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**DRAFT PROGRAMME: CAPACITY-BUILDING FOR THE IMPLEMENTATION  
OF THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT**



## INTRODUCTION

The 2030 Agenda for Sustainable Development offers a unique opportunity to put the world on a path towards higher stages of development, by combining material progress and social well-being. As part of the international community of nations, the Latin American and Caribbean region shares aspirations and challenges with the rest of the world, but it also has its own priorities, needs and hurdles to surmount. The 2030 Agenda essentially provides a potential snapshot of the desired future for the world. The process by which the Sustainable Development Goals were defined represents a participatory forward-looking effort to build a shared vision of the future and, as such, is an important step forward. It is now up to each country to adapt this image to its own reality, and to the priorities and aspirations of its society.

The Sustainable Development Goals can serve as a valuable guide to enrich and renew policies, planning and public governance and put them permanently at the service of development. It is time for the region to move towards policies of State rather than merely of government, because fulfilling the Sustainable Development Goals will require continued, consistent and sustained efforts from a variety of stakeholders, including the State and its institutions, the private sector and society at large, through long-term policies and planning. The road map provided by the 2030 Agenda could prove to become a key driver of the structural change needed to achieve inclusive and sustainable development with equality.

This note presents a draft programme to promote the 2030 Agenda for Sustainable Development and make it achievable, through capacity-building, technical assistance and institutional development. The programme seeks to generate a permanent mechanism for study and discussion of the scope, objectives, targets and indicators of the 2030 Agenda. Because the Agenda refers to multidisciplinary efforts and requires a multisectoral approach, a key aim of the proposed programme is to identify and foster the application of strategic tools to mainstream the Sustainable Development Goals in institutions, policies and development plans. It will also strengthen specific skills and support institutional governance and the capacities of public administrations in the region's countries, through the use of new methodologies and conceptual frameworks, techniques of government and public management, together with analytical and methodological tools, that generate the opportunity to share good practices for the planning and design of public policies —based on interactive learning.

It is proposed that the programme be executed under the coordination of the Economic Commission for Latin America and the Caribbean (ECLAC), through the Latin American and Caribbean Institute for Economic and Social Planning (ILPES). This is an inclusive initiative that seeks to attract various stakeholder groups, so it will encourage participation and collaboration from regional entities, governments, citizens at large, civil society, non-governmental organizations, academia and the private sector.

The programme consists mainly of advisory and technical cooperation services, courses, seminars and workshops for the countries of the region, on areas relating to the goals of the 2030 Agenda, with modular arrangements allowing for different levels of focus, approach, and depth of details regarding the various targets, depending on the particularities and priorities of the region as a whole and of the countries individually. Support material, such as publications, manuals, audiovisuals, tools and methodologies, will also be produced to maximize dissemination and scope.

## A. BACKGROUND

On 25 September 2015 the leaders of the 193 Member States of the United Nations adopted the 2030 Agenda for Sustainable Development, which as from today serves as a universal, integrated, and transformative road map for achieving ambitious targets such as eradicating extreme poverty and building a sustainable world over the next 15 years.<sup>1</sup> The 2030 Agenda for Sustainable Development is the outcome of an arduous process that involved the international community, governments, parliaments, representatives of grass-roots organizations, international institutions, the private sector and academia.<sup>2</sup> Its preparation entailed an unprecedentedly democratic, inclusive and participatory process that bodes well for a determined effort in the direction of sustainable development at the implementation and monitoring stage. The collaboration, democratic dialogue, transparency, accountability and inclusion that prevailed in the negotiation phase must be maintained and intensified as the process moves forward.

The Sustainable Development Goals are part of an ambitious, bold and achievable agenda, which will be centred on the three interdependent pillars of sustainable development: economic, social and environmental. The Sustainable Development Goals and their targets are universally applicable, integrating and interdependent, and also interconnected. To implement them to the full, synergies need to be exploited, bearing in mind the different realities, capacities and development levels of the countries and respecting national policies and priorities.

The Member States of the United Nations recognize that the greatest challenge facing the world today is the eradication of poverty, without which there can be no sustainable development. They have affirmed that achieving the Sustainable Development Goals will require appropriate means of implementation, and highlighted the need to renew the Global Partnership for Sustainable Development, strengthen innovative mechanisms in this domain, and build capacities to implement the 2030 Agenda and provide follow-up, and to review and report on the outcomes achieved.

The countries of Latin America and the Caribbean played a leading role in defining the Sustainable Development Goals and their targets; and the time has now come to assume the commitment to make them a reality by 2030. But it is also necessary to define the priorities, emphasis and specific challenges facing both the region as a whole and each of the countries individually. In that regard, the High-level Group convened by the Secretary-General of the United Nations, drawing on the experience of the Millennium Development Goals, stresses that “The post-2015 agenda must enable every nation to realize its own hopes and plans. We learned from the MDGs that global targets are only effectively executed when they are locally-owned—embedded in national plans as national targets—and this is an important lesson for the new agenda”.<sup>3</sup>

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<sup>1</sup> See United Nations, *Transforming our world: the 2030 Agenda for Sustainable Development* (A/70/L.1), New York, 2015.

