DEVELOPING CAPACITIES FOR EFFECTIVE GOVERNANCE FOR THE SUSTAINABLE DEVELOPMENT GOALS

Capacity Development Workshops and Pilot Testing of the Curriculum on Governance for the SDGs Toolkits

2020-2021 Report
United Nations Department of Economic and Social Affairs

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Websites: publicadministration.un.org and unpan.un.org
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PURPOSE OF THE REPORT

This report provides information about the Curriculum on Governance for the Sustainable Development Goals prepared by the United Nations Department of Economic and Social Affairs, through the Division for Public Institutions and Digital Government (UN DESA/DPIDG) and its Project Office on Governance (UNPOG). It provides information about the piloting workshops of the Curriculum's toolkits across the world.

In view of the COVID-19 pandemic, the piloting of the workshops was conducted online. The workshops were conducted in Africa, Asia and the Pacific, the Caribbean, Europe and Central Asia, and the Middle East.

The following workshops were held between 2020 and 2021:

• Facilitated Online Capacity Development Training Workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Central Asia Region;
• Online Training Workshop on Transparency, Accountability and Ethics in Public Institutions with a focus on Public Procurement;
• Online Training Workshop on Effective National to Local Public Governance for SDG Implementation;
• Facilitated Online Capacity Development Training on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region;
• Online Training Workshop on Changing Mindsets and Strengthening Governance Capacities for Policy Coherence for a Holistic Implementation of the 2030 Agenda in the Arab region;
• Online Training Workshop on Government Innovation for Social Inclusion of Vulnerable Groups;
• Online Training Workshop on Advancing Government Innovation and Leveraging Frontier Technologies for Disaster Risk Reduction and Building Resilience.

Information and materials of all training workshops are publicly available here.

The seven piloting workshops, which resulted in follow-up action plans, were attended by 970 participants in total. Participants were from over 100 developed, developing and less developed countries, including from Africa, Asia and the Pacific, Europe and Central Asia, Latin America and the Caribbean, and the Middle East. The live streams and recordings on Facebook/YouTube had 2,310 views as of 31 August 2021 (see Annex I for the full analysis).

The feedback received from the participants was very positive according to feedback surveys sent to all participants of the events (see Annex II for the full analysis). Overall, 99% of responding attendees reported that they were very or somewhat satisfied with their experience at the training workshops. In total, 94% of them stated that they would apply the knowledge learned in their daily work.
CURRICULUM ON GOVERNANCE FOR THE SUSTAINABLE DEVELOPMENT GOALS

1. Why a Curriculum on Governance for the SDGs?

The 2030 Agenda for Sustainable Development recognizes 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 and on transparent, effective and accountable institutions”. Goal 16 of the 2030 Agenda specifically calls for effective, accountable and inclusive institutions at all levels. Indeed, institutions play a critical role in the achievement of all the Sustainable Development Goals (SDGs) and targets. However, public sector reforms needed to implement the SDGs continue to be a major and vexing challenge in many countries. The Eleven Principles of Effective Governance for Sustainable Development, developed by the UN Committee of Experts on Public Administration and endorsed in 2018 by the Economic and Social Council, provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda. The Curriculum Toolkits address the Eleven Principles of Effective Governance (see Figure 1). The Curriculum on Governance for the Sustainable Development Goals aims to provide a holistic and integrated framework for capacity development in the area of governance and public institutions. It aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants’ awareness of their active role in contributing to the achievement of the SDGs.

Figure 1: The Eleven Principles of Effective Governance
2. What is the Curriculum on Governance for the SDGs?

The Curriculum on Governance is a comprehensive set of Training of Trainers Capacity Development Toolkits, which contain ready-to-use and customizable training material on key governance dimensions needed to advance the implementation of the SDGs developed by UN DESA/DPIDG. The Curriculum provides methodologies and approaches to advance knowledge and assist governments in developing capacities at the individual, organizational, and institutional/societal levels, to drive the transformational change needed to implement the 2030 Agenda.

The Training of Trainers Capacity Development Toolkits are structured around modules that include readings, self-assessment situation analysis, application of theories learned to concrete issues and challenges, priority setting exercises, through case studies, action planning, and other activities that can assist countries in advancing governance transformation for sustainable development.

The Curriculum is composed of the following:

- A set of Training of Trainers Capacity Development Toolkits for five-day or three-day face to face capacity development workshops;
- Online Courses on key governance issues to implement the SDGs;
- Facilitated Online Training and Capacity Development Workshops;
- Customized Online and Offline Capacity Development Workshops upon request of Member States;
- Offering a Certificate of Attendance upon successful completion;
- Global Community of Practice on key governance issues;
- Hosted on UNPAN for networking and online exchange of knowledge.

