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Deutsches Institut für  
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Managing Global Governance



# Capacity-Development in the Context of the 2030 Agenda - The Role of Civil Servants in a Multi-Stakeholder Development

SDGs Learning, Training & Practice Side Event  
Organized during the High-Level Political Forum on  
Sustainable Development (HLPF) 2018



## CAPACITY-BUILDING IN THE CONTEXT OF THE 2030 AGENDA THE ROLE OF CIVIL SERVANTS IN A MULTI-STAKEHOLDER ENVIRONMENT

SDGs Learning, Training & Practice Side Event  
Organized during the High-Level Political Forum on Sustainable Development (HLPF)

JULY 11, 2018, 10 am – 1 pm  
UN Headquarters, 405 E 42nd Street (46th St & 1st Ave), New York, NY 10017, Room S2724, 27<sup>th</sup> floor

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### 1 – REPORT

With a particular focus on [SDG 17 and its target 9](#), the SDG Learning; Training and Practice Side Event during the [High-level Political Forum on Sustainable Development](#) 2018 explored new approaches to building the capacity of civil servants to collaborate with diverse stakeholders in the context of the 2030 Agenda implementation.

Organised by the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) and the United Nations System Staff College Knowledge Centre for Sustainable Development (UNSSC), the policy dialogue brought together experts from six schools of public administration (SPAs) in Brazil, China, India, Indonesia, Mexico and South Africa as well as representatives from Member States, civil society, academia and the private sector.

The event served the purpose to share perspectives and concrete examples from diverse stakeholders with regard to successful interactions between civil servants and other stakeholders related to SDG implementation. At the same time, participants should identify bottlenecks and hurdles for meaningful collaboration and develop approaches to overcome them. Based on good practices and evidence from diverse countries, participants jointly developed recommendations on capacity-building formats and curricula for civil servants to support national implementation of the 2030 Agenda.

The side event started with welcome notes by the co-organisers Dr Simona Costanzo-Sow (UNSSC), Dr Tatjana Reiber (DIE) and Dr Wulf Reiners (DIE), followed by a presentation by Patrick Spearing (Secretary of the Committee of Experts on Public Administration, CEPA) on the basis of the CEPA paper on 'Building the awareness, competencies and skills of civil servants at the national and local levels'. Mr Spearing stressed the great importance of public servants worldwide in the implementation of the agenda and the relevance of skills and qualifications that enable them to live up to the critical function.

His talk was followed by contributions by Lolita Jackson (Office of the Mayor of New York City) and Barbara Adams (Global Policy Forum). Barbara Adams focused on multi-stakeholder processes from the perspective on non-governmental organisation and stressed the need of the engagement of the civil society actors to become stakeholders in the first place. Lolita Jackson gave insights how skilful civil servants and stakeholders, including the private sector, and quality data help deliver public services in New York City on the basis of a translation of the SDGs to local needs.

The different perspectives were contrasted by the presentation of the background paper by Prof. Dr. Harsh Sharma (Administrative Staff College of India (ASCI)), who elaborated on the role, instruments and perspectives of the schools of public administration (SPAs) engaged in the training of civil servants. The following Q & A session opened the floor to the rich expertise assembled in the room, including interventions from UN Member State officials, academia and the private sector.

On the basis of the interactive exchange across stakeholder groups, countries and disciplines the participants of the side event formed working groups to develop specific recommendations to SPAs on how to prepare civil servants for successfully implementing the 2030 agenda in multi-stakeholder environments. Recommendations on capacity-building formats included the development of training for trainers offers (ToT) and an introductory online course for senior officials. Beyond that, the working groups also developed recommendations on the focus capacity-building curricula for civil servants, for instance leadership competencies, communication and advocacy, and the adaptation of the global agenda to local realities. More general recommendations to the SPAs included the allocation of dedicated resources to SDG Training and the development of formats that bring together diverse stakeholders. The full set of recommendations developed at the side event can be found on page 4 of this document.

The participants evaluated the side event in a written questionnaire. All participants fully agreed on the relevance of the topic for the implementation of the 2030 Agenda and claimed that they can now better understand the role and relevance of public administration schools for the implementation of the 2030 agenda. Most participants stated that the event provided a useful platform for the exchange between relevant stakeholders and that it helped them identify solutions that enhance multi-stakeholder collaboration. All respondents declared the intention to apply in their work the knowledge acquired during the side event.

