Governance for the Sustainable Development Goals
Capacity Development Curriculum

Effective National to Local Public Governance for SDG Implementation
Module 1: Course Overview
Module 1: Course Introduction

Contents

I. Objectives
II. Principles of Effective Governance for SD
III. Curriculum on Governance for the SDGs
IV. Training Toolkit at a Glance
V. Background of the Training
VI. Understanding the Sustainable Development
VII. Key Questions
VIII. Relation to Other Training Toolkits
IX. Let’s Get to Know Each Other
X. Change Project
I. Understanding the Sustainable Development

17 Goals & 169 Targets
I. Understanding the Sustainable Development (Cont.)

Vision of the 2030 Agenda for Sustainable Development

- Human Rights-Based Approach
- Leave No One Behind
- Gender Equality and Women’s Empowerment
I. Understanding the Sustainable Development (Cont.)

Three Dimensions of Sustainable Development

• Sustainable development has been defined as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. -Brundtland report, 1987

• For sustainable development to be achieved, it is crucial to harmonize three core elements: economic growth, social inclusion and environmental protection.
Another Way to Look at SDGs – The Five Ps

I. Understanding the Sustainable Development (Cont.)
I. Understanding the Sustainable Development (Cont.)

**Universal**
Every Actor involved has a moral duty to contribute to the implementation of the 2030 Agenda.

**Inclusive**
“Leave no one behind” is the principal behind the SDGs.

**Indivisible**
All 17 goals are interconnected.

**Integrated Approach**
The issues confronting society today which the SDGs aim to tackle are so complex that they require multi-disciplinarily, transversal approach, also at the local level.

**2030 Agenda**
The SDGs are a moral compass for a long-term vision.

**Cooperation**
The SDGs can only be attained if we collaborate with all actors involved.

Partnership is a key to achieve the SDGs.
II. Principles of Effective Governance for Sustainable Development

Principles of Effective Governance for Sustainable Development

Effectiveness
- Competence
- Sound policymaking
- Collaboration

Accountability
- Integrity
- Transparency
- Independent oversight

Inclusiveness
- Leaving no one behind
- Non-discrimination
- Participation
- Subsidiarity
- Intergenerational equity

Principles of effective governance for sustainable development

What are they for?
» Building strong institutions at all levels
» Serving as a reference point that brings together relevant standards and technical guidelines
» Informing public sector reform initiatives for the SDGs

Where do they come from?
» Developed by CEPA specifically for SDG implementation
» Endorsed by the UN Economic and Social Council
» Based on United Nations agreements

How can countries benefit from them?
» As an analytical framework in policy formulation
» As a guide in assessing institutional capacities, processes and culture
» As a foundation of SDG awareness raising and training initiatives

Committee of Experts on Public Administration
CEPA is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.

Principles of Effective Governance for Sustainable Development

How can they be of benefit?
• build effective, accountable and inclusive institutions at all levels
• Support countries in operationalizing the institutional aspects of SDG 16 through concrete strategies
• Promote mainstreaming of effective governance in SDG implementation
• Engage all relevant stakeholders
• Bring together proven standards and operational guidelines
• Provide a baseline for policymaking
II. Principles of Effective Governance for Sustainable Development (Cont.)

What are the 11 principles of effective governance?

How does one know when countries have implemented good governance? Although a cornerstone of all developmental efforts and the sine qua non of sustainability, governance is often nebulous. As a concept, it is hard to decipher. As a practice, it is hard to pin down. The eleven Principles of effective governance for sustainable development tackle precisely this conundrum: how to holistically operationalize governance so that everyone can find common ground when talking about its scope and scale thereby integrating it fully into SDG implementation.

Developed to help interested countries, on a voluntary basis, build effective, accountable and inclusive institutions with a view to achieving the transformative vision of the 2030 Agenda for Sustainable Development, they apply to all public institutions, including executive and legislative organs, public entities active in security and justice sectors, independent constitutional bodies and state enterprises, among others.

Coupled with 62 commonly applied strategies, many of which have been recognized and endorsed over the years in various United Nations forums, resolutions and treaties, the 11 principles are being operationalized in such ways that the global tapestry of governance can be made more visible and legible for all countries and all people.

What are the objectives?

Help interested countries, on a voluntary basis, build effective, accountable, inclusive institutions at all levels, with a view to achieving the shared vision for the people and the planet embodied in the 2030 Agenda.

SDG implementation

- Strengthening evidence-based and action-oriented support for the implementation and follow-up of the 2030 Agenda
- Promoting policy and institutional coherence

Effective governance

- Bringing together relevant standards and operational guidelines in all areas of institution-building relevant to SDGs

Engagement platform

- Engaging the relevant United Nations organizations, regional organizations and professional and academic communities
- Invigorating partnerships

Reference point

- Establishing, maintaining, and enhancing effective, accountable and inclusive institutions at all levels

SDG Implementation and Effective Governance Framework
## 11 Principles - 62 Strategies of Effective Governance for Sustainable Development

<table>
<thead>
<tr>
<th>Effectiveness</th>
<th>Accountability</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Competence</strong></td>
<td><strong>Integrity</strong></td>
</tr>
<tr>
<td>1. Promotion of a professional public sector workforce</td>
<td>22. Promotion of anti-corruption policies, practices and bodies</td>
</tr>
<tr>
<td>2. Strategic human resources management</td>
<td>23. Codes of conduct for public officials</td>
</tr>
<tr>
<td>3. Leadership development and training of civil servants</td>
<td>24. Competitive public procurement</td>
</tr>
<tr>
<td>4. Performance management</td>
<td>25. Elimination of bribery and trading in influence</td>
</tr>
<tr>
<td>5. Results-based management</td>
<td>26. Conflict of interest policies</td>
</tr>
<tr>
<td>6. Financial management and control</td>
<td>27. Whistle-blower protection</td>
</tr>
<tr>
<td>7. Efficient and fair revenue administration</td>
<td>28. Provision of adequate remuneration and equitable pay scales for public servants</td>
</tr>
<tr>
<td>8. Investment in e-government</td>
<td><strong>Transparency</strong></td>
</tr>
<tr>
<td><strong>Sound policymaking</strong></td>
<td><strong>Accountability</strong></td>
</tr>
<tr>
<td>9. Strategic planning and foresight</td>
<td>29. Proactive disclosure of information</td>
</tr>
<tr>
<td>10. Regulatory impact analysis</td>
<td>30. Budget transparency</td>
</tr>
<tr>
<td>11. Promotion of coherent policymaking</td>
<td>31. Open government data</td>
</tr>
<tr>
<td>12. Strengthening national statistical systems</td>
<td>32. Registries of beneficial ownership</td>
</tr>
<tr>
<td>13. Monitoring and evaluation systems</td>
<td>33. Lobby registries</td>
</tr>
<tr>
<td>14. Science-policy interface</td>
<td><strong>Independent oversight</strong></td>
</tr>
<tr>
<td>15. Risk management frameworks</td>
<td>34. Promotion of the independence of regulatory agencies</td>
</tr>
<tr>
<td>16. Data sharing</td>
<td>35. Arrangements for review of administrative decisions by courts or other bodies</td>
</tr>
<tr>
<td><strong>Collaboration</strong></td>
<td>36. Independent audit</td>
</tr>
<tr>
<td>17. Centre of government coordination under the Head of State or Government</td>
<td>37. Respect for legality</td>
</tr>
<tr>
<td>18. Collaboration, coordination, integration and dialogue across levels of government and functional areas</td>
<td><strong>Transparency</strong></td>
</tr>
<tr>
<td>19. Raising awareness of the Sustainable Development Goals</td>
<td><strong>Accountability</strong></td>
</tr>
<tr>
<td>20. Network-based governance</td>
<td><strong>Independent oversight</strong></td>
</tr>
<tr>
<td>21. Multi-stakeholder partnerships</td>
<td>34. Promotion of the independence of regulatory agencies</td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>35. Arrangements for review of administrative decisions by courts or other bodies</td>
</tr>
<tr>
<td><strong>Transparency</strong></td>
<td>36. Independent audit</td>
</tr>
<tr>
<td><strong>Independent oversight</strong></td>
<td>37. Respect for legality</td>
</tr>
</tbody>
</table>
### 11 Principles - 62 Strategies of Effective Governance for Sustainable Development