3. What are the Topics Covered by the Curriculum?

The Curriculum covers the following topics:

- Transformational Leadership Capacities in Public Sector Institutions to Implement the 2030 Agenda and Achieve the SDGs (in progress);
- 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;
- Effective National to Local Public Governance for SDG Implementation;
- 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;
- DiGIT4SD: Digital Government Implementation;
- E-Government for Women’s Empowerment;
- Integrated Policies and Policy Coherence for the SDGs.
4. How was the Curriculum Developed?

The Curriculum was developed by undertaking extensive research on key governance issues, innovative methodologies and approaches, and incorporating reference to the findings of the UN inter-governmental work and existing relevant publications and analytical work related to governance and public institutions. The Toolkits have been developed in a holistic way and are complementary. They are designed and implemented through the engagement of governments and schools of public administration through the Global Network of Schools of Public Administration coordinated by UN DESA/DPIDG. The Curriculum's methodology is based on key building blocks:

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

5. How can the Curriculum's Capacity Development Toolkits be Used?

The Training of Trainers Capacity Development Toolkits are intended to be used in interactive, results-oriented and engaging training courses. They can be used for a five-day face-to-face training workshop or selected modules can be used for shorter training workshops. Modules from various toolkits can be combined based on a country's needs. The Training of Trainers Capacity Development Toolkits will be continuously updated and expanded based on the feedback received from schools of public administration and governments. The Toolkits are to be considered as “living documents”.

6. Where can the Curriculum be Accessed?

The Curriculum toolkits will be made available at no cost on the UNPAN website at unpan.un.org. For any inquiries on the Curriculum, please contact unpan@un.org.
CAPACITY DEVELOPMENT WORKSHOPS

1. Facilitated Online Capacity Development Training Workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Central Asia Region

3 - 5 August 2021

Piloted Toolkit: Innovation and Digital Government for Public Service Delivery.

Region/Country: Central Asia Region.

Number of Participants: 197.

The Training Workshop was attended by over 197 government officials and experts from 5 countries (Kazakhstan, Uzbekistan, Kyrgyzstan, Tajikistan and Turkmenistan).

Objectives: The Training Workshop intended to promote innovation for public service delivery, including through the use of ICTs in the five countries of the Central Asia region. Innovation and digital government call for a multi-dimensional or holistic approach that involves change in local and regional levels of government, organization, processes, institutions and individuals, and hence the workshop underscored the process of transforming new knowledge into value (innovation) and approaches to ensure its assimilation.

Outcomes: By the end of the online training, participants:

- Gained knowledge of the key concepts for Innovation and Digital Government, and the Digital Government Capability Assessment (DTCA) tool that seeks to enhance understanding of key capabilities required to promote innovation and digital government;
- Improved understanding of the E-Government Survey and E-Government Development Index (EGDI) as analytical and policy-making tools to advance digital transformation;

\[1\] See also specific event page: https://publicadministration.un.org/en/news-and-events/calendar/ModuleID/1146/ItemID/3095/mctl/EventDetails.

\[2\] See also the Toolkit page: https://unpan.un.org/node/597/.
• Learned about Public Value and Social Inclusion, and the principles and practices of Design Thinking and Innovation Labs for Social Innovation through Digital Government;

• Strengthened capacities of developing a Road Map and Action Planning for Innovation and Digital Government Transformation to Realize the Sustainable Development Goals;

• Explored contextual, organizational and personal levels of change needed to undertake with an emphasis on Leadership and People as agents of Organizational Change and on the importance of Personal Change.

2. Online Training Workshop on Transparency, Accountability and Ethics in Public Institutions with a focus on Public Procurement

24 - 25 March 2021

Piloted Toolkit: Transparency, Accountability and Ethics in Public Institutions.

Objectives: The Training Workshop intended to promote public servants’ ethical awareness and transform mindsets for ethical behavior and decision-making, enabling them to become change agents and lead on integrity transformations. The training stressed the high relevance of the themes covered in the participants’ respective organizations and the methods used were adequate to have a realistic impact on change towards an improved culture in public-sector management.

Outcomes: By the end of the online training, participants:

- Gained knowledge of key issues related to integrity, accountability and ethics, and how they are interlinked and work as a system;
- Improved understanding of the concepts and practical mechanisms for integrity and anti-corruption in public procurement, focusing on international standards and recommendations, as well as tools for transparent public procurement;
- Shared information on practical examples and lessons learned from other countries with a view to see if and how international good practices could inspire similar action at the national level and engaged in discussing a teaching case study on the COVID-19 pandemic;
- Learned to map and engage with key stakeholders in defining ethics and integrity roles, responsibilities, and strategies;
- Strengthened capacities of developing roadmaps and integrity plans to incorporate relevant knowledge into personal day-to-day work.

