovation and Digital Government toolkit, in particular the importance of changing mindsets in support of innovation and digital transformation. By contextualizing the content of the toolkits, updating them to the Ecuadorian context, the Ministry expects it to be the basis for further training of the public sector to be conducted by their trained staff.

The Ministry of Telecommunications committed to creating a dedicated web page that will serve as a hub for collecting information on changes in the legal framework (including laws

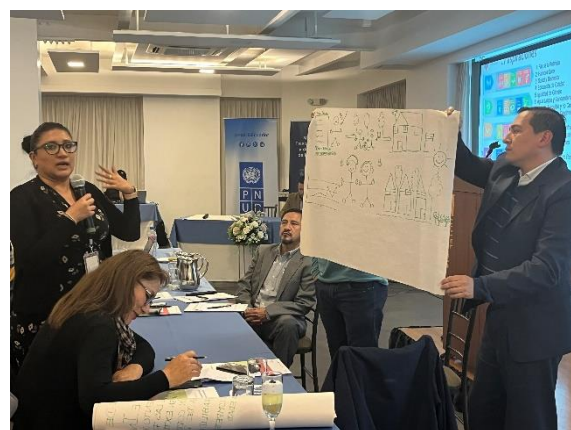
and regulations) that have an impact on the digitalization of the public sector. The need for such a page was identified during the workshop as representatives from different government agencies explained the lack of clarity on what's expected from them and how to be better informed about changes in the legal framework.

The workshop resulted in roadmaps to promote innovation and better coordination among government agencies for digital transformation by several of the agencies present at the workshop.

Lessons Learned

Participants expressed that by attending the ToT and the workshop, their awareness of the role the public sector, and their particular role, in the implementation of the SDGs had increased, as well as the importance of working collaboratively by designing roadmaps and action plans that can support the implementation of the SDGs.

The online ToT and the in-person workshop were very well received by participants, with more than 90% rating it at "very good" or "excellent". The majority (92%) indicated that the workshop had enhanced their understanding of the topics, and 86% would recommend it to their colleagues.





Ethiopia

Advancing Data Governance in Ethiopia: A Path to Sustainable Development

In January 2024, Ethiopia made a significant leap towards enhancing its data governance capabilities through a workshop co-organized by the United Nations Department of Economic and Social Affairs (UN DESA) and Ethiopia's Ministry of Innovation and Technology. Part of the "Developing institutional capacities for digital data management and cooperation to advance progress toward the Sustainable Development Goals" project, funded by the China Peace and Development Sub-fund, this initiative aimed to fortify the foundation for Ethiopia's e-government services and contribute to the Sustainable Development Goals (SDGs).

Image: High-level Workshop in Session, presided by Minister Belete Molla Getahun



Source: Ministry of Innovation and Technology, 2024

Empowering Through Education

The event brought together over 70 participants, including high-level officials and technical experts, to implement the UN DESA National Data Governance Framework and to deliberate on the establishment of a national data governance committee and the implementation of a national data sharing directive. By fostering a shared understanding of sound data management practices, the workshop aimed to pave the way for more efficient and transparent governance mechanisms in Ethiopia. The Workshop provided an opportunity to high-level officials and technical experts to implement the UN DESA National Data Governance Framework, which considers the engagement of institutions as a key pillar to harnessing the existing challenges.

A Commitment to Inclusion and Sustainable Development

Aligned with SDG 16, the workshop underscored Ethiopia's commitment to building effective, accountable, and inclusive institutions. Through this initiative, the country takes a step forward in promoting peaceful and inclusive societies, ensuring access to justice for all.

Looking Ahead

The outcomes of this workshop are set to be shared at a Global Forum in Macau, China, in April 2024, reflecting Ethiopia's ongoing efforts to lead by example in the realm of data governance. With the establishment of the national data governance committee and the formal endorsement of the data sharing directive on the horizon, Ethiopia is on track to achieving its vision for a digitally empowered governance landscape.

