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
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.

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.

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 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).
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 | DPIDG
  - Training of Trainers | English

- Transparency, Accountability and Ethics in Public Institutions
  - UN DESA | DPIDG
  - Training of Trainers | English

- Strengthening 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 Digital Government 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 I English

INTEGRATED POLICIES AND POLICY COHERENCE FOR THE SDGs
UNITAR, ECLAC & UN DESA | DPIDG | DSDG
Training of Trainers I English

INTEGRATED RECOVERY PLANNING AND POLICY COHERENCE TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS
UNITAR & UN DESA | DPIDG | DSDG
Training of Trainers I English
Transparency, Accountability and Ethics in Public Institutions

Related SDGs: SDG 16.

Keywords: Ethics, accountability, corruption, transparency, institutions, mechanisms and mindsets for accountability, SDG 16.

Language: English

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

Upon completion of the course, learners will:

• Undertake a values assessment vis-à-vis the SDGs and map capacity gaps and opportunities;
• Understand concepts, and practical mechanisms for integrity and anti-corruption, focusing on international frameworks and standards, laws and institutions at the national level, organizational tools and processes, as well as behavioral insights to translate formal rules into desired behaviors;
• Map and engage with key stakeholders in defining an ethics and integrity strategy;
• Develop a roadmap and an action plan to incorporate relevant knowledge into public servants’ day-to-day work.

The toolkit consists of 18 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.
## Transparency, Accountability and Ethics in Public Institutions

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<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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<tr>
<td><strong>Morning Session</strong></td>
<td><strong>Modules</strong> Welcome &amp; Course Introduction Introduction of Speakers and Participants, Programme Overview; Icebreaker Activity (9:00-9:30)</td>
<td><strong>Modules</strong> Module 6: Oversight Institutions Presentation (10:15-11:00) Activity: Assessing Oversight Institutions in your Country (11:00-11:15)</td>
<td><strong>Modules</strong> Module 11: Staff Management and Developing Capacities for Integrity Presentation (9:00-10:00) Activity: Working groups on HR management for integrity (10:00-10:30)</td>
<td><strong>Modules</strong> Individual Ethical Behaviour</td>
<td><strong>Modules</strong> Strategy and Action Plans for Enhanced Ethics and Public Integrity</td>
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<td>Module 1: How would a World without Corruption Look? Presentation (9:30-10:30) Activity: Structured Brainstorming on a World Free from Corruption and Ethics Self-assessment (10:30-11:00)</td>
<td><strong>Modules</strong> Module 7: Social Accountability Mechanisms Presentation (11:30-12:15) Activity: Working Group on Openness and Social Accountability and Quiz (12:15-12:30)</td>
<td><strong>Modules</strong> Module 12: Creating an Organizational Culture of Ethics and Integrity Presentation (10:45-12:00) Activity: A tale of two stories (12:00-12:30)</td>
<td><strong>Modules</strong></td>
<td><strong>Modules</strong> Developing a Strategy, Roadmap and Action Plan for Enhanced Ethics and Public Integrity Activity: Preparation phase (9:00-12:00)</td>
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<td>Module 2: Essentials of Ethics and Public Integrity Presentation (11:15-12:00) Activity: Part 1: Integrity ID, Part 2: Personal Integrity Action Plan, Quiz Marathon (12:00-13:00)</td>
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<td><strong>Afternoon Session</strong></td>
<td><strong>Modules</strong> Module 3: Transparency and Accountability Presentation (14:00-15:00) Activity: Openness Check (15:00-15:30)</td>
<td><strong>Modules</strong> Module 8: Integrity Codes Presentation (13:30-14:30) Activity: Review of Personal Integrity Plan (14:30-15:00)</td>
<td><strong>Modules</strong> Module 13: Transparent Public Procurement Presentation (13:30-14:30) Activity: Case Study: COVID-19 and Public Procurement in Hospitals plus Quiz (14:30-15:00) (14:30-15:00)</td>
<td><strong>Modules</strong> Module 16: Behavioral Insights and Staff Incentives Presentation (13:00-14:30) Activity: Solomon Asch’s Conformity Experiment (14:30-15:15)</td>
<td><strong>Modules</strong> Module 17: How to Promote Desired Behavioral Change? Activity: Case Studies and Design Your Own Nudge (15:30-16:15)</td>
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<td>Module 4: Understanding and Assessing Corruption Presentation (15:45-16:45) Activity: How Does Your Country Score and Why So? (16:45-17:00)</td>
<td><strong>Modules</strong> Module 9: Managing Conflict of Interest Presentation (15:15-16:15) Activity: Case Studies – Conflict of Interest or Not? (16:15-16:45)</td>
<td><strong>Modules</strong> Module 15: Assessing Personal Vis-à-Vis Organizational Values Activity: Rokeach Value Survey (11:00-12:00)</td>
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<td>Module 5: International Frameworks for Integrity and Anti-Corruption Presentation (17:15-18:00) Activity: Quiz (18:00-18:30)</td>
<td><strong>Modules</strong> Module 10: Whistleblowing Presentation (17:00-17:40) Activity: Quiz (17:40-17:45)</td>
<td><strong>Modules</strong> Module 18: Developing a Strategy, Roadmap and Action Plan for Enhanced Ethics and Public Integrity Activity: Preparation Phase (9:00-12:00)</td>
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<td><strong>Wrap-up &amp; Reflection</strong> (18:30-18:45)</td>
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<td><strong>Wrap-up &amp; Reflection</strong> (16:15-16:30)</td>
<td><strong>Wrap-up &amp; Reflection</strong> Time: (15:00-15:15)</td>
<td>Course Evaluation by Participants &amp; Closing Session Time: (15:00-16:00)</td>
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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.
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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Anni Haataja-Beeri, Governance and Public Administration Officer, and Markus Zock, Associate Expert, were the lead coordinators of the Training of Trainers Toolkit on Transparency, Accountability and Ethics in Public Institutions, with substantive contributions from Susanne Kuehn, former Senior Inter-regional Advisor on Accountability and Integrity, UN DESA and Marlen Heide, Consultant, who both provided the raw version of the toolkit.

The toolkit was peer reviewed by Prisca Oluoch, Director of Linkages, Collaborations & Partnerships, Kenya School of Government (KSG), Kenya; Peter Gondo, Inter-Regional Adviser, UN DESA; UN Forum on Forests Secretariat; Elia Yi Armstrong, Director, United Nations Ethics Office; Tim Steele, Senior Advisor, Corruption and Economic Crime Branch, United Nations Office on Drugs and Crime (UNODC).

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Thank you.