Two sessions (2 hours each day).

Region/Country: Kenya.

Number of Participants: 75.

The Training Workshop was attended by 60 public procurement professionals and specialists from national and regional authorities, universities and training institutions in Kenya.

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3 See also specific event page: https://publicadministration.un.org/en/news-and-events/calendar/ModuleID/1146/ItemId/3077/mctl/EventDetails.

4 See also the Toolkit page: https://unpan.un.org/node/591.
Feedback from Participants:

- “Very enlightening and excellent presentations on the various topics especially Green Procurement.” (Kenya)
- “Excellent presentations.” (Kenya)
- “Very informative and insightful.” (Kenya)

Organized by: UN DESA, Kenya School of Government (KSG) and the Kenya Institute of Supplies Management (KISM).

Structure of the Presentation

1. Why are new capacities needed to strengthen public institutions to realize sustainable development and promote accountability?

2. What key capacities are needed for effective governance and what is the Curriculum on Governance for the SDGs?

3. Key features of the Training Toolkit on Transparency, Accountability and Ethics in Public Institutions

4. UN DESA’s Support to Member States in Implementing the Toolkit
3. Online Training Workshop on Effective National to Local Public Governance for SDG Implementation ⁵

23 and 30 March 2021

Piloted Toolkit: Effective National to Local Public Governance for SDG Implementation⁶.

The Training Workshop was attended by government officials from both national and local government agencies; schools of public administration and institutes of public management; and young professionals from developing countries who are currently enrolled in Seoul National University (SNU) International Technology Professional Program (ITPP) who were mid-career government officials.

Objectives: The Training Workshop intended to develop capacities of government officials and other stakeholders responsible for SDG localization by introducing approaches, strategies, and tools for enhancing national to local public governance for SDG implementation. The Training included thematic presentations, innovative practices, and group discussions, which enabled participants to interact with the speakers on diverse topics of governance localization and helped them transform in-depth learning into practice.

Outcomes: By the end of the online training, participants:

- Improved their understanding of the whole-of-government approach and its importance for SDG implementation;
- Identified the main strengths and challenges of different governance structures and common features in their government structure;
- Acquired knowledge of innovative approaches and tools for local governance and local partnership for the SDGs attainment;
- Learned the strategies and approaches to strengthening stakeholder participation;

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⁵ See also specific event page: https://publicadministration.un.org/en/news-and-events/calendar/ModuleID/1146/ItemID/3080/mctI/EventDetails.

⁶ See also the Toolkit page: https://unpan.un.org/node/582.
• Learned to strengthen emergency preparedness to ensure a timely, efficient and effective response during public health emergencies, including the COVID-19 pandemic;

• Built capacities in applying digital government tools to address challenges of public health emergencies;

• Strengthened capacities in innovative financing for implementing SDG at the local level.

Organized by: UN DESA/DPIDG/UNPOG.

Feedback from Participants:

• “The way of presenting the topic was undoubtedly excellent. The less duration of time and pandemic made things difficult. However, it was managed magnificently.” (Pakistan)

• “Nice application across countries through implementing the whole of government/society approach remains in real life.” (Philippines)

• “Excellent perspectives on Financing SDGs.” (Philippines)

• “It was an excellent, timely, and informative session.” (Ethiopia)

• “Very informative and diverse cultural session.” (Pakistan)
4. Facilitated Online Capacity Development Training on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region


Piloted Toolkit: Innovation and Digital Government for Public Service Delivery.

The Training Workshop was attended by 29 public servants from 12 CARICAD and CARICOM member countries, who were performing middle to senior roles in public institutions such as digital transformation, planning ministries, finance ministries and institutions working with public administration and public sector transformations.

Objectives: The Training Workshop aimed at raising awareness and developing capacities of government officials in the Caribbean region to promote innovation and digital government in public service delivery. It guided participants to relate the SDGs to their own National Development Plans and public service and to relate these to innovation and digital transformation in their own countries. During the training, participants were assigned readings, and were engaged through presentations, discussions and the digital transformation capability assessment, improving their understanding of strategies for innovation and digital change at individual, institutional, organizational, and societal levels.