<table>
<thead>
<tr>
<th>Inclusiveness</th>
<th>Non-discrimination</th>
<th>Participation</th>
<th>Subsidiarity</th>
<th>Intergenerational equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leaving no one behind</td>
<td>Promotion of equitable fiscal and monetary policy</td>
<td>Free and fair elections</td>
<td>Fiscal federalism</td>
<td>Multilevel governance</td>
</tr>
<tr>
<td>38. Promotion of social equity</td>
<td>Prohibition of discrimination in public service delivery</td>
<td>Regulatory process of public consultation</td>
<td>Strengthening urban governance</td>
<td>Sustainable development impact assessment</td>
</tr>
<tr>
<td>39. Data disaggregation</td>
<td>Multilingual service delivery</td>
<td>Multi-stakeholder forums</td>
<td>Strengthening municipal finance and local finance systems</td>
<td>Long-term public debt management</td>
</tr>
<tr>
<td>40. Systematic follow-up and review</td>
<td>Accessibility standards</td>
<td>Participatory budgeting</td>
<td>Enhancement of local capacity for prevention, adaptation and mitigation of external shocks</td>
<td>Long-term territorial planning and spatial development</td>
</tr>
<tr>
<td>41.</td>
<td>Cultural audit of institutions</td>
<td>Community-driven development</td>
<td></td>
<td>Ecosystem management</td>
</tr>
<tr>
<td>42. Promotion of public sector workforce diversity</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice. It calls for societies based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on effective, accountable and inclusive institutions, as elaborated in Sustainable Development Goal 16.

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

"The pandemic has provided us with an important moment to reflect on two key issues: How to better support public servants in their work and how to build institutional resilience in the public sector so that we can better meet such challenges in the future." Mr. Zhenmin Liu, Under-Secretary-General for Economic and Social Affairs on the occasion of UN Public Service Day 2020
VISION
The Curriculum on Governance is a comprehensive set of training of trainers capacity development toolkits, which contain ready-to-use training material on key governance dimensions needed to advance the implementation of the SDGs. By facilitating training of trainers, the Curriculum can help equip public servants with the knowledge and capacities to effectively implement the SDGs. The Curriculum’s training material can be used to run face-to-face and online training workshops at national and local government levels.

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

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

METHODOLOGY

The Curriculum is designed and implemented through the engagement of governments and schools of public administration. Its methodology is based on key building blocks in line with the UN Secretary General’s vision:

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

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

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

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

How was the Curriculum on Governance for the SDGs developed?

UN DESA/DPIDG’s CAPACITY DEVELOPMENT FOCUS

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

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

The Division’s capacity development efforts are geared towards supporting developing countries, with a focus on Least Developed Countries (LDCs), Landlocked Developing Countries (LLDCs) and Small Island Developing States (SIDS).
Who can benefit from the Curriculum on Governance for the SDGs?

BENEFICIARIES

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

• Governments and schools of public administration or institutions with training mandates. Trainers have access to the material produced to mainstream the courses and modules into their own curricula, depending on their specific needs.

• Resident Coordinators, UN agencies and Regional Commissions to conduct national capacity development workshops.

• Members of the United Nations Public Administration Network (UNPAN).

• UN DESA to conduct regional and national workshops, upon governments’ request, and in collaboration with the United Nations Regional Commissions and Resident Coordinators.
What are the Topics of the Curriculum on Governance for the SDGs?

PUBLIC SERVANTS’ MINDSETS TO IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT
UN DESA | DPIDG
Training of Trainers | English

TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN PUBLIC INSTITUTIONS
UN DESA | DPIDG
Training of Trainers | English

INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE CAPACITIES FOR POLICY COHERENCE
UN DESA | DPIDG
Training of Trainers | English

EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION
UN DESA | DPIDG | UNPOG
Training of Trainers | English

INNOVATION AND ICT FOR PUBLIC SERVICE DELIVERY
UN DESA | DPIDG
Training of Trainers | English

GOVERNMENT INNOVATION FOR SOCIAL INCLUSION OF VULNERABLE GROUPS
UN DESA | DPIDG | UNPOG
Training of Trainers | English

RISK-INFORMED GOVERNANCE AND INNOVATIVE TECHNOLOGY FOR DISASTER RISK REDUCTION AND RESILIENCE
UN DESA | DPIDG | UNPOG
Training of Trainers | English

DIGIT4SD: DIGITAL GOVERNMENT IMPLEMENTATION
UN DESA | DPIDG
Training of Trainers | English
What are the Topics of the Curriculum on Governance for the SDGS?

**E-GOVERNMENT FOR WOMEN’S EMPOWERMENT**

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

**INTEGRATED POLICIES AND POLICY COHERENCE FOR THE SDGs**

UNITAR, ECLAC & UN DESA | DPIDG | DSDG
Training of Trainers | English
### Effective National to Local Public Governance for SDG Implementation

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

**Objectives:**  
The primary objective of the training is to strengthen public institutions to facilitate more coherent implementation of the SDGs, while supporting greater integrated public governance, including through planning, policymaking and finance practices, between national and local authorities.

**Learning Outcomes:** Upon completion of the training, participants will be able to:

- **Apply the principle of effective governance** to build effective, accountable and inclusive institutions at all levels, with a view to achieving the shared vision for the people and the planet embodied in the 2030 Agenda for Sustainable Development.
- **Mobilize whole-of-government approaches** for strengthening vertical coordination and aligning national to local planning to accelerate progress on the Sustainable Development Goals.
- **Implement whole-of-society approach** for national to local planning to ensure effective stakeholder engagement in public governance and leave no one behind.
- **Identify and apply various innovating financing** to advance local SDG implementation.
- **Develop a governance strategy and roadmaps** on monitoring, evaluating and accelerating SDG implementation at the local level while communicating progress.
- **Participate in developing local government’s reports in the localization of the SDGs** and the global agendas. These actions will serve as key inputs to support their involvement in the national process and contribute to the report to the High-level Political Forum on Sustainable Development.
### IV. Training Toolkit at a Glance (Cont.)

