

Training of Trainers (TOT) Workshop on EFFECTIVE NATIONAL TO LOCAL GOVERNANCE FOR SDG IMPLEMENTATION IN INDONESIA

Draft Concept Note and Agenda

11 – 13 November 2025

09:00 – 17:00 | Jakarta (GMT +7)

11:00 – 19:00 | Seoul (GMT +9)

21:00 – 05:00 | New York (GMT -4)

Venue: National Institute of Public Administration, ASN Corporate University Complex,
Pejompongan, Jakarta

*Organized by
National Institute of Public Administration (NIPA)
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 Indonesia
United Nations Development Programme (UNDP) in Indonesia*

I. Event Description

The National Institute of Public Administration (NIPA) of the Republic of Indonesia, 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 the support of the UN Resident Coordinator Office and United Nations Development Programme (UNDP) in Indonesia, is co-organizing a Training of Trainers (TOT) Workshop on Effective National to Local Governance for Sustainable Development Goals (SDGs) Implementation in Indonesia, to be held in 11 – 13 November 2025 in Jakarta, Indonesia. The workshop is further supported by Tanoto Foundation in financial and administrative services.

The TOT Workshop comes as response to the expressed need for capacity development by NIPA in 2024. The content of the workshop is provided by UN DESA's¹ [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 Indonesia will attend in person and invited speakers will virtually participate via the Zoom platform. The Workshop will be attended by 40 participants from Ministry/Agency/Local Government, 10 participants from Media, NGOs, & Academia 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 Indonesia Vision 2045. 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 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

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](#)

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 SDGs are institutionalized from the highest national level to subnational entities and integrated in national and subnational development planning. Indonesia's national development agenda has been aligned with the 17 Goals and 94 out of 169 measurable SDG targets. Indonesia has the 2025-2029 National Action Plan, formalizing the integration of the SDGs into the 2025-2029 National Medium Term Development Plan (RPJMN), mainstreaming 124 targets in the SDGs National Action Plan (RAN) and the Sub-national Actions Plan (RADs) localizing sustainable development at the subnational level. The National SDGs Roadmap 2030 articulates Indonesia's level of ambition for SDG achievement, prioritizing targets for over 100 SDG indicators.

Indonesia has stepped up its ambition to accelerate SDG progress at all levels of Government. Voluntary National Reviews of SDG progress was prepared in 2017, 2019, and 2021, with a further review planned for 2025.⁴ Moreover, Voluntary Local Reviews have been or are being conducted in at least 15 provinces and districts.

To ensure the mainstreaming of the SDGs at all levels of government, a Presidential Decree (2017) requires the integration of the SDGs into the national and subnational mid-term development plans, and mandates the preparation of an SDG roadmap and action plans that include clear deadlines at national, provincial, district and city levels.⁵ The integration of the SDGs into development plans is implemented at the subnational level through the Medium-Term Regional Development Plan (RPJMD) and Regional Work Plan (RKPD). SDG coordination teams have also been created at the subnational level: the involvement and role of all stakeholders at the regional level is strengthened by the establishment of the Regional Coordination Team (TKD). The involvement of municipalities/regencies in the localization of the SDGs is followed by the Ministry of Home Affairs (MoHA), responsible for decentralization policies. MoHA's regulation (2018) established Strategic Environmental Assessments (SEAs), that should define SDGs to be included in Local Mid Term Development Plans (LMDPs) of municipalities/regencies. From 2018 until 2021, about 29 provinces adopted Local Actions Plans (LAPs) aligned with SDGs. LAPs are mandatory for provinces but not for municipalities.

Despite these efforts, Indonesia faces a complex set of challenges in localizing and implementing the SDGs, marked by institutional, financial, technical, and governance constraints. According to UN Indonesia's Country Results Report 2024, the implementation of the SDGs continues to face significant challenges, particularly at the local level, due to limited institutional and technical capacity, financing gaps, and restricted fiscal autonomy. Many local governments lack the skilled personnel and resources needed to design, implement, and monitor complex programs, while disaggregated data remains insufficient for tracking progress among vulnerable groups.⁶ Engagement with youth, civil society, and marginalized communities is still inconsistent, despite promising pilot initiatives. Furthermore, regional disparities in infrastructure, income, education, and health along with limited digital access hinder inclusive development and the equitable localization of the SDGs.

⁴ UN Indonesia (2024) [Country Results Report 2024](#)

⁵ UCLG, 2019, GOLD V Report, <https://www.gold.uclg.org/sites/default/files/ENG-GOLD-V-2020.pdf>

⁶ UNDP Indonesia, [2024 UNDP Annual Report](#)

At the national level, fragmented policy implementation, cross-sector coordination gaps, and evolving budget alignment mechanisms add to the complexity.⁷ Together, these factors underscore the urgent need for strengthened capacity, inclusive governance, robust regulation, and coordinated efforts to advance SDG localization and equitable development across Indonesia. Addressing these challenges aligns closely with national priorities, as one of the key pillars of Indonesia Vision 2045 is strengthening national resilience and governance, which calls for institutional and bureaucratic reforms. Bureaucratic and Institutional Reforms are strengthened to realize: the role and function of the government in achieving public interests; bureaucratic institutions that are contextual and proper in size and function; governance that is effective, inclusive, participatory, and integrated between sectors; and reliable and modern bureaucratic institution with professional civil servants that is able to manage change well. Achieving the development goals by 2045 requires comprehensive policy adjustments, better coordination among stakeholders through multi-level governance, increased investments, and enhanced capacity building to effectively implement the 2030 Agenda and Indonesia Vision 2045 at all levels of government.