<sup>2</sup> The United Nations regional economic commissions, including ECLAC, participated actively in the discussion, presenting proposals in documents and through forums, meetings and conferences, both regionally and at the global level. To support that task, the Office of the Executive Secretary of ECLAC set up the Working Group on Monitoring of Progress towards the Millennium Development Goals and the Post-2015 Development Agenda and the Sustainable Development Goals, coordinated by that Office and consisting of representatives of the various thematic Divisions of the Commission.

<sup>3</sup> See United Nations, *A new global partnership: eradicate poverty and transform economies through sustainable development. The Report of the High-Level Panel of Eminent Persons on the Post-2015 Development Agenda*, New York, 2013 [online] [http://www.un.org/sg/management/pdf/HLP\\_P2015\\_Report.pdf](http://www.un.org/sg/management/pdf/HLP_P2015_Report.pdf)

Most countries in Latin America and the Caribbean incorporated the Millennium Development Goals into their public policies and national planning in various ways, particularly in the years approaching 2015.<sup>4</sup> That effort will be intensified progressively with the 2030 Agenda for Sustainable Development; for example, the Government of Colombia has included 90 of the 169 Sustainable Development Goal targets in its 2014-2018 National Development Plan.<sup>5</sup>

At their twenty-fifth meeting, held in Santiago in August 2015, the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES) agreed to request ECLAC to draw up a proposal for a training programme to strengthen capacity for implementing the 2030 Agenda for Sustainable Development in the region's countries, to be submitted for consideration by the States members of the Regional Council for Planning at its fifteenth meeting.<sup>6</sup> Accordingly, through this proposal, ECLAC aims to provide the countries of the region with a package of tools and guidelines on best practices for including global goals in development plans, and putting them into practice in public policies and planning processes (long-term visions, national and sector-level plans), taking account of the country's own development goals, through continuous training efforts.

## **B. PROGRAMME RATIONALE**

The 2030 Agenda for Sustainable Development sets forth the vision for the future that will guide the work of the United Nations in supporting governments in implementing, monitoring and following up the Agenda, based on each country's realities.

National strategies to promote the 2030 Agenda can benefit from a regional, Latin American and Caribbean view and from the exchange of experiences between countries, to generate synergies and collaboration that will help strengthen policies and planning aimed at achieving sustainable development.

The construction of medium- and long-term strategic visions needs to be intensified at the national, regional, and sector levels; and institutions capable of putting them into practice need to be consolidated or built, through interactions both within the public sector and with private sector counterparts. Further, public spending and government action in pursuit of these strategic visions must be monitored and evaluated.

In recent years, and in the current regional context, ECLAC has been responding to fresh demands from the region's governments for support in their public administration processes, and in public policy design and evaluation. In the framework of the discussion on the new role the State will need to play in promoting the 2030 Agenda for Sustainable Development, requests received by ECLAC for capacity-building and assistance have stressed the need for new planning and public administration tools,

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<sup>4</sup> See Latin America and Caribbean Planning Repository [online] <http://planes.cepal.org/rdip.htm>.

<sup>5</sup> See National Planning Department (DNP), *Plan Nacional de Desarrollo 2014-2018, todos por un nuevo país*, 2015 [online] <https://www.dnp.gov.co/Paginas/inicio.aspx>. On the synergy between the *National Development Plan and the Sustainable Development Goals*, see Paula Lucci, Javier Surasky and Camilo Gamba, *Getting Ready for SDG in Latin America, the example of Colombia*, Overseas Development Institute (ODI)/International Institute of Strategic Thinking (CEPEI), 2015.

<sup>6</sup> See ECLAC, *Report of the twenty-fifth meeting of the Presiding Officers of the Regional Council for Planning of the Latin American and Caribbean Institute for Economic and Social Planning (ILPES)*, (LC/L.4077), Santiago, 2015.

such as prospective analysis, results-driven management for development, grass-roots participation, open government and territorial competitiveness, along with innovative analytical and methodological frameworks for strengthening the institutional capacities of the region's governments.

ECLAC therefore offers a regional perspective and provides a South-South cooperation platform to support the countries in constructing their plans and strategies in relation to the 2030 Agenda for Sustainable Development.

