

# **Capacity Development Workshop on EFFECTIVE NATIONAL TO LOCAL GOVERNANCE FOR SDG IMPLEMENTATION IN RWANDA**

**Draft**

## **Concept Note and Agenda**

**11 – 13 December 2024**

09:00 – 17:00 | Kigali (GMT+ 2)

16:00 – 00:00 | Seoul (GMT+ 9)

03:00 – 11:00 | New York (GMT-4)

Venue: Kigali (TBD)

*Organized by  
Rwanda Association of Local Government Authorities (RALGA)  
United Nations Department of Economic and Social Affairs (UN DESA) through the Division  
for Public Institutions and Digital Government (DPIDG) and its project office - United  
Nations Project Office on Governance (UNPOG)  
United Nations Resident Coordinator Office in Rwanda  
United Nations Development Programme (UNDP) in Rwanda*

## I. Event Description

Rwanda Association of Local Government Authorities (RALGA), in collaboration with [the United Nations Department of Economic and Social Affairs \(UN DESA\)](#), through its [Project Office on Governance \(UNPOG\)](#) of the [Division for Public Institutions and Digital Government \(DPIDG\)](#), and with support from the [UN Resident Coordinator Office](#) and [United Nations Development Programme \(UNDP\) in Rwanda](#) is co-organizing a 2 and half day Capacity Development Workshop on Effective National to Local Governance for Sustainable Development Goals (SDGs) Implementation in Rwanda, to be held in 11 – 13 December 2024 in Kigali, Rwanda.

The Workshop comes as response to the expressed need for capacity development by RALGA in 2023 on behalf of its members. The content of the workshop is provided by UN DESA's<sup>1</sup> [Curriculum on Governance for Sustainable Development Goals](#). The Curriculum aims to promote a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to achieving the SDGs.

The Workshop will be conducted in an in-person format. However, some invited speakers shall participate virtually to share the experience, and lesson learnt. The workshop will be attended by invited local government officials Districts and City of Kigali from Rwanda and UN officials, and other invited international experts and officials from participating countries.

## 2. Context

The United Nations General Assembly Resolution [A/RES/69/327](#) emphasizes the growing need to strengthen public institutions and services at all levels supporting sustainable development. Building effective, accountable and inclusive institutions at all levels is key for the implementation of the 2030 Agenda for Sustainable Development, African Union Agenda 2063 in Africa and Rwanda Vision 2050. The UN Secretary-General's Report, "[Our Common Agenda](#)"<sup>2</sup>, emphasizes improving people's experience with public institutions at all levels and basic services. In his [special edition report on progress towards the SDGs](#), the UN Secretary-General has urged governments to strengthen national and sub-national capacity, accountability and public institutions to deliver accelerated SDG progress. The report recognizes the central role of local and sub-national governments in implementing the SDGs, including by designing national enabling frameworks to allow sub-national governments to meet their devolved responsibilities and by strengthening their capacities and resources to advance the SDGs.<sup>3</sup>

Delivering change at the speed and scale required by the SDGs demands more than ever from public institutions and political leaders at all levels. Transparent, effective, accountable, resilient and adequately resourced institutions are the bedrock of the implementation of the 2030 Agenda and AU Agenda 2063. Accelerating the implementation of both Agendas is

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<sup>1</sup> UN DESA uses the governance principles as a main reference point and overarching analytical framework to address common governance challenges and advance effective governance for sustainable development in response to country requests. UN DESA's work focuses on helping countries achieve sustainable development and strengthen resilience by promoting transformative change in governance and public policy as well as pragmatic governance improvements that contribute to building effective, accountable, and transparent institutions at all levels in support of the 2030 Agenda and other international agreements.

<sup>2</sup> [Our Common Agenda](#)

<sup>3</sup> [The Sustainable Development Goals Report-2023](#)

contingent upon strengthening institutions and the capacity of policymakers to design and implement inclusive, sustainable development policies and strategies. The [principles of effective governance for sustainable development](#), developed by the UN Committee of Experts on Public Administration (CEPA) and endorsed by the United Nations Economic and Social Council (ECOSOC) in 2018, are designed to achieve this purpose: they provide guidance to transform the role of institutions and policymaking, promote new governance norms and shift from past practices to transformative pathways that strengthen resilience and accelerate action to achieve the SDGs.

Public institutions and public servants must have the capacity and strategies to continually revisit and adjust policy implementation to maximize benefits and capitalize on synergies while understanding trade-offs and identifying feedback loops. Localization, anchored on the principle of multi-level governance and multi-stakeholder collaboration, is a key approach for greater inclusion and sustainability. Local and regional governments have a key role to play in this process since 65 percent of the SDG targets are linked to their work and mandates. As the sphere of government closest to local communities, they are essential for responding to the erosion of the social contract and for protecting our societies amid intersecting global crises.