**Effective National to Local Public Governance for SDG Implementation**

**Methodology**
- Set of comprehensive and fully customizable training material
- Can be used as direct training or training of trainers
- In-class lectures and course assignments
- The feedback on the assignments will be given in-class
- Full attendance and participation in the assignments is required
- Can be tailored for the specific context.

**Target Audience**
- Government officials, from both national and local government agencies,
- Schools of public administration and institutes of public management
- UN Country Teams and others
- Other relevant stakeholder, including civil society organizations, the private sector, and academia, will also be actively involved

**Access the Toolkit:** The toolkit is free of charge; link to the Toolkit will be provided.
Syllabus
The Toolkit is comprised of the following Modules that can be used to conduct a regional or national training:

Module 1: Course Introduction & Self-Assessment

Module 2: Strengthening Institutional Effectiveness for SDGs
- Module 2.1: Effective Institutions
- Module 2.2: Institutional Arrangements
- Module 2.3: Whole-of-Government Approach
- Module 2.4: Whole-of-Society Approach
- Module 2.5: Need for Localization of SDGs

Module 3: Localizing the SDGs
- Module 3.1: Regional and Global Trends of Localization
- Module 3.2: Vertical Integration for Policy Coherence
- Module 3.3: Consultation Process for Policy Formulation
- Module 3.4: Localization from national to Sub-national
- Module 3.5: National to Local Planning
- Module 3.6: National to Local Governance for Effective Health Emergency Management
- Module 3.7: Resource Allocation and Capacity Building

Module 4: Monitoring, Evaluation, and Reporting
- Module 4.1: Monitoring and Evaluation
- Module 4.2: Reporting SDGs

Module 5: Action Plan for Accelerating Change
- Identification Roadblocks And Opportunities
- Change Project Completion
## Effective National to Local Public Governance for SDG Implementation

### Time | Day 1 | Day 2 | Day 3 | Day 4 | Day 5
--- | --- | --- | --- | --- | ---
**Module** | **Strengthening Institutional Effectiveness for SDGs** | **Localizing the SDGs** | **Localizing the SDGs** | **Monitoring, Evaluation, and Reporting** | **Action Plan for Accelerating Change**
**Morning Session**
**Module 1:** Welcome & Course Introduction  
Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity (09:00-10:00)
| Module 1.1: Regional and Global Trends of Localization  
Presentation (09:00-09:30)  
Activity (09:30-10:30) | Module 3.1: Regional and Global Trends of Localization  
Presentation (09:00-09:30)  
Activity (09:30-10:30) | Module 3.5: National to Local Planning  
Presentation (09:00-09:20)  
Activity (09:20-09:50)  
Presentation (09:50-10:10)  
Activity (10:10-10:30) | Module 4.1: Monitoring and Evaluation  
Presentation (09:00-09:30)  
Activity (09:30-10:00)  
Presentation (10:00-10:30)  
Activity (10:30-11:00)  
Presentation (11:00-11:30)  
Activity (11:30-12:00) | Module 5: Action Plan for Accelerating Change  
Identification and Roadblocks and Opportunities (09:00-12:00)  
**Module 2.1:** Effective Institutions  
Presentation (10:00-10:15)  
Group Discussion (10:15-10:30)  
Presentation (10:30-10:45)  
Group Discussion (10:45-11:00)
| Module 3.2: Vertical Integration for Policy Coherence  
Presentation (10:30-10:45)  
Activity (10:45-11:00)  
Presentation (11:00-11:25)  
Activity (11:25-12:00) | Module 3.6: National to Local Governance for Effective Health Emergency Management  
Presentation (10:30-11:30)  
Activity (11:30-12:00) | **Wrap-up & Reflection** (16:30 - 17:00) | **Wrap-up & Reflection** (16:30 - 17:00) | **Wrap-up & Reflection** (16:30 - 17:00) | **Wrap-up & Reflection** (16:30 - 17:00)
**Module 2.2:** Institutional Arrangements  
Presentation (11:00-11:15)  
Short Discussion (11:15-11:30)  
Presentation (11:30-11:45)  
Group Discussion (11:45-12:00)

### Afternoon Session

**Module 3.3:** Consultation Process for Policy Formulation  
Presentation (13:30-13:45)  
Activity (13:45-14:15)  
Presentation (14:15-14:30)  
Activity (14:30-15:00)
| Module 3.4:** Localization from National to Sub-National**  
Presentation (15:00-15:30)  
Activity (15:30-15:50)  
Presentation (15:50-16:10)  
Activity (16:10-16:30) | Module 3.7:** Resource Allocation and Capacity Development**  
Presentation (13:30-14:00)  
Activity (14:00-14:30)  
Presentation (14:30-15:00)  
Activity (15:00-15:30)  
Presentation (15:30-16:00)  
Activity (16:00-16:30) | Module 4.2:** Reporting SDGs**  
Presentation (13:30-14:00)  
Activity (14:00-14:30)  
Presentation (14:30-15:00)  
Activity (15:00-15:30)  
Presentation (15:30-16:00)  
Activity (16:00-16:30) | Module 5: Action Plan for Accelerating Change  
Identification and Roadblocks and Opportunities (13:30-15:30)  
Lessons and impressions (15:30-16:30)
**Module 3.5:** National to Local Planning  
Presentation (09:00-09:20)  
Activity (09:20-09:50)  
Presentation (09:50-10:10)  
Activity (10:10-10:30)
| Module 4.3:** Action Plan for Accelerating Change**  
Presentation (13:30-14:00)  
Activity (14:00-14:30)  
Presentation (14:30-15:00)  
Activity (15:00-15:30)  
Presentation (15:30-16:00)  
Activity (16:00-16:30) | | | **Course Evaluation by Participants & Closing Session** (16:30 - 17:00)
**Module 2.3:** Whole-of-Government Approach  
Presentation (13:30-14:00)  
Activity (14:00-14:30)
| | | | |
**Module 2.4:** Whole-of-Society Approach  
Presentation (14:30-14:45)  
Group Discussion (14:45-15:00)  
Presentation (15:00-15:15)  
Activity (15:15-15:30)
| | | | |
**Module 2.5:** Need for Localization of SDGs  
Presentation (15:30-16:00)  
Activity (16:00-16:30)
| | | | |
**Lunch Break**
**Module 3.6:** National to Local Governance for Effective Health Emergency Management  
Presentation (10:30-11:30)  
Activity (11:30-12:00)
| | | | |
V. Background of the Training Toolkit

SDG achievement depends strongly on solving the societal problems.

There is a gap in the real challenges and opportunities due to the lack of effective institutional mechanisms at the local level to deliver on the SDGs.

Local governments are often confronted with difficulties and struggling.