A full documentation of the side event including background documents, presentation slides, recommendations and pictures were compiled in a publicly accessible Claned online repository: [https://app.claned.com/#/board/\\_hlpf-sdg-learning-capacity-building-for-the-2030-agenda-the-role-of-civil-servants-in-a-multi-stakeholder-environment/articles](https://app.claned.com/#/board/_hlpf-sdg-learning-capacity-building-for-the-2030-agenda-the-role-of-civil-servants-in-a-multi-stakeholder-environment/articles).

## 2 – RECOMMENDATIONS TO SCHOOLS OF PUBLIC ADMINISTRATION (SPAs)

### GENERAL RECOMMENDATIONS

General recommendations to SPAs included:

- Allocate dedicated resources to SDG Training
- Think of formats that bring together diverse stakeholders
- Anchor Training in a way that ensures institutional buy-in, senior level buy-in; strengthens institutional knowledge sharing processes and long-term capacity-building

### RECOMMENDATIONS ON CAPACITY-BUILDING CURRICULA

Recommendations on capacity-building curricula for civil servants included:

- The substance behind the 2030 Agenda
- Principles behind the SDGs: Address synergies, trade-offs and spill-overs; network approach
- Policy coherence
- Localisation of SDGs, how to make a global agenda relevant for local realities
- Leadership competencies
- Communication and advocacy (common language, local relevance, awareness raising)
- Knowledge and practice sharing among SPAs, identification of bottlenecks and positive examples
- Monitoring and evaluation – e.g. result-focused programming, big data, visualisation

### RECOMMENDATIONS ON CAPACITY-BUILDING FORMATS

Recommendations on capacity-building formats for civil servants included:

- Develop Training of Trainers (ToT) formats
- Develop an introductory online course for civil servants
- Engage political appointees as well as operational personnel
- Include experiential learning and knowledge sharing
- Design a learning path with different steps in terms of roll out of topics and outreach to audiences

### 3 – PROGRAMME

#### Wednesday, 11 July

UN Headquarters, 405 E 42nd Street (46th St & 1st Ave), New York, NY 10017, S2724

Time	Event
10:00 am	Welcome and introduction: aims of session, methods Dr Simona Costanzo-Sow (UNSSC), Dr Tatjana Reiber (DIE) and Dr Wulf Reiners (DIE)
10:15 am	Introductory note by Patrick Spearing, Secretary of the Committee of Experts on Public Administration (CEPA). Based on the CEPA paper on <a href="#">Building the awareness, competencies and skills of civil servants at the national and local levels</a>  Working with multi-stakeholder processes: Experiences and success stories for SDG implementation  Input by Barbara Adams, Global Policy Forum and Lolita Jackson, Network Relationships NYC Office of the Mayor
10:45 am	Interactive Q & A with participants on first findings: Knowledge, skills, and attitude of civil servants to successfully engage in a multi- stakeholder environment
11:25 am	Role & potential of training for public servants  Input by Prof. Dr. Harsh Sharma, Administrative Staff College of India (ASCI)  Followed by discussion with representatives of other public administration schools
11:45 am	Group work in small teams with representatives of public administration schools on recommendations of the side event's participants to schools of public administration
12:15 am	Presentation of recommendations and conclusions

#### 4 – CONTEXT

The side event was jointly hosted by the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) and the United Nations System Staff College Knowledge Centre for Sustainable Development (UNSSC).

It was part of the workshop series on SDGs Learning, Training & Practice, organised during the HLPF on Sustainable Development in New York from July 9 to July 18, 2018. The workshop series aimed to advance capacity building, knowledge acquisition and networking, and featured speakers and experts from academia and other sectors on crucial topics related to the implementation of the 2030 Agenda for Sustainable Development.

The side event on 11 July was followed by an internal workshop on July 12 and 13 to develop a roadmap for further joint activities of the participating institutions on capacity building of the public sector for the implementation of the 2030 Agenda. The workshop resulted in the proposal of a 'Programme of Action' for Schools of Public Administration (SPAs) and partner institutions within the 'Managing Global Governance' (MGG) network, which complements the recommendations developed during the side event.

#### 5 – PARTICIPATING INSTITUTIONS

German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) and United Nations System Staff College Knowledge Centre for Sustainable Development (UNSSC) together with Administrative Staff College of India (ASCI), National Institute of Public Administration, Indonesia (NIPA), National Institute of Public Administration, Mexico (INAP), National School of Government, South Africa (NSG), National School of Public Administration, Brazil (ENAP), CPC Central Committee Party School/Chinese Academy of Governance, China (CPCCCPS/CAG), Shanghai Institutes for International Studies (SIIS), as well as Local Governments for Sustainability (ICLEI).