The Government of Rwanda has integrated the 2030 Agenda, AU Agenda 2063 and the East African Community Vision 2050 into the National Development Agenda, such as [Rwanda Vision 2050](#), the first [National Strategy for Transformation \(NST1\)](#), related Sector Strategic Plans (SSPs) and District Development Strategies (DDSs). The economic, social and environmental dimensions of sustainable development are strongly aligned and reflected in the three pillars of NST1: Economic Transformation, Social Transformation and Transformational Governance.

According to the [United Nations Sustainable Development Cooperation Framework 2018 – 2024](#), “Governance and Institutions require further capacity building to monitor and learn on human rights and good governance.” Governance and effective institutions constitute a key pillar of socioeconomic transformation of Rwanda. They are prerequisites to achieve the national agenda in all sectors. To fulfill Vision 2050 aspirations, Rwanda’s institutions and governance will need to become modern, innovative, accountable to citizens, and rooted in the rule of law.<sup>4</sup> The Rwanda Vision 2050 identifies specific priorities under the Accountable and Capable State Institutions pillar - ensuring efficient and accountable institutions for socioeconomic transformation; deepening decentralization to bring services closer to the citizens; and the rule of law and justice for all.

The multiple and interlinked crises Rwanda is facing are putting the achievement of the SDGs and the AU Agenda 2063 at great risk. The impacts of the COVID-19 pandemic, climate change, global supply chains and high commodity prices, financing gaps for the SDGs, biodiversity loss, and other systemic obstacles to implementing the 2030 Agenda and achieving the SDGs are being felt disproportionately in Rwanda.<sup>5</sup>

Additionally, local governments in Rwanda face numerous challenges including fragmented sectoral decentralization,<sup>6</sup> institutional coordination, fiscal transparency and accountability,<sup>7</sup>

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<sup>4</sup> [Rwanda Vision 2050](#)

<sup>5</sup> [Rwanda Voluntary National Review Report 2023](#)

<sup>6</sup> [UN Rwanda Common Country Analysis 2023](#)

<sup>7</sup> [United Nations Sustainable Development Cooperation Framework UNSDCF 2018-2024](#)

financial constraints, inclusivity,<sup>8</sup> data accuracy and availability, and lack of capacities<sup>9</sup>. Addressing these challenges requires comprehensive policy adjustments, better coordination among stakeholders through multi-level governance, increased investments, and enhanced capacity building to effectively implement SDGs at the local level.

### **3. Objectives**

The Workshop on “Effective National to Local Governance for SDG Implementation in Rwanda” aims to enhance the capacity of local governments to accelerate the implementation of the 2030 Agenda, AU Agenda 2063 and Rwanda Vision 2050. It will promote a critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants’ awareness of their active role in achieving the 2030 Agenda, AU Agenda 2063 and Rwanda Vision 2050.

During the workshop, participants will be able to discuss critical governance issues and gain knowledge of key issues related to national to local governance for accelerating the 2030 Agenda, AU Agenda 2063 and Rwanda Vision 2050. The participants will discuss specific topics in small groups and exchange ideas and information on practical examples and lessons learned from other countries to see if and how international good practices can inspire similar national and local actions.

### **4. Thematic Focus**

The Workshop will provide a holistic and integrated framework for capacity development in governance and public institutions at the local level. The Workshop will cover the following themes (See Section 10. Workshop at a Glance of the Workshop):

- SDG Localization
- 2023 Rwanda Voluntary National Review
- Multi-level Governance
- Institutional Arrangements
- Multi-stakeholder Engagement
- Data, Monitoring & Reporting

### **5. Methodology**

The Workshop will feature expert presentations, hands-on interactive activities, group discussions and innovative practices for peer-to-peer learning. The activities and group discussions will enable participants to transform in-depth learning into practice. It will be conducted in a hybrid modality. The workshop will be conducted in English.

### **7. Target Audience**

The Workshop’s target audience will be senior officials from Rwanda local government entities, RALGA, Ministry of Local Government, Ministry of Finance and Economic Planning and Provinces. Below is the list of potential participants and their respective institutions.