3. Objectives

The TOT Workshop on “Effective National to Local Governance for SDG Implementation in Indonesia” aims to enhance the capacity of trainers and local government officials to accelerate the implementation of the 2030 Agenda and Indonesia Vision 2045. Specifically, the workshop will:

- 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, focusing on poverty reduction, education and healthcare (See Section 10. Workshop Agenda):

SDG Localization
Multi-level Governance
Multi-stakeholder Engagement
Financing for SDG Localization
Data, Monitoring & Reporting
Condition and achievement SDGs in Indonesia

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, with Bahasa Indonesia interpretation to enable better communication.

⁷ Ibid.

6. Target Audience

The target audience for the TOT Workshop will include 50 officials from Ministries, Agencies, Local Governments, Media, NGOs, and Academia. The following is a list of target participants, but it is possible that this list may increase or change.

National Level:

1. Ministry of Primary and Secondary Education
2. Ministry of Higher Education, Science, and Technology
3. Ministry of Health
4. Ministry of Home Affairs
5. Ministry of National Development Planning / National Development Planning Agency
6. Ministry of Villages and Development of Disadvantaged Regions
7. Ministry of Population and Family Development
8. Ministry of Social Affairs
9. Ministry of Agriculture
10. Ministry of Cooperatives
11. Ministry of Micro, Small, and Medium Enterprises
12. National Institute of Public Administration
13. Poverty Alleviation Agency
14. Research & Innovation Agency
15. National Nutrition Agency
16. National Food Agency

Regional Level:

17. Education Agency
18. Health Agency
19. Village Community Empowerment Agency
20. Regional Development Planning Agency
21. Regional Research and Innovation Agency
22. Organization Bureau of the Regional Secretariat
23. Agency for Cooperatives and Micro, Small, and Medium Enterprises

Stakeholders:

1. Media: Media Indonesia, Kompas
2. NGOs: Tanoto, SMERU, KPPOD, Tony Blair Institute, LP3ES
3. Academia: UNPAD, Universitas Jember, Poltek STIA LAN

7. Duration

The TOT will be conducted over a three-day period, from 11-13 November 2025.

8. Venue

The TOT will be held at Pejompongan, NIPA ASN Corporate University Complex.

9. Expected Outcomes

The TOT Workshop is specifically designed to enhance the capacities of the trainers from NIPA 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 Indonesia Vision 2045 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 Indonesia Vision 2045.
- ☐ 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.
- ☐ NIPA: 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 NIPA's capacity building sessions.

11. Agenda of the Workshop

11 November 2025	
Time	Agenda
08:00-08:30	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.
08:30-09:00	Moderator: Mr. Prabin Maharjan , Programme Management Expert, UNPOG/DPIDG/UN DESA Opening Sessions • Mr. Changseob Han, Head of Office, UNPOG/DPIDG/UN DESA (3 mins) • Ms. Gita Sabharwal, UN Resident Coordinator in Indonesia (3 mins) • Mr. Agus Sudrajat, Deputy, National Institute of Public Administration Indonesia (3 mins) • Tanoto Representative (3mins) Keynote Speech

	• Dr. Muhammad Taufiq, Chaiman, National Institute of Public Administration Indonesia <i>(10 mins)</i> • Head of Commission II House of Representative Indonesia (10 mins) Photo Session (Online and Offline)
09:00-09:10	Setting the Scene: Workshop Introduction Introduction of Speakers and Participants; Programme Overview; Icebreaker Activity <i>(5 mins)</i> Curriculum on Governance for the SDGs <i>(5 mins)</i> • Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA • Video on Curriculum on Governance for the SDGs
09:10-10:20	Session 1: Implementation Progress of the 2030 Agenda for Sustainable Development in Indonesia Moderator: Mrs. Shinta Dame, NIPA Fostering SDGs localization through strengthening the capacities of national and local authorities to accelerate the implementation of the 2030 Agenda <i>(15 mins)</i> • Ms. Sara Libera Zanetti, Sustainable Urban Development Advisor, Sustainable Urban Development Section, ESCAP (online) Linking the 2030 Agenda with National Development Planning- Opportunities for Synergy and Collaborative Implementation and Localization <i>(15 mins)</i> • Mr. Pungkas Bahjuri Ali, PhD, Ministry of National Development Planning/Bappenas, Indonesia (tbc) United Nations Sustainable Development Cooperation Framework (2026-2030) Indonesia • UN Resident Coordinator Office, Indonesia (tbc) <i>(15 mins)</i> Q&A Discussion <i>(30 mins)</i>
10:20-10:30: Health Break	
10:30-12:00	Session 2: Effective National to Local Governance for SDG Implementation Application of the Principles of Effective Governance for Sustainable Development at the Subnational Level • Ms. Saras Jagwanth, Inter-Regional Adviser, DPIDG/UN DESA Activity on Governance Self-Assessment • Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
12:00-13:00: Lunch Break	
13:30-14:45	Session 3: Multi-level Governance for SDG Localization Moderator: Mr. Jin Seong Choi, Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA

	Analytical framework on Multi-level Governance for SDG localization (15 mins) • Mr. Pietro Ceppi, Associate Programme Officer, UN-Habitat (online) Institutionalizing SDG Localization in Multi-Level Governance Settings (15 mins) • UNDP Indonesia (tbc) Innovations in Supporting Multi-level Approaches to SDG Localization (15 mins) • Ms. Shom Teoh, Programme Manager of Sustainable Cities, Institute for Global Environmental Strategies (IGES) (online) Q&A Discussion (30 mins)
14:45-15:00: Health Break	
15:00-16:30	Activity on Vertical Integration for SDG Implementation using Cross-cutting Analysis (90 mins) Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
16:30-16:40	Wrap-up & Reflection • Mr. Jin Seong Choi, Associate Research and Policy Analysis Expert, UNPOG/ DPIDG/ UN DESA

12 November 2025	
Time	Agenda
08:00-08:30	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.
08:30-09:45	Session 4: Enabling Effective Multi-Stakeholder Partnerships for the SDGs at the Local Level Moderator: Mr. Agung Nugroho, NIPA Strengthening Stakeholder Engagement for Accelerating the SDG Implementation at the National and Local Level in Indonesia (30 mins) • UNDP Indonesia (tbc) • Tanoto Foundation Representative (tbc) Multi-stakeholders Partnership to Achieve SDGs in Hawaii: Aloha+ Challenge program • Ms. Samantha Happ, Network Director, Hawai'i Green Growth, Managing Director, Local2030 Islands Network (online) (tbc) (15 mins) City-to-City Partnerships to Localize SDGs • Ms. Aniessa Delima Sari, Programme Manager, UCLG ASPAC (15 mins) Q&A Discussion (30 mins)

09:45-11:00	Activity on Setting up a Stakeholder Engagement Plan (75 mins) Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
11:00-11:15: Health Break	
11:15-12:30	Session 5: Financing for SDG Localization (75 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 (15 mins) • Mr. Daniel Platz, Senior Economic Affairs Officer, Financing for Sustainable Development Office (FSDO)/UN DESA (tbc) (Video Presentation) Bridging the SDG Financing Gap with the Support of Innovative Financing Instruments (15 mins) • Ms. Nila Murti, Head of Financing for Development Unit, UNDP Indonesia (tbc) Financing Mechanisms for SDG Localization in Indonesia through Integrated Local Financing Framework (15 mins) • Mr. Luhur Fajar, Project Development and Matchmaking Specialist, National SDGs Secretariat, Ministry of National Planning, Indonesia (tbc) Q&A Discussion (30 mins)
12:30-13:30: Lunch Break	
13:30-15:00	Activity on Financing for SDG Localization (90 mins) Facilitator: Mr. Prabin Maharjan, Programme Management Expert, UNPOG/DPIDG/UN DESA
15:00-15:20: Health Break	
15:20-16:35	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? (15 mins) • Mr. Gantjang Amannullah, Monitoring and Evaluation Manager of the National SDG Secretariat of the Ministry of National Development Planning/Bappenas The Role of AI in Monitoring and Evaluating the Sustainable Development Goals (15 mins) • Mr. Kishore Babu GSC Yerraballa, Area Representative Southeast Asia & other Member States in Asia and the Pacific, ITU (tbc) Accelerating AI Adoption to Support the Vision of Golden Indonesia 2045 and the 2030 Agenda for Sustainable in Indonesia (15 mins)

	• Mr. Arief Kusuma, Director of Business Development, KORIKA Q&A Discussion (30 mins)
16:35-16:40	<i>Wrap-up & Reflection</i> • Mr. Agung Nugroho, NIPA

13 November 2025	
Time	Agenda
08:00-08:30	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.
08:30-09:45	Session 7: Monitoring, Evaluation and Reporting of the SDGs at the Local Level 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) Jakarta Voluntary Local Review 2024 - Building a Liveable and Sustainable Global City (10 mins) • Mr. Andhika Ajie, CEO of the Center for Research and Innovation at the Regional Development Planning Agency of Jakarta City Government Activity on Conducting a Voluntary Local Review (60 mins) Facilitator: Mr. Hendra Adi Susila, Capacity Development and Learning Coordinator, UCLG ASPAC
09:45-10:00: Health Break	
10:00-11:20	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)
11:20-11:40	Presentation of Roadmap: Way Forward and Replication of the Workshop (10 mins) • Mr. Muzani Mansoer, NIPA Reflection from the participants (10 mins)
11:40-12:00	Closing Session • Appreciation ceremony (certificate awarding) (15 mins) 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 • UNDP Indonesia

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