Training of Trainers (TOT) Workshop on

EFFECTIVE NATIONAL TO LOCAL GOVERNANCE FOR SDG IMPLEMENTATION IN NEPAL

Concept Note and Agenda

13 – 15 May 2025
10:00 – 18:00 | Kathmandu (GMT+ 5:45)
13:15 – 21:15 | Seoul (GMT+ 9)
00:15 – 08:15 | New York (GMT-4)

Venue: Nepal Administrative Staff College (NASC), Kathmandu, Nepal

Organized by
Nepal Administrative Staff College (NASC)
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 Nepal
United Nations Development Programme (UNDP) in Nepal

I. Event Description

Nepal Administrative Staff College (NASC), 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 Nepal is co-organizing a 2 and half day Training of Trainers (TOT) Workshop on Effective National to Local Governance for Sustainable Development Goals (SDGs) Implementation in Nepal, to be held in 13 – 15 May 2025 in Kathmandu, Nepal.

The TOT Workshop comes as response to the expressed need for capacity development by Nepal Administrative Staff College (NASC) in 2023. The content of the workshop is provided by UN DESA's[1] 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 TOT Workshop will be conducted in a hybrid format where the participants from Nepal will attend in person and invited speakers will virtually participate via the Zoom platform. The Workshop will be attended by trainers from NASC, the Province Research and Training Center Provincial Training Academy (PTA), Provincial Center for Good Governance (PCGG), the Local Development Training Academy (LDTA), Public Finance Management Training Center (PFMTC), National Planning Commission (NPC) and UN officials and other invited international experts and officials from participating countries, among others.

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, and Nepal's 16th Five-year National Development Plan (2024/25–2028/29). The UN Secretary-General's Report, "Our Common Agenda"[2], 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.[3]

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. Accelerating the implementation of the 2030 Agenda is 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

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[1] 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.

[2] Our Common Agenda

[3] The Sustainable Development Goals Report-2023

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.

Nepal has incorporated the 2030 Agenda for Sustainable Development in its national policies, plans and programs. It has been consistently working to localize these efforts at the sub-national and community levels. The Government of Nepal took a strategic decision to integrate the 2030 Agenda, into its national development framework at an early juncture. This was expedited by the creation of the SDG Status and Roadmap 2016-2030, an SDG Needs Assessment, Costing and Financing Strategy and Localization Guidelines. The 15th plan (2019/20-2023/24) fully featured the SDGs within its 10 national goals and placed considerable emphasis on the importance of productive partnerships needed to attain the country's development ambitions. Nepal has articulated its aspirations in Vision 2100 and plans to graduate from a least developed country category by 2022 to a high middle-income country by achieving the SDGs by 2030 and the 25-year vision to become a developed country by 2043. Nepal has been reasonably successful to date in making progress towards the SDGs, however some areas require reinvigorated efforts to continue to build on otherwise positive momentum.[4]

Governance and effective institutions constitute a key pillar of socioeconomic transformation of Nepal. They are prerequisites to achieve the national agenda in all sectors. The 16th Plan, which is based on the broad aspiration of "Good Governance, Social Justice, and Prosperity," emphasizes on the acceleration of implementation of the SDGs to achieve the national development goals. It aims to enhance development and governance in people's daily lives and strengthening institutions. The Plan focuses on reinforcing provincial and local economies and achieving balanced development through a series of strategic programs. To fulfill Vision 2100 aspirations, the institutions and governance will need to become modern, innovative, accountable to citizens, and rooted in the rule of law.

