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).
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 I English

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

- Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence
  - UN DESA | DPIDG
  - Training of Trainers I English

- Effective National to Local Public Governance for SDG Implementation
  - UN DESA | DPIDG | UNPOG
  - Training of Trainers I English

- Innovation and Digital Government for Public Service Delivery
  - UN DESA | DPIDG
  - Training of Trainers I English

- Government Innovation for Social Inclusion of Vulnerable Groups
  - UN DESA | DPIDG | UNPOG
  - Training of Trainers I English

- Risk-Informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience
  - UN DESA | DPIDG | UNPOG
  - Training of Trainers I English

- Digit4SD: Digital Government Implementation
  - UN DESA | DPIDG
  - Training of Trainers I 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
Learning Outcomes
The primary objective of the training workshop toolkit is to support UN Member States' capacities to strengthen institutions and governance capacities for policy coherence. It focuses on public institutions’ capacity to spearhead integrated planning, policymaking, decision making, implementation, M&E and aligning budgets at the national government level. The toolkit is aimed at supporting Member States develop capacities to enhance institutional coherence and establish a whole of government and whole of society approach by examining the core role of a strategy to implement the SDGs, the roles and responsibilities of different government institutions and non-government actors involved and how they are coordinated. The toolkit also touches upon which human, financial, and technological resources are needed to strengthen those institutions.

Upon completion of the training, learners will:

- Understand why institutional arrangements for policy coherence are key for implementing Agenda 2030;
- Have the tools and approaches available to act upon it/ to ensure that the participant can identify, quantify, and consider the trade-offs and synergies between SDGs into policy making, decision making, implementation and review;
- Conduct an institutional needs’ assessment to identify the key gaps that would require strengthening to enhance institutional coherence at the national level;
- Gain insights of the different building blocks and indicators for policy coherence as entry points for the improvement of whole of government/integrated approaches;
- Develop a strategy and roadmap for institutional change to support policy coherence.
## Institutional Arrangements and Governance Capacities for Policy Coherence

### Training Course Agenda at a Glance

<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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<tr>
<td></td>
<td><strong>Module 1: Institutional Capacities for Policy Coherence</strong> (10:00-13:00)</td>
<td><strong>Module 3: Planning for SDG Implementation: Organizational structures for inter-ministerial collaboration (09:30-12:30)</strong></td>
<td><strong>Module 5: Performance management &amp; Changing the Political and Administrative Culture for Policy Coherence (09:30-12:45)</strong></td>
<td><strong>Module 7: Policy Coherence on Track? Monitoring and Evaluation (09:30-12:30)</strong></td>
<td><strong>Module 9: Policy Coherence and Multi-level Governance: From Local to National to International Cooperation (09:30 – 12:45)</strong></td>
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<td>Welcome &amp; Course Introduction Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity &amp; Getting to know each other (9:00-10:00)</td>
<td>Recap Day 1 + Overview Day 2 (9:00-9:30)</td>
<td>Recap Day 2 + Overview Day 3 (9:00-9:30)</td>
<td>Recap Day 3 + Overview Day 4 (9:00-9:30)</td>
<td>Recap Day 4 + Overview Day 5 (9:00-9:30)</td>
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<td><strong>Module 2: Assessing Institutional Readiness for Policy Coherence</strong> (14:00-17:00)</td>
<td><strong>Module 4: Aligned Budgeting and digital technology for coherent implementation of the SDGs</strong> (13:30 – 17:45)</td>
<td><strong>Module 6: Stakeholder Participation in the SDG Policy Cycle</strong> (13:30-16:45)</td>
<td><strong>Module 8: Data for Evidence-Informed Policymaking</strong> (13:30-16:45)</td>
<td><strong>Action Plan for Policy Coherence</strong> Activity, group presentation based on the action plan (13:45 – 16:30)</td>
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<td>Roundtable, Presentation, Individual Activity, Institutional Readiness Assessment, Presentation</td>
<td>Roundtable, Presentation, Individual Activity, Presentation, Group Work, Presentation, Institutional Readiness Assessment, Presentation</td>
<td>Roundtable, Presentation, Tandem Activity, Presentation, Institutional Readiness Assessment, Presentation, Group Work</td>
<td>Roundtable, Presentation, Group Activity, Presentation, Institutional Readiness Assessment, Presentation, Group Work, Presentation</td>
<td>Course Evaluation by Participants &amp; Closing Session (16:30-17:00)</td>
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<td><strong>Wrap-up &amp; Reflection on Action for Change</strong> (17:00-17:30)</td>
<td><strong>Wrap-up &amp; Reflection on Action for Change</strong> (17:45-18:00)</td>
<td><strong>Wrap-up &amp; Reflection on Action for Change</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

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

Veronique Edith D Verbruggen, Senior Inter-regional Advisor on Institutional Development, was the lead coordinator of the Training of Trainers Toolkit on Strengthening Institutional Arrangements and Governance Capacities for Policy Coherence, with substantive contributions from Thurid Hustedt, Professor of Public Administration and Management, Hertie School, Germany and Rolf Alter, Experienced Economist and Senior Fellow at the Hertie School, Germany.

The toolkit was peer reviewed by Mr. Louis Meuleman, Member of the UN Committee of Experts on Public Administration; Prof. Samuel Adams, Dean and Professor of the Ghana Institute of Public Management and Administration, School of Public Service and Governance; Mr. Jide Balogun, former Special Advisor to the President of the General Assembly and also Professor in Public Administration, Nigeria.

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.

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Thank you.