Image: Group Photo during the Opening Session of the Second Day Technical Workshop



Source: Ministry of Innovation and Technology, 2024

“Think big, start small, scale fast, and act now” - Selected Quotes from the Workshop Evaluation

Mauritius

Integrated Strategic Planning and Institutional Arrangements for Policy Coherence, Leveraged by Systems Thinking for the Implementation of the Sustainable Development Goals in Mauritius



Issue/need/problem

The workshops highlighted SDGs mainstreaming strategies and a systems thinking approach, as well as analytical tools, including the Causal Loop Diagram (CLD) and the Climate, Land use, Energy and Water Systems (CLEWs) methodology.

The first workshop was attended by 35 participants from a wide range of Ministries of the Government of Mauritius, together with other organizations, including the Mauritius Council of Social Service (a not-for-profit organization), Mauritius Research and Innovation Council, Mauritius Chamber of Commerce and Industry, and the National Heritage Fund. The second workshop was attended by 25 participants from the University of Mauritius.

Results

These two workshops resulted in enhanced knowledge among participants to apply systems thinking approaches to develop integrated policies for the implementation of the SDGs.

Most of the senior leadership in the Ministry of Finance, Planning Department in Mauritius were committed to promoting systems thinking in coherent long-term planning. Additionally, most of the participating university experts had an increased understanding of the relevance of long-term and integrated planning leveraged by using systems thinking approaches to support government officials over time in system thinking-based methodologies to inform long-term development plans. The participants agreed to establish an informal working group

to ensure enhanced inter-institutional collaboration within the University and to further deepen their understanding of different methods for systems thinking.

Following this workshop, which was executed in close partnership with UNRCO Mauritius, the Government of Mauritius requested further support from, among others, UN DESA, to capitalize on building capacities in systems thinking for policy coherence and strategic foresight of the new entity called “Maurice Strategie,” a private limited company under the Economic Development Board which operates under the aegis of the Ministry of Finance, Economic Planning, and Development and aims to contribute to public action through research, analysis, and consultations, including fostering evidence-based dialogues with the private sector, public sector, and civil society organizations. The capacity-building process will be anchored in the national institutional framework and catalyzed by Maurice Stratégie to ensure full ownership and to strengthen human and institutional capacities for integrated planning, including long-term planning and foresight, and inter-institutional coordination for resilience and sustainable development.

Lessons Learned

Participants mentioned that through the workshops, they had a raised awareness of the importance of the SDGs in bringing about sustainable economic growth during discussions on the need for institutional transformation and systems thinking to effect the desired change. Participants also showed stronger interest in the application of the presented approaches, including the 11 principles of effective governance for sustainable development elaborated by the United Nations Committee of Experts on Public Administration (CEPA) and its related strategy guidance notes, and the CLEWs methodology.

The workshop was well received by the participants. Overall, almost all participants were very satisfied with leveraging systems thinking in support of coherent planning and understanding the changes that systems thinking implies for policymaking and effective governance in the implementation of the SDGs. Almost all respondents among government officials thought the content was relevant to their jobs, and the skills acquired were important for their job success.

Mongolia

Effective Governance for Sustainable Development

The banner features the following logos and text:

- United Nations Department of Economic and Social Affairs
- UNITED NATIONS MONGOLIA
- NATIONAL ACADEMY OF GOVERNANCE
- MONGOLIAN NATIONAL NEWS AGENCY (MONTISAME)

**National Workshop on
EFFECTIVE GOVERNANCE FOR SUSTAINABLE DEVELOPMENT
IN MONGOLIA**

07 to 13 June 2023

08:00 – 17:00 | Mongolia (GMT+ 8)
09:00 – 18:00 | Seoul (GMT+ 9)
20:00 – 05:00 | New York (GMT-4)

Photo: AAOG

Issue/need/problem

At the request of the National Academy of Governance (NAOG) of the Government of Mongolia, and MONTSAME - Mongolian National News Agency, UN DESA/DPIDG and UNPOG and with the support of the UN Resident Coordinator Office in Mongolia organized a five-days National Workshop on [“Effective Governance for Sustainable Development in Mongolia”](#) from 7 to 13 June 2023 in Ulaanbaatar, Mongolia. The Workshop was based on UN DESA’s [Curriculum on Governance for the Sustainable Development Goals](#).