SDGs implementation remains scattered or fragmented.

Lack of institutional effectiveness among national and local governments may challenge SDG implementation.

Citizens, governments, private sector, government institutions all tend to be indifferent to SDGs.

The toolkit focuses on localization effort of the national and local governments.
V. Background of the Training Toolkit

A call to strengthen institutions from national-local level

December 2017 Symposium
“Building Effective, Accountable and Inclusive Institutions and Public Administration for Advancing the 2030 Agenda for Sustainable Development”

June 2018 UN Public Service Forum Workshop “Governance to localize the SDGs”

November 2019 Regional Symposium Workshop “Governance to localize the SDGs”
V. Background of the Training Toolkit

World Public Sector Report 2018

- Use Decentralization Legal/Regulatory Framework to Empower Local Governments for SDG implementation
- Ensure Public budgets are Participatory and Resource Allocation match LG responsibilities
- Incentives for public service to break silos work via Whole of Government approach
- **Closing National to Local Capacity Gaps**, and
- Using Integrated Planning Tools

Chapter 3: Vertical Integration for the Implementation of the SDGs
10 Accelerators for the SDGs

(e) Bolstering local action to accelerate implementation: we commit to empower and support cities, local authorities and communities in pursuing the 2030 Agenda. We recognize their critical role in implementing and realizing the SDGs.
VI. Objectives

1. Strengthening institutional effectiveness
2. Localizing SDGs for accelerating progress on the SDGs
3. Apply whole-of-government and whole-of-society approach
4. Reinforcing the mechanism of monitoring, evaluating and accelerating SDG implementation
VII. Key Questions

What are the gaps and barriers between national and local governments for implementing SDGs and how large are those gaps?

What are the strategies for empowering, engaging and inspiring local governments to implement SDGs?

How do you ensure, support and improve citizen engagement on the local level for SDG implementation?

How can we achieve effective coordination and collaboration between national government, local governments and citizens for sustainable development?
VIII. Relation to Other Training Toolkits

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

Transparency, Accountability and Ethics in Public Institutions

Institutional Arrangements and Governance Capacities for Policy Coherence

Government Innovation for Social Inclusion of Vulnerable Groups

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

Innovation and Digital Government for Public Service Delivery

Integrated Policies and Policy Coherence for the SDGs

DiGIT4SD: Digital Government Implementation
IX. Let’s Get to Know Each Other

What has brought you here?

What is a main challenge you or your organization is facing in localizing the sustainable development goals?

What would you like to learn from this workshop?

Describe how you want your country to be in 10 years. Prioritize 3 changes relative to the National to Local coordination. Discuss changes required in values, attitudes, behaviours, capabilities, relations, institutions and policies.
How can you effectively participate and benefit from this course?

Please attend the entire session of the workshop

Share your ideas

Actively participate and contribute to discussions

Try to connect the lessons learned to your work function in concrete terms
X. Change Project

01
During the workshop, each participant will develop Change Project which identifies potential challenges and opportunities from your own localization process in your national context.

02
Change project will be related to the problems the trainee has identified in his organization. The change project should ideally have practical relevance for the trainee or the organization that he/she is working for.

03
As the workshop proceeds, each learning points will be incorporated to enhancing the Change Project.

04
At the end of the workshop, each participant will present the Change Project to the group.
Contact us for any requests for further capacity development support

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

Acknowledgements

The Curriculum contents, including this toolkit, were developed under the responsibility of Juwang Zhu, Director, DPI DG, and led by Adriana Alberti, Chief, Programme Management and Capacity Development Unit, who coordinated a team of UN staff and experts.

The toolkit was developed under the responsibility of Bokyun Shim, Head of the United Nations Project Office on Governance (UNPOG). Keping Yao, Senior Governance and Public Administration Expert, provided advice on the development of the toolkit. Prabin Maharjan, Programme Management Expert, was the lead coordinator of the Training of Trainers Toolkit on Effective National to Local Public Governance for SDG Implementation. Victoria Kim, Programme Management Officer provided inputs to the toolkit.

The toolkit was peer reviewed by Dr. Alex Brillantes, Professor, National College of Public Administration and Governance of the University of the Philippines; Prof. Ajmer Singh Malik, President, Indian Public Administration Association; Mr. Eric Bulogosi Mulama, Kenya School of Government; Mr. Martino Miraglia, Programme Officer & Ms. Trang Nguyen, Associate Programme Officer, UN-HABITAT; Mr. Jorge H. Bravo, Chief, Population Policies and Development Branch Population Division, UN DESA; and Mr. Daniel Platz, Economic Affairs Officer, Financing for Sustainable Development Office, UN DESA.

The Curriculum communication and outreach activities were coordinated by Anni Haataja-Beeri and the communication material was designed by Gregory Mark McGann. Huiwen Tan provided support in finalizing the toolkits and organizing the material for the United Nations Public Administration Network (UNPAN) Website.
Thank you!

Divison for Public Institutions and Digital Government
United Nations Project Office on Governance

www.unpog.org

CONNECT WITH US
Follow us on Facebook, Twitter, and LinkedIn to keep up to date on events, schedules, news, and more.
<table>
<thead>
<tr>
<th>Time</th>
<th>Activities</th>
</tr>
</thead>
</table>
| 9:00-10:00 | **Module 1: Welcome and Course Introduction**  
Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity |
| 10:00-11:00 | **Module 2.1: Effective Accountable and Inclusive Institutions**  
Content  
This module introduces, defines, and explains effective institutions. It will facilitate the understanding of the requirement of effective institutions for the achievement of the 2030 Agenda. Participants will be introduced an approach to supporting and strengthening institutions as well as the ‘Principles of Effective Governance for Sustainable Development’ developed by the Committee of Experts on Public Administration (CEPA).  
Activity  
- Reviewing the CEPA 11 Principles of Effective Governance for Sustainable Development  
- Group discussion on effective institutions |
| Learning Outcomes |  
- Learn the concept of effective institutions  
- Identify the need of effective institutions for SDGs implementation  
- Understanding why effective institutions is vital for SDG implementation  
- Identify approaches to effective institution building  
- Understanding institutional roles and responsibilities |
| Key Readings |  
- Kempe Ronald Hope Sr. (2019): Peace, justice and inclusive institutions: overcoming challenges to the implementation of Sustainable Development Goal 16, Global Change, Peace & Security  
| Schedule | Presentation (10:00-10:15)  
Group Discussion (10:15-10:30)  
Presentation (10:30-10:45)  
Group Discussion (10:45-11:00) |
### Module 2.2: Institutional Arrangements

Institutional arrangements refer to formal government organizational structures as well as informal norms which are in place in a country for arranging and undertaking its policy work. These arrangements are crucial as they provide the government at all levels (federal, provincial and Local) with the framework within which to formulate and implement policies. All governments do have a cross-jurisdictional nature, which include national, intermediary (provincial/state) and municipal/local authorities. The better coordinated their actions are, the higher the SDG implementation rates tend to be.