Nepal faces a range of new and emerging challenges such as climate change, poverty and inequality, Covid-19 pandemic, financing gaps, digital divide, insufficient institutional capacities, trade barriers, limited market access, and geopolitical challenges that complicate its progress toward SDGs implementation.[5] Additionally, local governments in Nepal face numerous challenges including institutional capacity gaps, data availability and monitoring, resource constraints, coordination and partnerships and awareness and ownership. 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 TOT Workshop on "Effective National to Local Governance for SDG Implementation in Nepal" aims to enhance the capacity of trainers and local government officials to accelerate the implementation of the 2030 Agenda and Nepal Vision 2100. Specifically, the workshop will:

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[4] UNSDCF (2023-2027)
[5] Nepal VNR 2024

- Provide a comprehensive understanding of the SDGs and their integration into national and local policies and planning frameworks.
- Strengthen institutional capacities and coordination mechanisms to ensure effective multi-level governance for sustainable development.
- Identify and apply various innovative financing mechanisms to advance local SDG
- implementation
- Equip participants with tools and methodologies for reporting the SDGs.
- Foster peer learning and knowledge exchange of innovative practices and approaches to localizing the SDGs.

4. Thematic Focus

The TOT 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 Agenda):

SDG Localization
Multi-level Governance
Institutional Arrangements
Multi-stakeholder Engagement
Financing for SDG Localization
Data, Monitoring & Reporting

5. Methodology

The TOT 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.

6. Target Audience

The target audience for the TOT Workshop will include trainers and officials from NASC, PCGG, LDTA, PTA, PFMTC, and NPC. The total number of participants will be limited to a maximum of 25.

7. Duration

The TOT will be conducted over a three-day period, from 13 May 2025 to 15 May 2025.

8. Venue

The TOT will be held at the Nepal Administrative Staff College, located in Jawalakhel, Lalitpur, Nepal.

9. Expected Outcomes

The TOT Workshop is specifically designed to enhance the capacities of the trainers from NASC, PCGG and LDTA for the institutional application of the 11 Principles of Effective Governance for Sustainable Development to strengthen institutions for accelerating the implementation of the SDGs, and Nepal Vision 2100 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 and Nepal Vision 2100.
- Developed a roadmap to guide the implementation of the action plans.

10. Follow-up Actions

- Participants: Incorporating the new knowledge from the workshop into the training programme.
- NASC: Conduct internal capacity-building sessions to share UN training insights with fellow trainers and create mentorship or peer-learning groups to reinforce learning.
- UNPOG/DPIDG/UN DESA: Provide technical assistance to NASC's capacity building sessions.

11. Agenda of the Workshop

13 May 2025	
Time	**Agenda**
09:30-10:00	**Good Morning** • Check-in • Guest speakers log on to the Zoom meeting room by 15 minutes before the start of the Workshop for final connection check.

10:00-10:30	**Moderator**: **Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
	
	Opening Sessions
	
	    • **Mr. Changseob Han,** Head of Office, UNPOG/DPIDG/UN DESA *(5 mins)*
	    • **Ms. Stine Heiselberg,** Head of the UN Resident Coordinator Office on behalf of Ms. **Hanaa Singer-Hamdy,** UN Resident Coordinator, Nepal *(5 mins)* (TBC)
	    • **Dr. Rajan Khanal,** Executive Director, Nepal Administrative Staff College *(5 mins)*
	
	Photo Session (Online and Offline)

10:30-11:00	**Setting the Scene: Workshop Introduction**

	Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity *(5 mins)* **Curriculum on Governance for the SDGs** *(15 mins)* • **Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA • Video on Curriculum on Governance for the SDGs
**11:00-11:20: Health Break**
11:20-12:20	**Session 1: Implementation Progress of the 2030 Agenda for Sustainable Development in Nepal** **Moderator: NASC** **Fostering SDGs localization through strengthening the capacities of national and local authorities to accelerate the implementation of the 2030 Agenda** *(10 mins)* • **Mr. Omar Siddique,** Lead, SDG Localization, Sustainable Urban Development Section, UN ESCAP (online) **Linking the 2030 Agenda with National Development Planning- Opportunities for Synergy and Collaborative Implementation and Localization** *(10 mins)* • **Dr. Kiran Rupakheti**, Joint Secretary, National Planning Commission, Nepal **United Nations Sustainable Development Cooperation Framework (2023-2027) Nepal** • **Ms. Stine Heiselberg,** Head of the UN Resident Coordinator Office *(10 mins)* **Q&A Discussion** *(30 mins)*
12:20-13:30	**Session 2: Effective National to Local Governance for SDG Implementation** **Application of the Principles of Effective Governance for Sustainable Development at the Subnational Level** *(10 mins)* • **Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA **Activity on Governance Self-Assessment** *(60 mins)* • **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
**13:30-14:30: Lunch Break**
14:30-15:40	**Session 3: Multi-level Governance for SDG Localization** **Moderator: Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA **Accelerating the 2030 Agenda: The Critical Role of SDG Localization** *(10 mins)* • **Ms. Nosipho Dhladhla,** Information Management Officer, DPIDG/UN DESA (Video Presentation)