The workshop was composed of three parts and delivered over 5 days. Day one of the workshops focused on Training of Trainers on Effective National to Local Governance for SDG Implementation for NAOG’s trainers, with ten officials. Days two to four centred on Effective Governance for Sustainable Development in Mongolia, with 50 public officials working on the 2030 Agenda for Sustainable Development and Mongolia Vision-2050. Its objective was to promote understanding of sustainable development issues, enhance governance capacity, and strengthen public servants’ awareness of their active role in achieving the 2030 Agenda for Sustainable Development and Mongolia Vision-2050. Topics covered included institutional arrangements, coherent planning for SDGs, stakeholder engagement, and governance issues in Mongolia. Participants engaged in discussions, self-assessment, situation analysis, and case studies.

The workshop ended with a media training session for approximately 85 professionals from various institutions, aiming to boost their capacity for risk-informed communication in support of the 2030 Agenda for Sustainable Development. The objective of the training session for Media Officials was to strengthen their capacities to promote risk-informed communication for reporting on emergencies and disaster risk reduction. The workshop specifically contributed to SDG 13, SDG 16, and SDG 17. The media officials' workshop addressed risk-informed communication for reporting on emergencies and disaster risk reduction and media's role in crisis reporting for SDG achievements.

Results

The ToT workshop provided a strong foundation for participating trainers to enhance their knowledge and skills in promoting effective governance practices and localizing the SDGs. The three-day National Workshop on Effective Governance and media workshop resulted in two Road Maps for Public Servants of NAOG and MONTSAME Media Officials respectively.

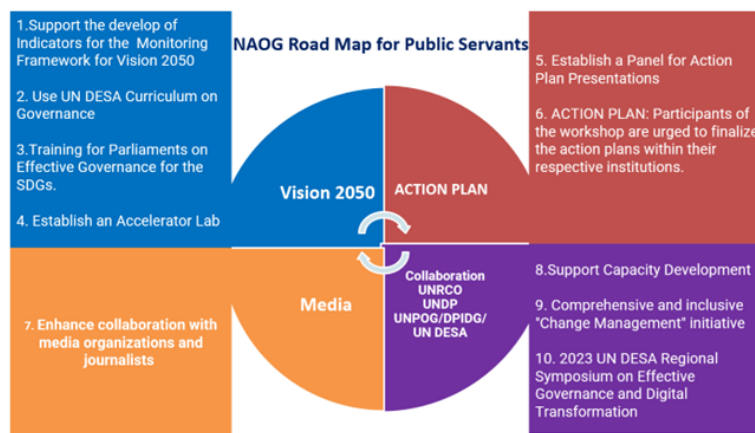
NAOG and MONTSAME will adapt the curriculum to the Mongolian context and collaborate with UN DESA, UNRCO and UNDP to co-design the curriculum based on the needs of Mongolia. NAOG and MONTSAME will collaborate on several other initiatives, including enhancing media reporting on disaster preparedness, SDG implementation, and strengthening partnerships with the UN. This partnership will be instrumental in boosting public servants' capacity for Vision 2050 implementation.

Forty-two (42) evaluation responses from the participants were collected following the

National workshop on Effective Governance. It is noteworthy that 100% of participants (69% expressing a strong likelihood and 31% indicating likelihood) have stated their intention to utilize the knowledge gained from this workshop. The workshop received an overall rating of 'Excellent' (48%) and 'Good' (52%).

For the National Workshop for Media Officials, results from the post-workshop evaluation revealed that over 88% of the 32 respondents increased their understanding on risk-informed communication for reporting on emergencies and DRR as a result of their participation in the Workshop. Over 97% indicated they were overall satisfied with the workshop with over 91% indicating their likelihood to apply the knowledge acquired from the workshop to their organization/community.

NAOG Roadmap for Public Servants



The event page is available [here](#).

The workshop is also featured on the UN DESA Capacity Development Website.

[UN DESA and UNRCO Join Forces for Effective Governance for Sustainable Development in Mongolia](#)

Lessons Learned

Participants established a common understanding of the Principles of Effective Governance for Sustainable Development and their application in institutional arrangements at all levels to achieve SDGs and 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.