Outcomes: By the end of the online training, participants:

- Conducted a brief assessment of participating countries’ digital transformation capability and related it to their national development plans;
- Learned and applied new concepts, tools and approaches in the areas of innovation and digital government, to support participating countries’ strategies, capabilities and action planning;
- Strengthened capacities of developing roadmaps and action plans, which relate to the 2030 Agenda and the SDGs, for innovative and effective public service delivery;

6See also the Toolkit page: https://unpan.un.org/node/597/.
• Enhanced understanding of e-Government readiness in the Caribbean and key digital initiatives to address the COVID-19 challenges;
• Gained knowledge on how to turn action plan ideas into concrete changes by leveraging digital technologies for public service delivery, focusing on quality, responsiveness, affordability, people-orientation and inclusiveness.

Organized by: UN DESA/DPIDG, UN DESA/ SIDS Unit of the Division for Sustainable Development Goals (DSDG), Caribbean Centre for Development Administration (CARICAD), and Caribbean Community (CARICOM).

Feedback from Participants:

• “This workshop was an eye opener to the many possibilities and opportunities of innovation in my country.”
• “The workshop enhanced my understanding of the role of innovation and digital technology in public service delivery. The sessions were informative as they provided practical concepts on digital transformation that can be used in my present role.”
• “This workshop has provided me with more ideas and supporting factors that I can present to my supervisors to help with the digital transformation of our organization.”
• “I received great insights for improvements within my workplace to positively influence within the Public Service. I have been able to share some of my learning with reference to the “Next Normal” for Covid-19 and on a recent Radio Programme. Additionally, during a recent presentation to the Committee of Permanent Secretaries, I was also able to discuss the possibility of Creating an Innovation Lab regionally/locally and made specific reference to the work out from the group presentations and in particular the one on Service Delivery which is now an area of focus for Dominica.”
• “The ‘people-centered’ approach required for innovation and digital transformation and the need for leaders to take a holistic approach when driving change resonated with me. The workshop provided for critical thinking about the facilitators and barriers which impact digital transformation within the public service in Montserrat, but most importantly, provided suggestions as to how we can navigate/mitigate the challenges.”
• “As a Caribbean National, I was appreciative of what my colleagues from across the region had to say about what is going on in their respective countries as it relates to innovation and digital transformation.”
5. Online Training Workshop on Changing Mindsets and Strengthening Governance Capacities for Policy Coherence for a Holistic Implementation of the 2030 Agenda in the Arab region

26 and 28 January, 2 and 4 February 2021

**Piloted Toolkit:** Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development and Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence.

**Four sessions** (2 hours each day).

**Region/Country:** Bahrain, Morocco, and Oman.

**Number of Participants:** 48.

The Training workshop was attended by senior public officials, including policy makers, heads of planning departments, coordinators for the implementation of the SDGs or for the implementation of national development plans, ministry of finance, chief innovation or information officers, parliamentarians, and schools of public administration, among others.

**Objectives:** The Training workshop aimed at raising awareness and develop capacities among senior public servants from the Arab region on the need for effective institutional arrangements for holistic policy coherence to implement the 2030 Agenda for Sustainable Development. It highlighted the importance of changing mindsets and key competencies needed for the implementation of the SDGs.

**Outcomes:** By the end of the online training, participants:

- Enhanced their knowledge of the underlying principles of the 2030 Agenda; and of why public servants need to transform their mindsets and behaviors to accelerate action for the SDGs;
- Gained insights about the new values, mindsets, competences and skills needed to realize the 2030 Agenda;
- Expanded awareness of the changes needed at the individual, organizational, and institutional levels to effectively transform mindsets;

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10 See also the Toolkit page: https://unpan.un.org/node/594.

11 See also the Toolkit page: https://unpan.un.org/node/600.
• Acquired practical hands-on knowledge and skills on how to trigger change at individual, organizational, and institutional government levels;

• Strengthened capacities of identifying key priorities and developing follow-up action plans to promote policy coherence and changing mindsets in public institutions.

Feedback from Participants:

• “Very interesting. I hope that you will send us all the presentations.”

• “I really enjoyed the course.”

• “Good ideas and good suggestions, but the timing is too short.”

• “Some experiences were very good, but it would have been good to have more leaders from the administration.”

Organized by: UN DESA, and UN Economic Commission for Western Asia (UN ESCWA).
6. Online Training Workshop on Government Innovation for Social Inclusion of Vulnerable Groups  

3 and 5 November 2020


The Training Workshop was attended by government officials from both national and local government agencies who work on social inclusion/protection, SDG implementation, government innovation, public service delivery, ICTs/digital government, public health emergency management or other relevant fields, schools of public administration, civil society organizations, the private sector, IT industry, academia, research institutes, and regional and international organizations.