SDGs implementation remains scattered or fragmented due to the lack of effective collaboration and coordination between national and local governments to solve social problems and promote and implement SDGs. Lack of institutional effectiveness among/within national and local governments may challenge SDG implementation. Multi-dimensional nature of SDGs, their complexity and interconnectedness call for rethinking governmental strategies and for applying different approaches to governance, based on the principles of accountability, innovation, integration, and collaboration. A variety of institutional arrangements for SDG implementation were reported in countries at the national as well as sub-national levels. The Module presents institutional arrangements at the national and local level focusing on the horizontal and vertical coordination among the different level of governments. It also provides examples of such practices from different corners of the world including institutional mechanisms facilitating multi-stakeholder engagement, models of engagement with CSOs and, local stakeholders.

#### Content

**Case Studies**
- Pakistan: Institutional Coordination and Oversight
- SDGs national coordination team in Indonesia
- Institutional structure for SDG implementation in Nigeria
- Institutional arrangement for SDG implementation in Sierra Leone

**Activity**
- Group Discussion on Coordination
- Group Discussion on improving institutional arrangements for SDG implementation

**Learning Outcomes**
- Understanding the importance of institutional arrangements for SDG implementation
- Understanding how institutional arrangements can be strengthened
- Learn about different types of institutional arrangements
- Identify approaches horizontal and vertical coordination
- Increased understanding of cross-sectoral coordination

#### Key Readings


#### Schedule

<table>
<thead>
<tr>
<th>11:00-12:00</th>
<th>Lunch Break</th>
</tr>
</thead>
<tbody>
<tr>
<td>11:00-11:30</td>
<td>Short Discussion (11:15-11:30)</td>
</tr>
<tr>
<td>11:30-12:00</td>
<td>Presentation (11:30-12:45)</td>
</tr>
<tr>
<td>12:00-13:30</td>
<td>Presentation (11:45-12:00)</td>
</tr>
</tbody>
</table>

---

**Annex**

---

---
## Module 2.3: Whole-of-Government Approach

<table>
<thead>
<tr>
<th>Time</th>
<th>Content</th>
<th>Learning Outcomes</th>
<th>Key Readings</th>
<th>Schedule</th>
</tr>
</thead>
</table>
| 13:30-14:30 | The creation of a coordinating structure to incorporate the Sustainable Development Goals (SDGs) into the actions of all areas of government and to bring various government institutions together to develop and implement integrated policies is one of the most formal mechanisms for adopting the whole of government approach. However, to sustain impetus for implementation of the 2030 Agenda, efforts need to go beyond merely creating an institutional framework. They need to create new dynamics for collaboration throughout policy cycles, across sectors and between levels of government. This module introduces a whole-of-government approach to facilitate synergies, manage trade-offs, and avoid or minimize negative spill-overs, in line with the “indivisible economic, social and environmental pillars” of the 2030 Agenda. It also describes the main characteristics of the whole-of-government approach, characteristics of the coordinating structures, and provides examples of country experiences in integrating the whole-of-government approach. The module aims to investigate specific experiences of implementing the whole of government approach as part of the 2030 Agenda. **Case Studies:**  
- Belize: A strategy for strengthening cross-sectoral coordination  
- Georgia: An evolving institutional landscape to implement and review the 2030 Agenda  
- Guatemala: A strategy for coordinating different levels of government  
- Mongolia: Aligning policies to the 2030 Agenda and strengthening policy coherence  
- **Activity**  
- Discussion on the challenges and opportunities of coordination mechanisms |  
- Understand what is whole of government, its need for SDG implementation  
- Explores the barriers and enablers to whole of government work  
- Identify the main strengths and challenges of different coordinating structures and common features in the organization of these structures.  
- Understanding the rationale of whole of government to localizing and achieving the SDGs |  
- Global Alliance (2019). Enabling the implementation of the 2030 Agenda through SDG 16+: Anchoring peace, justice, and inclusion.  
- OECD (2006). Whole of Government Approaches to Fragile States  
Activity(14:00-14:30) |
### Module 2.4: Whole-of-Society Approach

**Content**

Multi-dimensional nature of SDGs, their complexity, and interconnectedness call for the engagement of key stakeholders in defining meaningful policies, programs, and actions as well as in their implementation. A variety of institutional arrangements for such engagements were reported in countries at the national as well as sub-national levels. The Module presents examples of such practices from different corners of the world including institutional mechanisms facilitating multi-stakeholder engagement, models of engagement with academia, youth, local stakeholders. In addition, it introduces principles and methodologies of stakeholder engagement. Critically, it emphasizes an engagement with those who do not benefit from the gains of development risk being left behind. The module also introduces approaches and Tools for Strengthening Stakeholder Engagement for the SDGs.

**Case studies**

- Experience of Timor Leste’s multi-stakeholder engagement
- Planning for effective engagement in Mauritius
- Working with non-state actor representative bodies to develop an inclusive VNR in Chile
- Partnership to ensure iterative engagement in Cameroon

**Activity**

- Stakeholder Engagement – Basic Questions & Challenges
- Institutionalizing Engagement

**Learning Outcomes**

- Strengthened understanding of the importance of stakeholder engagement in SDG implementation at the local level
- Explore the challenges of stakeholder identification and engagement
- Ability to define principles for stakeholder classification and strategies for their engagement and their potential application locally to tackle SDG targets and local challenges
- Understanding of possibilities for integrating stakeholder perspectives into planning processes from the beginning

**Key Readings**


**Schedule**

- Presentation (14:30-14:45)
- Group Discussion (14:45-15:00)
- Presentation (15:00-15:15)
- Activity (15:15-15:30)
Learning Outcomes

15:30-16:30

Content

- Localizing refers to the process of adapting, implementing and monitoring the SDGs at the local level. Nearly all the SDGs have targets that will depend on local government actions. Localization is the process by which local authorities and local stakeholders will adapt and implement these targets within cities and human settlements. Most countries today have multi-level governance structures, meaning that urban and local governments are directly responsible for delivering a large part of the national governments’ commitment to the SDGs. In fact, as much as 65 percent of the SDG agenda may not be fully achieved without the involvement of urban and local actors. Given their critical role, local governments cannot be mere implementers of a global or national SDG agenda, but must be partners in co-creating and defining policy and programmatic responses, and in the implementation and monitoring of progress against the goals and targets.

- This module introduces the need for SDG localization. This module aims to support national, local and regional governments to localize the SDGs and to influence national policy-making to create an enabling environment for action at local and regional level.

Case Studies

- Various short cases on Localizing the 2030 Agenda

Activity

- Why SDGs are Important for Local & Regional Government and vice versa?