ECLAC proposes the use of planning tools, instruments, methodologies and strategies as a means to implement the 2030 Agenda, with a view to mainstreaming the Sustainable Development Goals in national policies and plans, based on the following pillars:

- Prospective analysis: to strengthen State policies, by preparing medium- and long-term strategies, and country visions that include the Sustainable Development Goals.
- Participation: to develop democratic and inclusive processes that foster participation in the public policy and planning cycles (design, formulation, implementation, follow-up and evaluation).
- Multi-scale coordination: to promote coordination, both vertically (between different government levels) and horizontally (between ministries, to ensure the multisectoral goals are mainstreamed through the various State entities responsible for their implementation and/or follow-up), using planning instruments, to foster harmonious progress at the national and local levels.
- Transparency: to strengthen transparency in the framework of the Open Government Partnership, as a global multi-stakeholder initiative to promote open governments that are accountable and answerable to their citizens.
- Capacity-building, advisory services and technical assistance: to strengthen institutional capacities for the implementation, follow-up and evaluation of the 2030 Agenda for Sustainable Development.

Professional skill development and training is an integral component of the technical cooperation provided by ECLAC to its member countries. Although this generally targets government technical personnel and decision-makers, it can also be useful for specialists from academia and civil society. The courses and workshops that ECLAC promotes, supports or organizes offer participants the chance to learn about and share and compare the development experiences of different countries from a regional perspective; strengthen their professional skills and abilities in specific development-related areas; and understand the challenges and opportunities of their application.

### C. PROGRAMME OBJECTIVES

The general objective is to implement a regional programme to strengthen institutional capacities for implementing the 2030 Agenda for Sustainable Development.

The programme's specific objective is as follows:

- Support the countries in the implementing the 2030 Agenda for Sustainable Development, through the following initiatives:
  - (i) Training activities to strengthen institutions and build capacities; and technical assistance provided to public sector professional staff responsible for the formulation, design and implementation of development plans, programmes, projects and public policies, and also to academics and civil society representatives;
  - (ii) Promotion of regional democratic and participatory dialogue platforms to discuss and agree upon agenda convergences in the social sectors and identify challenges in terms of emphasis, interpretations and implementation of the 2030 Agenda for Sustainable Development.

#### Outcomes

- The 2030 Agenda for Sustainable Development is being disseminated and discussed in the region with participation from a wide variety of stakeholders. The capacities, abilities and applied knowledge (skills) of civil servants and academic and civil society stakeholders have been strengthened to promote the achievement of the Sustainable Development Goals.
- The use and application of methodological tools to mainstream the Sustainable Development Goals in development policies and plans has been promoted in the relevant government departments.

### D. IMPLEMENTATION

ECLAC has announced the following priorities for its support to the countries of Latin America and the Caribbean in implementing the 2030 Agenda for Sustainable Development and in monitoring and following-up the Sustainable Development Goals in the region:<sup>7</sup> (i) Placing equality front and centre; (ii) Diversifying the production matrix and consumption patterns by incorporating an environmental dimension; (iii) Pursuing technological innovation and developing the information and knowledge society; (iv) Ensuring access to information and citizen participation; (v) Redefining the equation between the State, the market and society; (vi) Institution-building; (vii) Forging regional voices on the global agenda and in regional forums; (viii) Promoting a balanced integration of the economic, social and environmental dimensions of sustainable development in the formulation and implementation of national strategies and policies on sustainable development; (ix) Supporting South-South cooperation and

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<sup>7</sup> See ECLAC, *Latin America and the Caribbean: looking ahead after the Millennium Development Goals: Regional monitoring report on the Millennium Development Goals in Latin America and the Caribbean, 2015*, (LC/G.2646), Santiago, September 2015, p. 84.

sustaining the rise of middle-income countries; (x) Helping to create a solid follow-up and review architecture for the 2030 Agenda for Sustainable Development; (xi) Strengthening national capacities with respect to statistics and data; (xii) Promoting multi-stakeholder dialogue and forums to build policy coherence; and (xiii) Coordinating the United Nations system at the regional level. These will be the guiding principles and modalities of the activities to be developed under this programme.

Programme implementation will be articulated around courses, workshops, seminars, conferences and other activities. This training cycle proposal initially presents a modular scheme of capacity building through courses and workshops, in which ECLAC's divisions, and its subregional and national offices, experts, and keynote speakers will all participate.

As an initial activity, the programme will hold week-long classroom-based courses. The basic content will start with an introductory overview of the 2030 Agenda for Sustainable Development, with the aim of explaining its goals, targets and indicators. Secondly, without losing sight of the fact that the goals and targets are integrated and indivisible, specific modules will be imparted focusing on a single dimension —economic, social or environmental— through which the participants will learn about, manage and apply methods and tools for mainstreaming the Agenda in public plans and policies.<sup>8</sup> Consequently, a model of the initial training programme activity might include the following courses:

- 2030 Agenda for Sustainable Development: goals related to the environmental dimension (for an example of thematic content see annex 1).
- 2030 Agenda for Sustainable Development: goals related to the economic dimension.
- 2030 Agenda for Sustainable Development: goals related to the social dimension.