Objectives: The Training Workshop intended to develop capacities of government officials and other stakeholders responsible for social inclusion of vulnerable groups by introducing approaches, strategies and tools for advancing governance innovation and leveraging ICTs and digital government to promote social inclusion of vulnerable groups. During the Training Workshop, participants exchanged cases and shared lessons learned, including on public health emergencies and the COVID-19 pandemic. The Training Workshop included presentations focusing on innovative practices as well as group discussions, which helped participants to transform in-depth learning into practice.

Outcomes: By the end of the online training, participants:

- Improved their understanding of different approaches to governance innovation and challenges in government innovation for social inclusion of vulnerable groups;
- Acquired knowledge of innovative approaches and strategies, especially how to leverage frontier technologies and digital government for effective social inclusion;

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13 See also the Toolkit page: https://unpan.un.org/node/585.
• Learned how to ensure that the special vulnerabilities and demands of vulnerable groups are reflected in responses and policies during public health emergencies, including the COVID-19 pandemic;
• Strengthened capacities in innovative financing and effective partnership building for promoting social inclusion of vulnerable groups;
• Enhanced their understanding of the importance of fostering inclusive mindsets and capacities of government officials as well as other relevant stakeholders for building more inclusive societies through the empowerment and engagement of vulnerable groups as agents of change;
• Shared knowledge and exchanged good practices on governance innovations for social inclusion of vulnerable groups;
• Applied knowledge for concrete follow-up through a change management project.

Feedback from Participants:
• “All the topics are very informative and useful for policy development.” (Philippines)
• “I thank the organizers for putting up this quality life changing workshop for inclusion of vulnerable people.” (Nigeria)
• “It was a well-organized online training workshop. The topics covered were very relevant to the national situation.” (Bhutan)
• “We should have these refreshable trainings more often to build capacity of learning and understanding in dealing with what we are currently facing in the world today.” (Samoa)

7. Online Training Workshop on Advancing Government Innovation and Leveraging Frontier Technologies for Disaster Risk Reduction and Building Resilience

18 August - 22 September 2020 (Tuesdays)


The Training Workshop was attended by mid- to senior-level government officials including focal points for SDG and Sendai Framework for Disaster Risk Reduction focal points, those in-charge of ICT and digital government, environment, climate change, disaster/emergency management, and social protection in the Pacific and Indian Oceans SIDS, East African countries, LLDCs in Central Asia, and LDCs, LLDCs and mid- and low-income countries from the Asia-Pacific.

Objectives: The Training Workshop intended to develop capacities of government officials and their partners responsible for ensuring disaster risk-informed development and responses by introducing approaches, strategies and tools for advancing governance innovation and leveraging frontier technologies to reduce disaster risk and build resilience for sustainable development. During the training, participants shared cases and lessons learned, including on public health emergencies and the COVID-19 pandemic. The Training included lectures focusing on innovative practices and group discussions which enabled participants to transform in-depth learning into practice.

Region/Country: 60 countries in Asia and the Pacific region.

Number of Participants: 269.


15 See also the Toolkit page: https://unpan.un.org/node/588.
Outcomes: By the end of the online training, participants:

- Enhanced their understanding of the global frameworks for disaster risk reduction in the context of the SDGs;
- Built capacities with a focus on governance innovation and risk-informed governance to address disasters and public health emergencies;
- Strengthened capacities and built expertise in leveraging digital government and frontier technologies for DRR and public health emergencies;
- Increased capacities for promoting inclusion of vulnerable groups in DRR and building resilience;
- Shared knowledge and exchanged good practices of risk-response governance framework and leveraging digital government and frontier technologies;
- Applied the knowledge and tools shared during the training to develop and strengthen strategies and action plans after the workshop.

Feedback from Participants:

- "The content of the toolkit and modules are logically sequenced, well structured, informative, perfectly fit together, and meet the objectives of the training. In sum, the learning materials are quite good, and I find the modules very useful and relevant. In a fast-paced world where technological innovations are considered a game-changer, there is limitless need for enhancing the capacity of disaster risk experts/practitioners in Kenya with vital technological skills." (Kenya)

- "Risk informed governance is one of the crucial things necessary to make disaster reduced, so many countries that are affected beyond control by disaster is either due to lack of preparation or because it is unforeseen. During the toolkit piloting, the speakers talked extensively about sustainable development, how to build resilience, and ways the government can use risk-informed governance to reduce disaster. It was such an interesting and educative session." (Ukraine)

- "I really appreciate and am happy to participate in such useful online training. It was a huge experience for me to be with you and it should be mentioned, that in this tough time for every one of us the information that we took from your training is very useful and timely."