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<sup>8</sup> [UNCT Annual Results Report 2023](#)

<sup>9</sup> [2023 Rwanda Voluntary National Review](#)

S. N	Institution	Department	Number of invitees
1.	Local Government Entities (CoK & Districts)	Planning Unit	30
2.	RALGA	Economic & PFM Policy Analysis Unit	2
		Local Government Institute Unit	1
		Corporate Services Unit	1
		Deputy Secretary General	1
		SG/RALGA	1
3.	Provinces and City of Kigali	Planning and Budget Unit	5
4.	Ministry of Local Government	Director of Planning Unit	1
5.	Ministry of Finance and Economic Planning	National Development Planning and Research Department	1
6.	National Institute of Statistics of Rwanda	Director of Statistical Methods, Research and Publication	1
<b>Total</b>			<b>44</b>

## 8. Expected Outcomes

The Workshop is specifically designed to enhance the capacities of the Rwanda local government officials for the institutional application of the 11 Principles of Effective Governance for Sustainable Development to strengthen institutions for accelerating the implementation of the SDGs, AU Agenda 2063 and Rwanda Vision 2050 at all levels. It is expected that by the end of the Workshop, participants will have:

- A common understanding of the Principles of Effective Governance for Sustainable Development and their application in institutional arrangements at all levels to achieve the shared vision for the people and the planet as embodied in the 2030 Agenda for Sustainable Development.
- Enhanced understanding of whole-of-government approaches for strengthening vertical coordination and aligning national to local planning to accelerate SDG progress.
- Gained an understanding of how to promote a whole-of-society approach for national to local planning to ensure effective stakeholder engagement in public governance and leave no one behind.
- Enhanced understanding of innovative mechanisms to strengthen financial viability at the local level.
- Improved effective national-to-local coordination and monitoring, evaluation and reporting for SDG Implementation
- Developed an action plan for effective governance mechanisms to deliver the 2030 Agenda, AU Agenda 2063 and Rwanda Vision 2050.
- Developed a roadmap to guide the implementation of the action plans.

## 9. Follow-up Actions

- Participants: Implementation of action plans identified at the workshop.
- RALGA: Oversee and coordinate the efforts to ensure timely and effective execution of the action plan prepared by the participants; and implement the roadmap
- UNPOG/DPIDG/UN DESA: Provide technical assistance to implement the action plan and roadmap

## 10. Agenda of the Workshop

Day 1 – 11 December 2024	
Time	Agenda
08:30-09:00	<b>Good Morning</b> <ul style="list-style-type: none"> <li>• Check-in</li> <li>• Guest speakers log on to the Zoom meeting room by 15 minutes before the start of the Workshop for final connection check.</li> </ul>
09:00-09:40	<b>Facilitator: Mr. Samuel Danaa</b> , Associate Capacity Development Expert, UNPOG/DPIDG/UN DESA  <b>Opening Sessions</b> <ul style="list-style-type: none"> <li>• <b>Ms. Hyeyoung Kim</b>, Head of Office, UNPOG/DPIDG/UN DESA (5 mins)</li> <li>• <b>Mr. Dominique Habimana</b>, Secretary General, RALGA (5 mins)</li> <li>• <b>Mr. Ozonnia Ojielo</b>, UN Resident Coordinator, Rwanda (5 mins) (tbc)</li> </ul> <b>Keynote Speech</b> <ul style="list-style-type: none"> <li>• <b>Mr. Bob Gakire</b>, Permanent Secretary, Ministry of Local Government, Government of Rwanda (15 mins) (tbc)</li> </ul> <b>Photo Session</b> (Online and Offline)
09:40-10:00	<b>Setting the Scene: Workshop Introduction</b>  <b>Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity</b> (5 mins) <ul style="list-style-type: none"> <li>• <b>Mr. Prabin Maharjan</b>, Programme Management Expert, UNPOG/DPIDG/UN DESA</li> </ul> <b>Curriculum on Governance for the SDGs</b> (15 mins) <ul style="list-style-type: none"> <li>• DPIDG/UN DESA (Video presentation)</li> <li>• Video on Curriculum on Governance for the SDGs</li> </ul>
10:00-10:20: Health Break	
10:20-11:20	<b>Implementation Progress of the 2030 Agenda for Sustainable Development in Rwanda</b>  Moderator: <b>RALGA</b>  <b>Fostering SDGs localization through strengthening the capacities of national and local authorities to accelerate the implementation of the 2030 Agenda</b> (10 mins) <ul style="list-style-type: none"> <li>• <b>Ms. Oyebanke Abejirin</b>, Economic Affairs Officer, Development Planning Section, Macroeconomics and Governance Division, United Nations Economic Commission for Africa (online) (tbc)</li> </ul> <b>2023 Rwanda Voluntary National Review (VNR) and Localizing/domesticating SDGs into Rwandan Context Progress, Challenges and Opportunities</b> (10 mins)