	Analytical framework on Multi-level Governance for SDG localization *(10 mins)* • **Ms. Claudia Garcia Zaragoza,** Partnerships and Programme Manager, UN-Habitat (online) **Institutionalizing SDG Localization in Multi-Level Governance Settings: Lessons from India** *(10 mins)* • **Ms. Meenakshi Kathel**, Chief Advisor, Strategic Planning and State Outreach, UNDP India (online) **Q&A Discussion** *(30 mins)*
**15:40-16:00: Health Break**
16:00-17:30	**Activity on Vertical Integration for SDG Implementation using Cross-cutting Analysis** *(90 mins)* **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
17:30-17:40	*Wrap-up & Reflection* • **Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA

14 May 2025	
Time	**Agenda**
09:30-10:00	**Good Morning** • Check-in • Guest speakers log on to the Zoom meeting room by 15 minutes before the start of the Workshop for final connection check.
10:00-11:00	**Session 4: Enabling Effective Multi-Stakeholder Partnerships for the SDGs at the Local Level** **Moderator: NASC** **Strengthening Stakeholder Engagement for Accelerating the SDG Implementation at the National and Local Level in Nepal** *(10 mins)* • **Mr. Dharma Swarnakar,** Policy Advisor, UNDP Nepal **Multi-stakeholders Partnership to Achieve SDGs: Surabaya City's Experience** • **Mr. Eri Cahyadi,** Mayor, Surabaya City, Indonesia (online) *(10 mins)* **City-to-City Partnerships to Localize SDGs in Korea** • **Ms. Ga-young So,** Research Fellow, Korea Institute of Public Administration, Korea (online) *(10 mins)* **Q&A Discussion** *(30 mins)*
**10:00-11:20: Health Break**
11:20-12:30	**Activity on Setting up a Stakeholder Engagement Plan** *(70 mins)* **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA

Time	Agenda
12:30-13:30	**Session 5: Financing for SDG Localization** *(60 mins)* **Moderator: Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA **Strengthening Local Finance through Integrated National Financing Frameworks for Effective SDG Localization** *(10 mins)* - **Mr. Daniel Platz,** Senior Economic Affairs Officer, Financing for Sustainable Development Office (FSDO)/UN DESA (Video Presentation) **Unlock Access to Localized Finance for the SDGs** *(10 mins)* - **Ms. Nan Zhang, P**rogramme Management Specialist, UN Capital Development Fund, Regional Office in Bangkok **Financing Mechanisms for SDG Localization in Nepal** *(10 mins)* - **Mr. Khomraj Koirala,** Joint Secretary, Economic Management Division, National Planning Commission, Nepal **Q&A Discussion** *(30 mins)*
13:30-14:30: Lunch Break	
14:30-16:00	**Activity on Financing for SDG Localization** *(90 mins)* **Facilitator: Mr. Prabin Maharjan,** Programme Management Expert, UNPOG/DPIDG/UN DESA
16:00-16:20: Health Break	
16:20-17:20	**Session 6: Data Governance and Data Management for M&E at the Local Level** **Moderator: Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA **Monitoring and Evaluation: How to measure progress of the SDGs implementation at the local level?** *(10 mins)* - **Mr. Dayyan Shayani,** Statistician, Statistics Division, UN ESCAP (online) **Data Coordination and Flow of SDG Data at the National and Local Levels** *(10 mins)* - **Dr. Hem Raj Regmi,** Provincial secretary, Office of the Chief Minister and Council of Ministers, Sudurpashchim Province (Online) **Enhancing Local Capacities on Monitoring and Evaluation of SDGs at the Local Level** *(10 mins)* - **Mr. Ghanashyam Giri,** Mayor, Chandragiri Municipality, Nepal **Q&A Discussion** *(30 mins)*
17:20-17:30	*Wrap-up & Reflection* - **NASC**