- "This wonderful training I ever attended, with wider coverage of topics brought senior professionals to share their knowledge and resource materials for further reference."

- "I think the toolkit is really good for all professionals in the field of disaster risk reduction (DRR). It captured a lot of cases studies from different regions. It can help different backgrounds to develop or contribute to innovation in DRR fields. It’s relevant and sustainable." (Côte d’Ivoire)

Organized by: UN DESA/DPIDG/UNPOG, UN Office for Disaster Risk Reduction (UNDRR) Global Education and Training Institute (GETI), Ministry of the Interior and Safety (MOIS) of the Republic of Korea, and Incheon Metropolitan City, Republic of Korea.
ANNEX 1:
Analysis of Participation

The Piloting of the Toolkits was composed of 36 webinars. They were attended by 970 participants from over 100 countries in total. The number of views on social media (Facebook/YouTube) reached 2,310 in total as of 31 August 2021. The overall gender balance is 47% female and 53% male. More than half (68%) of participants were from national and local governments, and academic institutions.

Table 1: Actual Attendance on MS-Teams/Zoom and Facebook/YouTube Views (as of 31 August 2021)

<table>
<thead>
<tr>
<th>Online Training Workshop</th>
<th>Day</th>
<th>Participants</th>
<th>Facebook/YouTube Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Central Asia Region (6 webinars)</td>
<td>1</td>
<td>76 (5 countries)</td>
<td>568</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>70 (5 countries)</td>
<td>257</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>51 (5 countries)</td>
<td>339</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>197 (5 countries)</td>
<td>1,164</td>
</tr>
<tr>
<td>2. Transparency, Accountability and Ethics in Public Institutions with a focus on Public Procurement (2 webinars)</td>
<td>1</td>
<td>50 (Kenya only)</td>
<td>(internal)</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>50 (Kenya only)</td>
<td>(internal)</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>75 (Kenya only)</td>
<td>(internal)</td>
</tr>
<tr>
<td>3. Effective National to Local Public Governance for SDG Implementation (4 webinars)</td>
<td>1</td>
<td>270 (73 countries)</td>
<td>80</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td></td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td></td>
<td>123</td>
</tr>
<tr>
<td>4. Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region (10 webinars)</td>
<td>Group A 5 days</td>
<td>15 (6 countries)</td>
<td>(internal)</td>
</tr>
<tr>
<td></td>
<td>Group B 5 days</td>
<td>14 (6 countries)</td>
<td>(internal)</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>29 (12 countries)</td>
<td>(internal)</td>
</tr>
<tr>
<td>5. Changing Mindsets and Strengthening Governance Capacities for Policy Coherence for a Holistic Implementation of the 2030 Agenda in the Arab region (4 webinars)</td>
<td>1</td>
<td>26 (3 countries)</td>
<td>89</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>18 (3 countries)</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>17 (4 countries)</td>
<td>108</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>15 (3 countries)</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>48 (16 countries)</td>
<td>132</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>190 (44 countries)</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>145 (37 countries)</td>
<td>195</td>
</tr>
<tr>
<td></td>
<td>4</td>
<td>141 (44 countries)</td>
<td>121</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>126 (38 countries)</td>
<td>108</td>
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<tr>
<td></td>
<td>6</td>
<td>135 (41 countries)</td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>269 (60 countries)</td>
<td>891</td>
</tr>
</tbody>
</table>

TOTAL NUMBER OF WEBINARS | 36
TOTAL NUMBER OF PARTICIPANTS | 970
TOTAL NUMBER OF YOUTUBE VIEWS | 2,310
Figure 2: Overall Gender Breakdown

- Male: 53%
- Female: 47%

Figure 3: Overall Organizational Breakdown

- UN Entity: 1%
- Scientific Community: 10%
- Private Sector or Philanthropic Organization: 16%
- Local or Regional Government: 4%
- International Organization: 6%
- Civil Society Organization: 7%
- National Government: 48%
- Academic Institution: 8%
ANNEX 2: Analysis of Participant Feedback

An online feedback survey was conducted among all the registered participants after each training workshop concluded. This analysis reflects the outcomes of each survey in order to understand overall satisfaction in performance, relevance to the audience's work and additional inputs regarding virtual learning.

Overall, 99% of responding attendees reported that they were very or somewhat satisfied with their experience at the training workshops. 94% of them stated that they would apply the knowledge learned in their daily work. Most responding attendees showed an interest in future opportunities of attending relevant capacity development trainings. The main breakdown outcomes are reflected below.

1. Facilitated Online Capacity Development Training Workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Central Asia Region

Please rate the quality and clarity of Online Capacity Development Training Workshop?