	<ul style="list-style-type: none"> <li>Ministry of Finance and Economic Planning (MINECOFIN) (tbc)</li> </ul> <p>Linking the SDGs and Agenda 2063 with National Development Planning- Opportunities for Synergy and Collaborative Implementation and Localization (10 mins)</p> <ul style="list-style-type: none"> <li>UN Resident Coordinator's Office (tbc)</li> </ul> <p>Q&amp;A Discussion (30 mins)</p>
11:20-12:20	<p><b>Multi-level Governance for SDG Localization</b></p> <p><b>Moderator:</b> UNPOG/DPIDG/UN DESA</p> <p><b>Application of the Principles of Effective Governance for Sustainable Development at the Subnational Level (10 mins)</b></p> <ul style="list-style-type: none"> <li>DPIDG/UN DESA (video presentation)</li> </ul> <p><b>Analytical Framework on Multi-level Governance for SDG Localization (10 mins)</b></p> <ul style="list-style-type: none"> <li>Mr. Martino Miraglia, Human Settlements Officer, SDG Localization and Local Government, UN-Habitat (online) (tbc)</li> </ul> <p><b>Multi-level governance for SDG implementation: the role of VNRs and VLRs (10 mins)</b></p> <ul style="list-style-type: none"> <li>Ms. Najat Zarrrouk, Director of the African Local Government Academy, UCLG Africa (tbc)</li> </ul> <p>Q&amp;A Discussion (30 mins)</p>
12:20-13:30: Lunch Break	
13:30 – 15:00	<p><b>Effective National to Local Governance for SDG Implementation (20 mins)</b></p> <ul style="list-style-type: none"> <li>Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA</li> </ul> <p><b>Activity on Governance Self-Assessment (70 mins)</b></p> <ul style="list-style-type: none"> <li><b>Facilitator:</b> Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA</li> </ul>
15:00-15:20: Health Break	
15:20-16:40	<p><b>Institutional Arrangements for the 2030 Agenda: Advancing Coordination and SDGs Integration</b></p> <p><b>Moderator:</b> RALGA</p> <p><b>Institutional Arrangements for Coordination, Implementation, Monitoring and Reporting on the 2030 Agenda at the Local level (10 mins)</b></p> <ul style="list-style-type: none"> <li>Dr. Juma Menhya Nyende, Director, East African Regional Office (EARO) of the United Cities and Local Governments of Africa (UCLGA) (tbc)</li> </ul> <p><b>Gaps, challenges and progress in developing institutional frameworks for the implementation of the SDGs (10 mins)</b></p> <ul style="list-style-type: none"> <li>Ms. Sara Hamouda, Officer in charge of the Agenda 2063/SDGs Unit and South-South Cooperation Continental Secretariat for the African Peer Review Mechanism (APRM) (tbc)</li> </ul> <p><b>Policy Environment and Institutional Arrangement in Rwanda (10 mins)</b></p> <ul style="list-style-type: none"> <li>Ministry of Finance and Economic Planning (tbc)</li> </ul> <p><b>Case from the Participant (10 mins)</b></p> <ul style="list-style-type: none"> <li>District 1</li> </ul>



	<p><b>Case from the Participant</b> (10 mins)</p> <ul style="list-style-type: none"> <li>District 1</li> </ul> <p><b>Q&amp;A Discussion</b> (30 mins)</p>
16:40-17:00	<p><b>Wrap-up &amp; Reflection</b></p> <ul style="list-style-type: none"> <li><b>Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UNPOG/DPIDG/UN DESA</li> </ul>