Learning Outcomes

- Understanding the concept and importance of localization of SDGs
- Support to improving of localization strategy
- Understand why SDGs are Important for Local & Regional Government
- Learn the importance of LRGs for SDGs

Key Readings

- VWSG (2020) Inspiration Guide - Integrating the SDGs into your Multi-Annual Policy Plan
- The Sustainable Development Goals: What Local Governments Need to Know
- From MDGs to Sustainable Development For All: Lessons from 15 Years of Practice
- Local and Regional Voices on the Global Stage: our Post-2015 Journey
- Roadmap for localizing the SDGs: Implementation and Monitoring at Subnational Level
- Getting started with the SDGs in Cities: a Guide for Local Stakeholders
- Localizing the Post-2015 Development Agenda: Dialogues on Implementation
- Delivering the Post-2015 Development Agenda: Opportunities at the National and Local Levels

Schedule

15:30-16:00: Presentation
16:00-16:30: Group Activity

Day 1 Wrap up and Reflection
### Day 2: Localizing the SDGs

#### Module 3.1: Regional and Global Trends of Localization

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-10:30</td>
<td>The UN Secretary-General’s 2019 report to the High-Level Political Forum on Sustainable Development (HLPF) acknowledges that ‘progress is being made and some favourable trends on SDG implementation are evident’, but the ‘global response has not been ambitious enough’. Overall, national governments have shown a high level of commitment to the achievement of the SDGs. Since 2016, the local and regional movement for the localization of the SDGs has been progressively expanding to all parts of the world, albeit at a different pace within and between regions. LRGs find themselves at different stages of the SDG implementation process. Although with important differences, committed LRGs in the majority of the regions are mostly in the preparatory phase of the process: moving from commitments to alignment with the SDGs of their urban development plans, policies or territorial strategies, raising awareness between local stakeholders and involving local partners, and defining coordination or followup mechanisms. This module offers the glimps of localization processes in world regions: Africa, Asia-Pacific, Eurasia, Europe, Latin America, Middle East and West Asia, and North America. It provides a set of guidelines and a roadmap to make localization a reality, to fully achieve the SDGs and other global agendas at the local level, and a call for territories and communities to ‘leave no person or place behind’.</td>
</tr>
<tr>
<td>10:30-12:30</td>
<td>Activity</td>
</tr>
<tr>
<td></td>
<td>• Local and Regional Governments Involvement in national coordination mechanisms and strategies</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30-12:30</td>
<td>• Understanding the global trends of SDG localization trends</td>
</tr>
<tr>
<td></td>
<td>• Learn the different approaches to coordinate and align between national and subnational-level for SDG localization</td>
</tr>
<tr>
<td></td>
<td>• Understanding how LRGs can be involved in SDG localization</td>
</tr>
<tr>
<td></td>
<td>• Finding the gap of SDG localization process between the World region</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Key Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30-12:30</td>
<td>• UCLG (2019). Towards the localization of the SDG.</td>
</tr>
<tr>
<td></td>
<td>• Fernando Ortiz-Moya, Hirotaka Koike, Junko Ota, Yatsuka Kataoka, and Junichi Fujino (2020). STATE OF THE VOLUNTARY LOCAL REVIEWS 2020</td>
</tr>
<tr>
<td></td>
<td>• Tony Pipa and Max Bouchet (2020). Next generation urban planning Enabling sustainable development at the local level through voluntary local reviews (VLRs)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Time</th>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:00-13:30</td>
<td>Presentation (09:00-09:30)</td>
</tr>
<tr>
<td></td>
<td>Activity (09:30-10:30)</td>
</tr>
<tr>
<td></td>
<td>Lunch Break</td>
</tr>
</tbody>
</table>
### Module 2.2: Vertical Integration for Policy Coherence

**Learning Outcomes**
- Understand the concept and relevance of policy coherence
- Reflect on the building blocks of an institutional system for policy coherence
- Learn vertical integration across levels of government at the planning stage
- Learn the tools for vertical integration in SDG implementation

**Key Readings**

**Schedule**
- Presentation (10:30-10:45)
- Activity (10:45-11:00)
- Presentation (11:00-11:25)
- Activity (11:25-12:00)

<table>
<thead>
<tr>
<th>10:30-12:00</th>
<th>Day 2: Localizing the SDGs</th>
</tr>
</thead>
</table>
| **Content** | At the high-level political forum, countries have emphasized that policy coherence, both horizontal (across government) and vertical (from national to regional and sub regional levels of government) presents a key challenge. The realization of the SDGs requires the coordination of actions of different levels of government. Policy Coherence for Sustainable Development, as a means of implementation that cuts across all the SDGs, is challenging to conceptualize, analyze, and communicate to decision-makers and the public. Vertical policy integration is required to deal with the challenge of coordinating and integrating sustainable development strategies and policies across different levels of governance
This module introduces the policy coherence framework to better align policy from national to local government. It also provides various approaches and tools available for creating vertical policy coherence, integration and partnerships for SDG implementation
| **Case Studies** | - Mechanisms for multi-level collaboration and coordination in Germany
- Pakistan National SDG Framework - Engaging Three Levels of Government
- Aligning budgets to SDGs in Colombia
| **Activity** | - Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development
| **Learning Outcomes** | - Understand the concept and relevance of policy coherence
- Reflect on the building blocks of an institutional system for policy coherence
- Learn vertical integration across levels of government at the planning stage
- Learn the tools for vertical integration in SDG implementation

| 12:00-13:30 | Lunch Break |
### Module 3.3: Consultation Process for Policy Formulation

<table>
<thead>
<tr>
<th>Content</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation, consultation, and engagement are the critical elements for effective implementation of the 2030 agenda. Citizens are indifferent to SDGs. They should be informed that the SDGs are relevant to their basic needs such as poverty and unemployment. In order to increase citizens' interest and support for SDGs, it is necessary to increase citizen engagement in the SDGs implementation and strengthen communication on the progress of SDGs implementation. In generic terms, citizens, governments, private sector, government institutions, etc. all tend to be indifferent to SDGs if they do not see a direct linkage between a specific SDG and a specific immediate benefit or service resulting from it. This is precisely one of the departure points to highlight the role of local authorities as they tend to be directly responsible for facilitating services which benefit citizens most directly, i.e. maternal health care and primary health care, water facilities, public transport, housing, job generation, energy, etc.</td>
</tr>
</tbody>
</table>

This module focuses on the consultation process involving LRGs and the public for SDG localization.