![Quality Clarity Pie Chart]

Survey Outcomes (13 participants responded):

Overall, 97% responding attendees stated that the quality and clarity of the workshop was excellent or good.

For the workshop of the last day, all responding attendees thought that the content of the workshop was very relevant or relevant to their own work. Specifically, 92% of them found that the hands-on activities and case studies were very useful or useful; all of them rated the videos and visuals to be very useful or useful.

How likely are you to use the concepts/methodologies and case studies presented in the workshop in your daily work?

![Likelihood Use Pie Chart]

92% of the responding attendees responded that they would definitely or probably use the concepts/methodologies and case studies which they had learned in the workshop in their daily work.

Via Facebook, 83 attendees liked, commented and shared the live stream of the first-day webinar. This number reached 96 for the second-day webinar and 82 for the third-day webinar respectively.
2. Online Training Workshop on Transparency, Accountability and Ethics in Public Institutions with a focus on Public Procurement

**Overall, how satisfied were you with the workshop?**

Survey Outcomes (6 participants responded):

All responding attendees responded that they were very satisfied with the workshop.

**Satisfaction with each aspect of the workshop:**

Responding attendees were satisfied with most aspects of the workshop. Presentations from speakers were highly ranked based on the comments received.

**How likely are you going to use the Toolkit on Transparency, Accountability and Ethics in Public Institutions in your work/activities?**

All responding attendees stated that they were very likely to apply what they had learned in the workshop, and that they were very likely or somewhat likely to share information from the workshop with their colleagues.

All responding attendees stated that they were or might be interested in attending a longer training based on the same toolkit (Transparency, Accountability and Ethics in Public Institutions) piloted in the workshop.

Highlights of responses for additional feedback, comments or suggestions for future SDGs Learning, Training & Practice workshops and virtual learning opportunities:

- “I like most the milestone already made in the fight against corruption in Kenya by EACC. Wonderful presentations by all the presenters.”
- “I would appreciate more workshops though a full day may be challenging, also if the fees are affordable.”
- “I need it for enhancing my teaching and instructions to change mindsets of my students.”
- “The time was very short for such an insightful workshop.”
- “I like the interactive bit, although it needed to be better thought through.”
3. Online Training Workshop on Effective National to Local Public Governance for SDG Implementation

Overall, the training workshop was useful.

Survey Outcomes (35 participants responded):

68% of responding attendees strongly agreed and 32% agreed that the training workshop was useful. They spoke highly of the efforts made in the workshop to improve understanding and capacities of effective governance for SDGs implementation.

Which element of the Workshop did you find most helpful/interesting?

Responding attendees found thematic presentations by experts the most helpful and engaging in the workshop. The Q&A and discussions followed on the ranking of most helpful/interesting elements.

Responding attendees showed an interest in future training workshops on the Curriculum on Governance for the SDGs.

Highlights of responses for additional feedback, comments or suggestions for future SDGs Learning, Training & Practice workshops and virtual learning opportunities:

• “The way of presenting the topic was undoubtedly excellent. The less duration of time and pandemic made the things difficult. However, it was managed magnificently.”
• “I learn to interactive learning session. This roadmap aims to support local and regional governments and their associations to implement and monitor the SDGs and to influence national policy making with a view to creating an enabling.”
• “Nice application across countries though the challenges of implementing the whole of government/society approach remain in real life.”
• “The challenges of funding development initiatives are real. We have to be resourceful and tap domestic resources more.”
• “The way of presentation was excellent but due to lack of time, some topics couldn’t be elaborated.”
4. Facilitated Online Capacity Development Training on Innovation, Digital Government and Public Service Delivery for Sustainable Development in the Caribbean Region

I am likely to apply the learning I acquired from this Training Webinar in my work.

Survey Outcomes (27 participants responded):

Overall, over 90% responding attendees agreed that the training enhanced their understanding of multiple areas of knowledge, including Innovation Labs, Digital Government, and Public Service Delivery.

85% of responding attendees agreed that they were likely to apply the learning required from the workshop in their work. Participants also responded that they would take follow-up actions in their daily work to implement the knowledge gained.

On average, over 93% responding attendees provided “excellent” and “very good” feedback to six specific features of the training. Responding attendees also showed interest in further capacity development training on subjects such as on “Changing Mindsets in Public Institutions”.

How would you rate the following elements of the workshop?

Highlights of responses for additional feedback, comments or suggestions:

• “To encourage the alignment of plans and programmes across the region. To develop a mechanism to establish baseline data relevant to the region. To encourage design thinking and the use of Innovation Labs to foster an environment where more organisations from the region are represented on international bodies contributing to digital transformation.”