Day 2 – 12 December 2024	
Time	Agenda
08:30-09:00	<p><b>Good Morning</b></p> <ul style="list-style-type: none"> <li>Check-in</li> <li>Guest speakers log on to the Zoom meeting room by 15 minutes before the start of the Workshop for final connection check.</li> </ul>
09:00-10:00	<p><b>Activity on Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development</b> (60 mins)</p> <ul style="list-style-type: none"> <li><b>Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UNPOG/DPIDG/UN DESA</li> </ul>
10:00-10:20: Health Break	
10:20-11:20	<p><b>Enabling Effective Multi-Stakeholder Partnerships for the SDGs at the Local Level</b></p> <p><b>Moderator: RALGA</b></p> <p><b>Decentralized Cooperation to Localize the SDGs in Africa</b> (10 mins)</p> <ul style="list-style-type: none"> <li><b>Ms. Julie Muia</b>, Programmes Officer, African Association for Public Administration and Management (AAPAM) (tbc)</li> </ul> <p><b>Stakeholder Engagement for Implementing the 2030 Agenda in Africa</b> (10 mins)</p> <ul style="list-style-type: none"> <li><b>Mr. Antonio M.A. Pedro</b>, Director of the office for Eastern Africa, UN ECA (tbc)</li> </ul> <p><b>Strengthening Stakeholder Engagement for Accelerating the SDG Implementation in Rwanda</b> (10 mins)</p> <ul style="list-style-type: none"> <li><b>Mr. Jean de Dieu Kayiranga</b>, Programme Analyst, UNDP Rwanda</li> </ul> <p><b>Q&amp;A Discussion</b> (30 mins)</p>
11:20-12:20	<p><b>Activity on Setting up a Stakeholder Engagement Plan</b> (90 mins)</p> <ul style="list-style-type: none"> <li><b>Mr. Prabin Maharjan</b>, Programme Management Expert, UNPOG/DPIDG/UN DESA</li> </ul>
12:20-13:30: Lunch Break	
13:30-15:30	<p><b>Activity on Vertical Integration for SDG Implementation using Cross-cutting Analysis</b> (120 mins)</p> <ul style="list-style-type: none"> <li><b>Mr. Prabin Maharjan</b>, Programme Management Expert, UNPOG/DPIDG/UN DESA</li> </ul>
15:30-15:50: Health Break	
15:50-16:50	<p><b>Data Governance and Data Management for M&amp;E at the Local Level</b></p> <p><b>Moderator: Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UNPOG/DPIDG/UN DESA</p>



	<p><b>Data Governance Framework for Sustainable Development (10 mins)</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Wai Min Kwok</b>, Principal Programme Management Officer, OUSG/UN DESA (tbc)</li> </ul> <p><b>Data Coordination and Flow of SDG Data at the National and Local Levels (10 mins)</b></p> <ul style="list-style-type: none"> <li>• <b>National Institute of Statistics of Rwanda (tbc)</b></li> </ul> <p><b>Monitoring and Evaluation: How to measure progress of the SDGs implementation at the local level? (10 mins)</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Pascal Karemera</b>, Planning Monitoring and Evaluation Specialist, UNICEF, Rwanda</li> </ul> <p><b>Enhancing Local Capacities on Monitoring and Evaluation of SDGs at the Local Level: A Results-Based Management Approach (10 mins)</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Florian Harindimana</b>, Programme Associate Knowledge Management, United Nations Population Fund, Rwanda</li> </ul> <p><b>Q&amp;A Discussion (20 mins)</b></p>
<b>16:50-17:00</b>	<p><b>Wrap-up &amp; Reflection</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Prabin Maharjan</b>, Programme Management Expert, UNPOG/DPIDG/UNDESA</li> </ul>

<b>Day 3 – 13 December 2024</b>	
<b>Time</b>	<b>Agenda</b>
<b>08:30-09:00</b>	<p><b>Good Morning</b></p> <ul style="list-style-type: none"> <li>• Check-in</li> <li>• Guest speakers log on to the Zoom meeting room 15 minutes before the start of the Workshop for a final connection check.</li> </ul>
<b>09:00-10:00</b>	<p><b>Activity on Conducting a Voluntary Local Review (60 mins)</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Prabin Maharjan</b>, Programme Management Expert, UNPOG/DPIDG/UN DESA</li> </ul>
<b>10:00-10:20: Health Break</b>	
<b>10:20-11:40</b>	<p><b>Developing an Action Plan for Accelerating Change</b></p> <ul style="list-style-type: none"> <li>• <b>Mr. Samuel Danaa</b>, Associate Capacity Development Expert, UNPOG/DPIDG/UN DESA</li> </ul> <p><b>Group Activity:</b></p> <ul style="list-style-type: none"> <li>• <b>Participants and facilitators (60 mins)</b></li> <li>• <b>Report back (20 mins)</b></li> </ul>
<b>11:40-12:10</b>	<p><b>Presentation of Roadmap: Way Forward and Replication of the Workshop (10 mins)</b></p> <ul style="list-style-type: none"> <li>• <b>RALGA</b></li> </ul> <p><b>Reflection from the participants (10 mins)</b></p> <p><b>Workshop Evaluation of Participants (10 mins)</b></p>
<b>12:10-12:30</b>	<p><b>Closing Session</b></p> <ul style="list-style-type: none"> <li>• <b>Ms. Hyeyoung Kim</b>, Head of Office, UNPOG/DPIDG/UN DESA</li> <li>• <b>Ms. Fatmata Lovetta Sesay</b>, UNDP Resident Representative for Rwanda</li> <li>• <b>Mr. Dominique Habimana</b>, Secretary General, RALGA</li> </ul>

## 10. Contact information

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