#### Case Studies
- Transparency in the local budgeting process – an example of the Republic of Korea
- Funding for SDGs and local participation – example of Australia

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Understand the concept, guidance, and process of consultation</td>
</tr>
<tr>
<td>Learn to engage a multi-level dialogue with lower, upper levels of government and other stakeholders to localize the SDGs</td>
</tr>
<tr>
<td>Learn to ensure the inclusiveness and accountability of the consultations</td>
</tr>
<tr>
<td>Utilize different tools for consultation</td>
</tr>
<tr>
<td>Understanding how to tailor-make stakeholder engagement processes for vulnerable groups</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>TAP Network (). Promoting Inclusive Government Consultations.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td>13:30-15:00: Presentation</td>
</tr>
<tr>
<td>13:30-13:45: Activity</td>
</tr>
<tr>
<td>13:45-14:15: Presentation</td>
</tr>
<tr>
<td>14:15-14:30: Activity</td>
</tr>
</tbody>
</table>
**Annex**

**Module 3.4: Localization from National to Sub-National**

<table>
<thead>
<tr>
<th>15:00-16:30</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Content</strong></td>
</tr>
<tr>
<td>Sustainable development depends on “the effective decentralization of responsibilities, policy management, decision-making authority and sufficient resources, including revenue collection authority, to local authorities, closest to, and most representative of, their constituencies”.</td>
</tr>
<tr>
<td>Local governments are often confronted with difficulties and struggling to take action on societal problems and sustainable development due to a number of constraints such as limited political and fiscal authority and development resources. Local governments embarking on SDG implementation should be proactive in strengthening their discretionary powers, as well as their performance and accountability. Local authorities could be given mandates and responsibilities which are commensurate with their capacity to deliver and their ability to obtain fiscal resources independently.</td>
</tr>
<tr>
<td>This module focused on the decentralization and local governance approach to localize the SDGs. It teaches participants the mechanisms to strengthen and encourage local government. It also assess decentralization and local government based on citizen perspectives, multiple stakeholder perspectives, and self-assessments by local government institutions.</td>
</tr>
</tbody>
</table>

**Case studies**
- National Disaster Management Information System, Republic of Korea
- Other cases from developing countries

**Activity**
- Identification of the potential challenges and opportunities from decentralization for localizing the SDGs
- Group discussion on finding out whether participants are familiar with any of the assessment tools (at country level, local level, on thematic issues, etc.)

**Learning Outcomes**
- Understanding the different approach of localization
- Learn different forms of integrated local governance
- Explore mechanisms to strengthen & encourage local government
- Learn how to assess decentralization and local governance using different tools

**Key Readings**

**Schedule**
- Presentation (15:00-15:30)
- Activity (15:30-15:50)
- Presentation (15:50-16:10)
- Activity (16:10-16:30)

**Day 2 Wrap-up and Reflection**
**Annex**

### Day 3: Localizing the SDGs

#### Module 3.5: National to Local Planning

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-10:30</td>
<td>The main idea of this Module is that, for the successful implementation of the SDGs, their inclusion and mainstreaming into national and territorial policies, plans and strategies is crucial. The SDGs can be included in all the different stages of the policy cycle process. This means that, regardless of the stage that the trainees are currently in, they should be able to align their initiatives to the SDGs in any stage as it is very likely that they will have to develop this process in other stages of the planning and implementation processes in the future. Participants will explore the national-local linkage that inform and guide the translation of global agendas such as the 2030 Agenda for Sustainable Development. Participants will also learn how to tailor SDGs to national and local contexts. This Module also aims to stimulate a reflection on how the SDGs and the principles of the 2030 Agenda can be integrated into local development planning exercises. The goal is to inform participants on how SDGs can be instrumental for improving local development planning processes and, consequently, how local development planning can become a key driver for achieving the SDGs at all levels.</td>
</tr>
</tbody>
</table>

### Content

- **Case Studies**
  - Germany’s Sustainability Architecture and the SDGs’ to the federal government
  - Integrating the SDGs into development planning: Uganda
  - Systems Thinking and Strategy Formulation in Belize based on the VISIS Approach
  - Growth and Sustainable Development Strategy: Belize

### Activity

- Checklist of aligning the public policy cycle to the 2030 Agenda; Exploring the Policy Cycle – Case Study and Group Work
- Exploring the Policy Cycle – Case Study and Group Work

### Learning Outcomes

- Shaping strategies, policies and plans for sustainable territorial development
- Provide action-oriented recommendations on planning, policies and strategies Tailoring SDGs to National, Sub-national and Local Contexts
- Understanding of the key concepts of development planning processes, including its stages and key elements
- Learn about integration of the SDGs into the local policy plan

### Key Readings

- The ATKisson Group (2016). An Introduction to VISIS.
- PAGE (2016), Integrated Planning & Sustainable Development: Challenges and Opportunities.

### Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-09:20</td>
<td>Presentation</td>
</tr>
<tr>
<td>09:20-09:50</td>
<td>Activity</td>
</tr>
<tr>
<td>09:50-10:10</td>
<td>Presentation</td>
</tr>
<tr>
<td>10:10-10:30</td>
<td>Activity</td>
</tr>
</tbody>
</table>
### Learning Outcomes

- Strengthening governance capacities in the full process of preparedness, prevention, response and post-recovery to respond to health emergencies
- Strengthening emergency preparedness in order to ensure a timely, efficient and effective response to events
- Identifying the most probable health emergency related corruption risks, in order to mitigate those risks, prevent corruption, bribery and fraud and enhance integrity of public sector
- Understanding the Golden Hour - The Road to Recovery
- Learn about data-driven decision-making and digital government tools to manage health emergencies

### Key Readings

- Transparency International Corruption Perceptions Index;
- World Bank Worldwide Governance Indicators (Control of Corruption);
- World Justice Project Rule of Law Index;

### Schedule

**Day 3: Localizing the SDGs**

<table>
<thead>
<tr>
<th>Time</th>
<th>Module 3.6: National to Local Governance for Effective Health Emergency Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:30-12:00</td>
<td>Reducing the health risks and consequences of emergencies is vital to local, national, and global health security and to build the resilience of communities, countries, and health systems. Sound risk management is essential to safeguard development and implementation of the Sustainable Development Goals (SDGs), including the pathway to universal health coverage (UHC), the Sendai Framework for Disaster Risk Reduction 2015–2030 (Sendai Framework), International Health Regulations (IHR) (2005), Paris Agreement on Climate Change (Paris Agreement) and other related global, regional and national frameworks. To address current and emerging risks to public health and the need for effective utilization and management of resources, this module aims to inform the national and local government on reducing health risks and consequences of emergencies and disasters from the perspective of governance.</td>
</tr>
<tr>
<td>12:00-13:30</td>
<td>Activity (11:30-12:00) Lunch Break</td>
</tr>
</tbody>
</table>

**Content**

- Case Studies
  - Inter-agency coordination for emergency response in Korea

**Activity**

- Crisis management through Golden Hour
### Module 3.7: Resource Allocation and Capacity Development

This module introduces concepts of effective public finances in line with the Principles of Addis Ababa Action Framework and recommendations of the Inter-agency Task Force for Financing for Development. It highlights different steps and critical factors for their implementation in line with a country’s fiscal, political, and administrative decentralization context. It will examine how local governments can address financial gaps for addressing SDGs by unlocking private finance. It will examine how local governments can capture financing in the context of decentralization and the challenges in this regard. Concepts of participatory budgeting will also be explored as potential drivers for SDG advancement. This module will explore how resources are allocated in central to local budgeting processes, examining country cases from attending participants. Countries will be encouraged to provide practical lessons learned in their contexts – examining how rural municipalities or peri-urban ones are especially challenged in capturing resources. This module also discusses building capacities for effective and responsive local government in terms of human resources and technologies.

