Governance for the Sustainable Development Goals

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

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

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

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

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

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

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

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

GLOBAL INITIATIVE ON GOVERNANCE FOR THE SDGs

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

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

UN DESA/DPIDG’s CAPACITY DEVELOPMENT FOCUS

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

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

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

- **CHANGING MINDSETS IN PUBLIC INSTITUTIONS TO IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT**
  - UN DESA | DPI DG
  - Training of Trainers | English

- **TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN PUBLIC INSTITUTIONS**
  - UN DESA | DPI DG
  - Training of Trainers | English

- **STRENGTHENING INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE CAPACITIES FOR POLICY COHERENCE**
  - UN DESA | DPI DG
  - Training of Trainers | English

- **EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION**
  - UN DESA | DPI DG | UNPOG
  - Training of Trainers | English

- **INNOVATION AND DIGITAL GOVERNMENT FOR PUBLIC SERVICE DELIVERY**
  - UN DESA | DPI DG
  - Training of Trainers | English

- **GOVERNMENT INNOVATION FOR SOCIAL INCLUSION OF VULNERABLE GROUPS**
  - UN DESA | DPI DG | UNPOG
  - Training of Trainers | English

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

- **DIGIT4SD: DIGITAL GOVERNMENT IMPLEMENTATION**
  - UN DESA | DPI DG
  - 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

INTEGRATED RECOVERY PLANNING AND POLICY COHERENCE TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS
UNITAR & UN DESA | DPIDG | DSDG
Training of Trainers | English
**Innovation and Digital Government for Public Service Delivery**

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

**Keywords:** Innovation, Digital Government.

**Language:** English

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

**Upon completion of the course, learners will:**

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

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

## Innovation and Digital Government for Public Service Delivery

<table>
<thead>
<tr>
<th>Time</th>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
<th>Day 4</th>
<th>Day 5</th>
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<tbody>
<tr>
<td><strong>Modules</strong></td>
<td>Understanding the role of government, the public service, innovation and digital transformation in realizing the Agenda 2030</td>
<td>Exploring Key Concepts and Conducting the Digital Transformation Assessment</td>
<td>Mapping the Institutional Environment</td>
<td>Toward a Road Map and Action Plan</td>
<td>Bridging the Gaps in Public Service Delivery Action Plans</td>
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<tr>
<td><strong>Morning</strong></td>
<td>Module 1.1: Welcome &amp; Introduction to the Course</td>
<td>Module 2.1: Welcome &amp; Introduction to Day 2</td>
<td>Module 3.1: Welcome and Introduction to Day 3</td>
<td>Module 4.1: Welcome and Introduction to Day 4</td>
<td>Module 5.1: Welcome and Introduction to Day 5</td>
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<tr>
<td>09:00 – 12:00</td>
<td>Module 1.3: Our National Development Plan</td>
<td>Module 2.3: Building Situational Awareness with the DGCA, Part 2</td>
<td>Module 3.3: Public Value Framework Part 1</td>
<td>Module 4.3: Do-ability vs Priority Analysis</td>
<td>Module 5.3: What Needs to Change? What Change Will Create the Most Value?</td>
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<td><strong>Lunch Break</strong></td>
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<td>Session</td>
<td>Module 1.5: Realizing Digital Government Transformation</td>
<td>Module 2.4: Systems Thinking and Situational Awareness</td>
<td>Module 3.4: Enabling change: Innovation Labs and Design Thinking</td>
<td>Module 4.5: Case Study. Reversing a Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative</td>
<td>Module 5.5: Looking Ahead</td>
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<td>13:00 – 17:00</td>
<td>Module 1.6: Building Situational Awareness through a DGCA</td>
<td>Module 2.5: Introduction to Components of Action Planning Part 1</td>
<td>Module 3.5: Case Study: UNICEF’s Kosovo Innovation Lab</td>
<td>Module 4.6: Case Study: Reversing a Historical Inefficiency in Land Transfer through the e-Mutation System: A Digital Bangladesh Initiative</td>
<td>Module 5.6: Course Evaluation and Closing Ceremony</td>
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<td></td>
<td>Module 1.7: Wrap-Up</td>
<td>Module 2.6: Wrap-Up</td>
<td>Module 3.6: Wrap-Up</td>
<td>Module 4.6: Wrap-Up</td>
<td>Module 5.7: Wrap-Up</td>
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</table>
Contact us for any requests for further capacity development support

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

Acknowledgements

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

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

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

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