Follow-up

National Seminar on Effective Governance for Implementing Sustainable Development in Mongolia, 13 November 2023

As per the NAOG Roadmap and follow-up to the National Workshop on Effective Governance for Sustainable Development of Mongolia, NAOG organized a National Seminar on Effective Governance for Implementing Sustainable Development in Mongolia on 13 November 2023 to review participant action plans that were developed during the workshops, serving as roadmaps for implementing Vision 2050. During the seminar, the execution of the Action Plan that participants had developed was discussed. They identified problems and jointly sought ways to solve them. Representatives from the Office of the President of Mongolia, the Cabinet Secretariat of the Government, the Ministries of Government, the UN Resident Coordinator Office in Mongolia, and the National Academy of Governance participated in the seminar. The purpose of this session was to provide these officials with a comprehensive overview of the workshop discussions, allowing them to offer valuable feedback and guidance regarding the government's strategic direction for implementing the proposed actions. This session was expected to achieve a significant impact by securing government ownership at the highest level.

Namibia

Institutional Arrangements for Coherent National Policy Formulation in the Areas of Climate, Land, Energy, and Water Systems (CLEWs) Framework

Issue/need/problem

In response to a request from the National Planning Commission (NPC) of Namibia, UN DESA/DPIDG and EAPD, in partnership with the United Nations Resident Coordinator Office (RCO) in Namibia, the Development Program (UNDP) and the United Nations Economic Commission for Africa (UN ECA) organized technical and institutional capacity activities (2022-2023) for integrated CLEWs analysis among the Ministry of Agriculture, Water and Land Reform, the Ministry of Environment, Forestry and Tourism and the Ministry of Mines and Energy, the University of Namibia and the National University of Science and Technology, coordinated by the National Planning Commission and in close collaboration with the National Statistics Office to embed CLEWs modeling into the next National Development Plan 6 of Namibia (NDP6).

The analytic input to the NDP6 planning process would strengthen the evidence base and analytic underpinnings of the plan in the form of scenario analysis and comparative assessment of different policy and technology options. CLEWs modeling analyses and identifies the synergies and trade-offs between water, land use, and energy systems that are impacted by climate change or impact climate change when implemented simultaneously. The underlying motivation is that strong internal capacity, and tools for integrated analysis, that can be called upon as needed combined with institutional arrangements that foster inter-ministerial collaboration and coordination is an asset that can help ensure that decisions and planning processes are conducted on a solid knowledge and analytic foundation, based on the best data and appropriate tools.

UN DESA piloted institutional capacity building with CLEWs in Namibia based on earlier evaluations of CLEWs capacity building projects in other parts of the world that have shown that formal incorporation of quantitative analysis into the program of work of the relevant institutions and staff members is essential for sustainable and purposeful use of the models in support of institutional mandates.

Results

The two-year initiative had fruitful results. After intensive training of CLEWs modeling in Namibia since 2022, it was agreed that:

- A CLEWs Lab to secure an ongoing training platform and a science-policy interface will be established at the University of Namibia. An MoU between NPC and the University of Namibia was signed in November 2023. The CLEWs Lab would serve as a hub and platform for collaboration on integrated policy analysis among national stakeholders.
- A permanent structure of the Technical Working Group (TWG) involving analysts and occasionally policymakers from the relevant ministries was established. The decision-makers of the relevant ministries would however have to still include the CLEWs modeling tasks in the individual TORs or performance plans of the TWG members to ensure continuity and permanent engagement with CLEWS modeling.
- The establishment of a CLEWs Steering Committee to ensure that the modeling results/evidence base will be fed into the national development strategy or incorporate the findings as communicated in a policy brief into an existing organizational structure as described in the White Paper for NDP6.
- A roadmap was developed that lists the strategic steps to take by all relevant stakeholders to ensure that CLEWs integrated assessments are institutionalized into the sector strategies and the NDP6.
- A good collaboration with the other division EAPD in UN DESA ensured that in-house capacity for integrated analysis with the CLEWs is Established within Government agencies and the University of Namibia that the leadership can call on to conduct assessments and analysis in response to needs and emerging issues as they arise.

Lessons Learned

The participants in the capacity building trainings and workshops agreed that the CLEWs model offers a well-integrated approach to managing the complex interactions between climate, land, energy, and water systems, highlighted the importance of ensuring ongoing awareness-raising events to draw more attention to the added value of CLEWs in the policy planning and implementation process, and pointed out that NPC's role as coordinator of NPD 6 will be crucial to ensure further implementation of CLEWs, the full-fledged establishment of the TWG with the proper representation of analysts and policymakers per ministry.