Governance for the **Sustainable Development Goals**

Capacity Development Curriculum Guide

Division for Public Institutions and Digital Government
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 (DPI DG), 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).
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 | 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 | English

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

**INTEGRATED RECOVERY PLANNING AND POLICY COHERENCE TOWARDS THE SUSTAINABLE DEVELOPMENT GOALS**
UNITAR & UN DESA | DPIDG | DSGD
Training of Trainers | English
Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development

Related SDGs: SDG 16
Keywords: Mindsets, Attitudes, Competencies
Language: English

Objectives: The training workshop aims to provide a set of methodologies and tools that can contribute to a change in the environment, culture and mentality of public servants in implementing the SDGs in the context of the 2030 Agenda. The workshop approaches transforming mindsets in the public sector as the result of three interlinked factors: transforming mindsets (1) at the institutional level through new human resources laws, regulations, policies and regulations; (2) at the organizational level through a new organizational culture inspired by the principles of the 2030 Agenda; and (3) at the individual level through new beliefs, values, competencies and skills.

Upon completion of the course, learners will:

• Enhance knowledge of the underlying principles of the 2030 Agenda; and of why public servants need to change mindsets and behaviors to accelerate action on the SDGs;
• Gain insights about the new values, mindsets, competences and skills needed to realize the 2030 Agenda;
• Expand awareness of the changes needed at the individual, organizational, and institutional levels to effectively change mindsets;
• Acquire practical hands-on knowledge (and skills) on how to trigger change at different government levels (individual and organizational);
• Develop a roadmap and an action plan to apply relevant knowledge.
<table>
<thead>
<tr>
<th>Time</th>
<th>Day 1</th>
<th>Day 2</th>
<th>Day 3</th>
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<tr>
<td>Morning Session</td>
<td><strong>Setting the scene: Why is changing mindsets critical to the implementation of the SDGs?</strong></td>
<td><strong>Exploring Mindsets: Collaborative Mindset</strong></td>
<td><strong>Exploring Mindsets: Learning Mindset</strong></td>
<td><strong>Exploring Mindsets: Leadership Mindset</strong></td>
<td><strong>Changing Mindsets: Strategy and Tactics</strong></td>
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<td></td>
<td>Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity (9:00-9:30)</td>
<td>Check in (9:00-9:15)</td>
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<td>Activity: What’s My Mindset? (9:30-10:00)</td>
<td>Tennis Ball Competition (9:15-9:45)</td>
<td>Introduce Concept of Growth and Fixed Mindsets (9:15-9:30)</td>
<td>Activity: Dark Matter (9:15-10:00)</td>
<td>Project Clinics (9:15-10:45)</td>
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<td>Module 1.1: Setting the Scene Presentation</td>
<td>Collaboration in Practice (9:45-10:25)</td>
<td>Activity: Chopstick Challenge (10:00-10:45)</td>
<td>Presentation: Leadership Mindset in Practice (10:00-10:45)</td>
<td>Learning Goal Speed Dating (11:00-12:00)</td>
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<td>Activity: Mapping the SDGs (10:55-12:00)</td>
<td>Activity Knowledge Map (10:40-11:10)</td>
<td>Ideation - Presentation and Activity (11:00-12:00)</td>
<td>Activity: Creating a Pitch (11:00-12:00)</td>
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<td>Afternoon Session</td>
<td><strong>Changing Role of Public Administration</strong></td>
<td><strong>Module 2.1: Exploring Mindsets: Collaborative Mindset (Continued)</strong></td>
<td><strong>Module 3.1: Exploring Mindsets: Learning Mindsets (Continued)</strong></td>
<td><strong>Module 4.1: Exploring Mindsets: Leadership Mindset (Continued)</strong></td>
<td><strong>Module 5.1: Strategy and Tactics (Continued)</strong></td>
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<td>Presentation (13:00-13:30)</td>
<td>Interview/Engagement (13:00-14:00)</td>
<td>Creating a testable hypothesis (13:00-13:35)</td>
<td>Presenting the Pitches (13:00-13:45)</td>
<td>Simulation Activity: Creating an Office of Experimentation (13:00-14:30)</td>
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<td>Group Discussion (13:30-14:30)</td>
<td>Refining Challenge Statement (14:00-14:30)</td>
<td>Prototyping and feedback (13:35-14:45)</td>
<td>Activity: Learning and failure (15:00-15:30)</td>
<td>Presentation (14:45-15:30)</td>
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<td>Activity: Room of the (un)obvious (15:15-16:45)</td>
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<td><strong>Course Evaluation by Participants &amp; Closing Session</strong> (16:30-17:00)</td>
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<td><strong>Wrap-up &amp; Reflection</strong> (16:45-17:00)</td>
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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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Stefania Senese, Programme Management Officer, was the lead coordinator of the Training of Trainers Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development, with substantive contributions from Jesper Christiansen, Director at States of Change and Kelly Duggan, Learning experience designer at FutureGov.

The toolkit was peer reviewed by Aslam Alam, PhD, Chairman and Executive Director, Bangladesh Institute for Information Literacy and Sustainable Development; Devon Rowe, Executive Director, Caribbean Centre for Development Administration (CARICAD) and CEPA Expert; Sara Saeed, Directing Staff (Training and Coordination), Institute of Civil Service, Pakistan; Nina Brandt, Capacity Development Programme Management Officer, UN DESA.

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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.

Join a global network of practitioners and experts, and schools and institutes of public administration through the United Nations Public Administration Network - UNPAN unpan.un.org
Thank you.