15 May 2025	
Time	**Agenda**

09:30-10:00	**Good Morning** • Check-in • Guest speakers log on to the Zoom meeting room 15 minutes before the start of the Workshop for a final connection check.
10:00-11:00	**Contributions of Voluntary Local and Subnational Reviews to the Voluntary National Review Process** *(5 mins)* • **Mr. Jürgen Gafke,** Senior Programme Management Officer, Division for Sustainable Development Goals, UN DESA (Video Presentation) **Activity on Conducting a Voluntary Local Review** *(55 mins)* **Facilitator: Ms. Pragya Pradhan**, Habitat Programme Manager, UN Habitat Nepal **Mr. Milan Bagale**, Project Coordinator UN Habitat Nepal
**11:00-11:20: Health Break**

11:20-12:40	**Developing an Action Plan for Accelerating Change**
	
	Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
	
	Group Activity:
	
	    • **Participants and facilitators** *(60 mins)*
	
	    • **Report back** *(20 mins)*

12:40-13:10	**Presentation of Roadmap: Way Forward and Replication of the Workshop** *(10 mins)*
	    • **NASC**
	
	Reflection from the participants *(10 mins)*
	
	Workshop Evaluation of Participants *(10 mins)*
	    • **Mr. Jin Seong Choi,** Associate Research and Policy Analysis Expert, UN-POG/ DPIDG/ UN DESA

13:10-13:30	**Closing Session**
	
	Moderator: Mr. Jin Seong Choi, Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA
	
	    • **Mr. Changseob Han,** Head of Office, UNPOG/DPIDG/UN DESA
	    • **Dr. Rajan Khanal,** Executive Director, NASC

12. Contact information

UN DESA/DPIDG

Mr. Juwang Zhu
Director
Division for Public Institutions and Digital Government (DPIDG)
United Nations Department of Economic and Social Affairs (UN DESA)

Ms. Adriana Alberti
Chief
Programme Management and Capacity Development Unit

DPIDG/ UN DESA

UN DESA/DPIDG/UNPOG

Mr. Changseob Han
Head of Office
UN Project Office on Governance (UNPOG)
DPIDG/UN DESA

Mr. Prabin Maharjan
Programme Management Expert
UNPOG/DPIDG/UN DESA
Email: prabin.maharjan(at)un.org

Mr. Jin Seong Choi
Associate Research and Policy Analysis Expert
UNPOG/DPIDG/UN DESA
Email: jin.choi1(at)un.org

Ms. Hye Kyung (Shelley) Choi
Senior Programme Management Assistant
UNPOG/DPIDG/UN DESA
Email: choi9(at)un.org

Nepal Administrative Staff College (NASC)

Mr. Bishnu Prasad Lamsal
Deputy Executive Director
NASC
Email: bishnu.lamsal(at)nasc.org.np

Mr. Tulasi Sharan Sigdel
Senior Director of Studies
NASC
Email: tulasi.sigdel(at)nasc.org.np

Mr. Trilochan Poudyal
Director of Studies
NASC
Email: trilochan.poudyal(at)nasc.org.np

Mr. Anil Kumar Gupta
Deputy Director of Studies
NASC
Email: anil.gupta(at)nasc.org.np

Mr. Shashi Shekhar Acharya
Training and Research Officer
NASC
Email: shashi.acharya(at)nasc.org.np