• “By providing workshops of a similar nature to Permanent Secretaries, and maybe political figures so that they may be able to buy in to the notion of innovation and digital technology for better public service delivery.”

• “It can be improved if each session is longer so the presenters can be more detailed and thorough with their presentations. Perhaps 5 half-days instead.”
5. Online Training Workshop on Changing Mindsets and Strengthening Governance Capacities for Policy Coherence for a Holistic Implementation of the 2030 Agenda in the Arab region

Overall, the training workshop was useful.

Survey Outcomes (13 participants responded):

75% of responding attendees strongly agreed and 25% agreed that the training workshop was useful. Most responding attendees highly assessed the relevance of objectives to their learning needs and extent to which they met the learning objectives of the workshop.

Responding attendees found country case presentations and thematic presentations by experts as the most helpful and interesting element of the workshop.

Which element of the Workshop did you find most helpful/interesting?

Most responding attendees showed interest in future training workshops on the Curriculum on Governance for the SDGs.

Highlights of responses for additional feedback, comments or suggestions for future SDGs Learning, Training & Practice workshops and virtual learning opportunities:

- “Training is difficult to set up remotely. For the process it would have been necessary each time to take into account the SDGs.”
- “(Future capacity development support from UN DESA in partnership with UN ESCWA with regards to institutional arrangements for policy coherence and changing mindsets at the national level) depends on our institution. For me it will help otherwise for the ONG nabta Maroc we would like to have some advices full.”
- “Some experiences were very good, but it would have taken more leaders from the administration.”
- “Good ideas and good suggestions, but the timing is too short.”
6. Online Training Workshop on Government Innovation for Social Inclusion of Vulnerable Groups

Overall, the training workshop was useful.

Survey Outcomes (31 participants responded):

100% of responding attendees strongly agreed or agreed that the training workshop was useful.

Over 80% of responders strongly agreed or agreed the relevance of objectives to their learning needs and extent to which they met learning objectives in six aspects of government innovation for social inclusion of vulnerable groups.

Which element of the Workshop did you find most helpful/interesting?

42% of responding attendees found country case presentations most helpful/interesting and 35% favored thematic presentations by experts.

Some responding attendees showed interest in future capacity development support for promoting the social inclusion of vulnerable groups, on areas such as social responsibility, labor rights and financial inclusion.

Highlights of responses for additional feedback, comments or suggestions for future SDGs Learning, Training & Practice workshops and virtual learning opportunities:

- “We should have these refreshable trainings more often to build capacity of learning and understanding in dealing with what we are currently facing in the world today.”
- “It was a well-organized online training workshop. The topics covered were very relevant to the national situation. It would’ve been better if more time could be given for discussion and group work.”
- “I hope someday we can include civil society organizations that can provide models in which they can contribute in capacity building - since organizations such as mine do not have an implementing arm to directly create programs and services for the people.”
- “All the sessions were excellent, but the time was very short. The UN is requested to arrange full time session for such a valuable workshop that may be helpful for the developing countries.”
- “I hope through more collaborations like this in the future so we can promote financial literacy, inclusion, and health to people in the developing countries.”
7. Online Training Workshop on Advancing Government Innovation and Leveraging Frontier Technologies for Disaster Risk Reduction and Building Resilience

The Online Training Workshop delivered the information I expected to receive.

Survey Outcomes (94 participants responded):

Overall, 94% of responding attendees strongly agreed or agreed that the workshop delivered the information they expected to receive.

Overall, 92% of responding attendees strongly agreed or agreed that they gained new knowledge applicable to their work as a result of the workshop.

Overall, 93% strongly agreed or agreed that they planned to share and apply what they learned in the workshop.

Many responding attendees showed interest in more capacity support in the future in diverse aspects, including data, readings, trainings, partnership platform, and technical assistance.

Highlights of responses for additional feedback, comments or suggestions for future SDGs Learning, Training & Practice workshops and virtual learning opportunities:

• “May take examples from Africa and include panelists who can share their best practices.”
• “We ask to hold an event like this again and find a lot of thoughts from different countries and learn about technological development.”
• “I would suggest including CIS countries in the further training workshops.”
• “Capacity development program should be separated policy decision and implementation. For policy level less technical content.”
• “Highlight and reward best performers amongst participants.”
• “I would like to suggest that it would be good if you could provide the DRM related programmes, such as recovery planning and implementation in the post-disaster situation.”
REQUEST FOR SUPPORT TO PILOT THE TOOLKITS

To request support for capacity development workshops and advisory services, please send a request to Mr. Juwang Zhu, Director, DPIDG, UN DESA at unpan@un.org.