**Case Studies:**
- Grassroots participatory budgeting in the Philippines
- Integrated Bottom-Up E-Planning and E-Budgeting – example of Indonesia
- Social Impact Bonds for Employment – Colombia

**Activity**
- Financial Innovations to Address Local Challenges
- Reviewing and assessing financial readiness in institutions

### Learning Outcomes

<table>
<thead>
<tr>
<th>Learning Outcomes</th>
<th>Key Readings</th>
</tr>
</thead>
</table>
UN (2020). Economic and Social Council forum on financing for development follow-up.  
UNDP (2016). Financing the SDGs in the Least Developed Countries (LDCs): Diversifying the Financing Tool-box and Managing Vulnerability.  
Venice City Solutions 2030 – Financing the SDGs at Local Level. |

<table>
<thead>
<tr>
<th>Schedule</th>
<th>Day 3 Wrap up and Reflection</th>
</tr>
</thead>
</table>
| 13:30-16:30 | Presentations (13:30-14:00)  
Activity (14:00-14:30)  
Presentation (14:30-15:00)  
Activity (15:00-15:30)  
Presentation (15:30-16:00)  
Activity (16:00-16:30) |
| 16:30-17:00 |  |
### Day 4: Monitoring, Evaluation, and Reporting

#### Module 4.1: Monitoring and Evaluation

<table>
<thead>
<tr>
<th>Time</th>
<th>Content</th>
<th>Learning Outcomes</th>
<th>Key Readings</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-12:00</td>
<td>The scale and scope of the 2030 Agenda for Sustainable Development, which has 231 indicators, present a challenge for governments to effectively monitor and evaluate progress. There is a need to ensure that efforts are informed by evidence and that necessary data are available to track progress and promote accountability, particularly for communities at risk of being left behind. The SDGs will be monitored and assessed through a system of 231 indicators. Many of these indicators can be localized by gathering data at the territorial level. Monitoring and evaluating progress within the SDGs poses several challenges for national, local and subnational governments, as there are many possible differences between them in terms of capacity, awareness, technologies, financing, communicating strategies and data collection. Participants will learn how to tailor M&amp;E of SDG into national and local policies. This module will also focus on various approaches to monitor and evaluate SDGs at national and local level.</td>
<td>• Understand the rational of undertaking M&amp;E&lt;br&gt;• Learn to integrating SDG M&amp;E into national policy frameworks&lt;br&gt;• Learn the steps in monitoring and evaluating SDG at the national and local level&lt;br&gt;• Learn how to localizing the follow-up of the 2030 Agenda</td>
<td>• Bamberger, M. (2016). Integrating big data into the monitoring and evaluation of development programmes. New York: Global Pulse/Rockefeller Foundation.&lt;br&gt;• Bamberger, M., Segone, M., &amp; Tateossian, F. (2016). Evaluating the Sustainable Development Goals With a &quot;No one left behind&quot; lens through equity-focused and gender-responsive evaluations. New York: UN Women&lt;br&gt;• Guillan-Montero, A., &amp; Le Blanc, D. (2019). The role of external audits in enhancing transparency and accountability for the Sustainable Development Goals&lt;br&gt;• ITU (2019). SDG Digital Investment Framework - A whole-of-Government Approach to Investing in Digital Technologies to Achieve the SDGs.&lt;br&gt;• Loquai, C., &amp; Le Bay, S. (2007). Building capabilities for monitoring and evaluating decentralisation and local governance: experiences, challenges and perspectives.&lt;br&gt;• Sustainable Development Solutions Network. (2015). Data for development: A needs assessment for SDG monitoring and statistical capacity development. Sustainable Development Solutions Network.&lt;br&gt;• UNDP (2017). Monitoring to Implement Peaceful, Just, and Inclusive Societies.</td>
</tr>
</tbody>
</table>

#### Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-09:30</td>
<td>Presentation (09:00-09:30)</td>
</tr>
<tr>
<td>09:30-10:00</td>
<td>Activity (09:30-10:00)</td>
</tr>
<tr>
<td>10:00-10:30</td>
<td>Presentation (10:00-10:30)</td>
</tr>
<tr>
<td>10:30-11:00</td>
<td>Activity (10:30-11:00)</td>
</tr>
<tr>
<td>11:00-11:30</td>
<td>Presentation (11:00-11:30)</td>
</tr>
<tr>
<td>11:30-12:00</td>
<td>Activity (11:30-12:00)</td>
</tr>
<tr>
<td>12:00-13:30</td>
<td>Lunch Break</td>
</tr>
</tbody>
</table>

### Key Readings

- **UNDP (2017).** Monitoring to Implement Peaceful, Just, and Inclusive Societies.
### Learning Outcomes

- Learn and adapt approaches to National SDG reporting
- Understand the elementary building blocks and the basic, practical information on the steps that countries may take when preparing VNRs
- Provide a deeper analysis of the core principles that should underpin the VLR process, while also outlining different approaches and practical steps to undertake it
- Provides specific guidance to help LRGs prepare their VLR

### Key Readings

- The 2nd LRGsForum at the UN General Assembly (2019): Driving transformational change for the people and the planet from cities and regions.
- UN. Voluntary common reporting guidelines for voluntary national reviews at the high-level political forum for sustainable development (HLPF).
- Video: Local and Regional Governments Commit to the Voluntary Local Review Declaration, SDG Action Zone during the High-Level Week.

### Schedule

**14:30-15:30**
- Activity: Sharing return of investment and key practices
- Presentation: National SDG Reporting Initiative and Voluntary National Review Report

**16:30-17:00**
- Day 4 Wrap up and Reflection
## Day 5: Action Plan for Accelerating Change

<table>
<thead>
<tr>
<th>Time</th>
<th>Module 5: Action Plan for Accelerating Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-12:00</td>
<td>The module allows time for the preparation, review, presentation, and submission of country Change Project proposals. It will allow learners to develop impact-oriented Change Projects that can also be evaluated by UN DESA through follow up in six-months or one-year post participation in the training. Countries will present their final Change Projects for UN DESA follow up at the conclusion of the module. This module also serves as the culmination of the training. The session also leads to an analysis of the learnings during the course as well as an understanding of potential changes that need to be done to the course content and methodological approach.</td>
</tr>
</tbody>
</table>

### Learning Outcomes

- Reflection of Lessons learned as a result of the course
- Review of potential follow up actions and next steps planned by country participants
- Review of feedback and participant recommendations to strengthen the overall course

### Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
</tr>
</thead>
<tbody>
<tr>
<td>09:00-12:00</td>
<td>Identification and roadblocks and opportunities activity</td>
</tr>
<tr>
<td>12:00-13:30</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>13:30-16:30</td>
<td>Module 5: Action Plan for Accelerating Change (Continued)</td>
</tr>
<tr>
<td>13:30-14:30</td>
<td>Completion of Change Project</td>
</tr>
<tr>
<td>14:30-15:30</td>
<td>Presentation on Change Project</td>
</tr>
<tr>
<td>15:30-16:30</td>
<td>Lessons and impressions (Key Takeaway)</td>
</tr>
<tr>
<td>16:30-17:00</td>
<td>Course Evaluation by Participants &amp; Closing Session</td>
</tr>
</tbody>
</table>