In all of the courses, theoretical and practical sessions will complement each other in a balanced way. The design envisages theoretical sessions in the mornings and practical application workshops in the afternoons. The contents of the 22 sessions of a one-week course are designed to explain the outcome of the global negotiations that led to the 2030 Agenda for Sustainable Development; how the Sustainable Development Goals relate to each other; and to identify synergies between them. The results of the region's progress in fulfilling the Millennium Development Goals will be discussed, to enhance understanding of how the regional priorities relate to the 2030 Agenda for Sustainable Development, and how the region can make headway in constructing sustainable development, taking account of territorial disparities and structural changes. The analysis of case studies on good practices in implementing the Millennium Development Goals in the region and the role of the regional mechanisms and forums in the convergence of the Sustainable Development Goals will be among the elements of analysis that will enrich the exchange of experiences during the course.

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<sup>8</sup> In a second phase, workshops, courses and seminars will be held to address methodological approaches and modalities for follow-up, review and evaluation of the mainstreaming of the 2030 Agenda for Sustainable Development in planning and public policies.



The modular approach will make it possible to incorporate and/or adapt different formats for courses, workshops, seminars, ad hoc work groups and discussion forums, both classroom-based and online, or else to encompass one, two or three dimensions or combinations thereof, depending on thematic needs. In other words, courses centred on specific dimensions could be designed, based on the needs of the counterparty that requests the service. The training programme will also include different delivery modalities, classroom-based, distance, and other mixed or semi-classroom based arrangements.

#### **E. TARGET AUDIENCE**

The programme will generally target government entities that are directly involved in the implementation of the 2030 Agenda for Sustainable Development, such as planning ministries; offices of the president; and ministries of finance, environment, and the economy, among others.

The target audience will depend on the training activity in question. In the example of a class-based course on Sustainable Development Goals related to the environment (see the curricula grid in annex 1), the invitation to participate will be specific to that dimension. In other words, it will include all professionals involved with the environmental dimension, such as those who work in ministries or secretariats of the environment, environmental institutions and other organizations involved in environmental protection.



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**EXAMPLE OF A COURSE CURRICULUM GRID**

**“Mainstreaming the 2030 Agenda for Sustainable Development in development plans and policies:  
Sustainable Development Goals related to the environmental dimension”**

Day/Time	Day 1	Day 2	Day 3	Day 4	Day 5
9.00 – 9.30	Registration and inauguration	Feedback	Feedback	Feedback	Feedback
9.30 – 10.15	<b>Session 1</b> From the Millennium Development Goals (MDGs) to the 2030 Agenda for Sustainable Development	<b>Session 6</b> SDG 6: Ensure availability and sustainable management of water and sanitation for all	<b>Session 11</b> SDG 12: Ensure sustainable consumption and production patterns	<b>Session 16</b> SDG 14: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	<b>Session 21</b> Lecture by guest expert
10.15 – 10.30	Questions and comments				
10.30 – 10.45	Coffee				
10.45 – 11.30	<b>Session 2</b> General contextualization of the Sustainable Development Goals (SDGs)	<b>Session 7</b> Workshop on SDG 6	<b>Session 12</b> Workshop on SDG 12	<b>Session 17</b> Workshop on SDG 14	<b>Session 22</b> Lecture by guest expert
11.30 – 11.45	Questions and comments				
11.45 – 12.30	<b>Session 3</b> The role of planning as a way to implement the 2030 Agenda for Sustainable Development	<b>Session 8</b> SDG 7: Ensure access to affordable, reliable, sustainable and modern energy for all	<b>Session 13</b> SDG 13: Take urgent action to combat climate change and its impacts	<b>Session 18</b> SDG 15: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably managed forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss	<b>Closure and awarding of diplomas</b>
12.30 – 12.40	Questions and comments				
12.45 – 14.00	Lunch				

Day/Time	Day 1	Day 2	Day 3	Day 4	Day 5
14.00 – 15.30	<b>Session 4</b> 2030 Agenda for Sustainable Development workshop—the environmental dimension—environment-related SDGs	<b>Session 9</b> Workshop on SDG 7	<b>Session 14</b> Workshop on SDG 13	<b>Session 19</b> Workshop on SDG 15	
15.30 – 15.45			Coffee		
15.45 – 17.00	<b>Session 5</b> 2030 Agenda for Sustainable Development workshop—the environmental dimension. Synergies between environment-related SDGs	<b>Session 10</b> Presentation of group case studies	<b>Session 15</b> Presentation of group case studies	<b>Session 20</b> Presentation of group case studies	

**Source:** Prepared by the authors.