United Nations

Committee of Experts on Public Administration

Report on the nineteenth session (13–28 May 2020)

Economic and Social Council
Official Records, 2020
Supplement No. 24

ADVANCE UNEDITED DRAFT
Committee of Experts on Public Administration

Report on the nineteenth session
(13–28 May 2020)
Note

Symbols of United Nations documents are composed of letters combined with figures. Mention of such a symbol indicates a reference to a United Nations document.
Summary

The Committee of Experts on Public Administration held its nineteenth session through a combination of written consultations and informal meetings convened on 13, 15, 18, 21, 27 and 28 May 2020, using a virtual platform. The overall theme was “Promoting effective governance and institutional reform to accelerate delivery of the Sustainable Development Goals” with particular reference to the Covid-19 pandemic response and recovery.

A key message of the Committee is that many countries may not be prepared to implement the SDGs at the desired scale and speed because of a general undervaluing of the public sector in economic theories of the past decades and disregard of the public value that it may create when equipped with adequate capacity and the appropriate skills and mind sets. Combatting corruption also remains a crucial precondition of effective governance for the acceleration of implementation of the 2030 Agenda.

The Committee observed that the pandemic has exposed risks and vulnerabilities of governments, for example in their unpreparedness for crisis, inadequacies of public infrastructure and investment, including in health systems, and imbalances in economic and social development. The pandemic could impede implementation of the SDGs, particularly where awareness of them is lacking, and has further exposed social inequalities, with vulnerable groups and those left furthest behind being the most impacted, including in relation to employment and social protection.

The Committee recommended action to recognize essential service workers in the public sector, strengthen public sector capabilities for the SDGs, invest in the future public sector workforce, expand use of digital technologies and address digital divides. The Committee stressed the importance of strengthening the capacity of State institutions and re-establishing credible governance and public administration institutions in countries affected by conflict.

Another key message of the Committee is that Governments should not simply aim to return to pre-existing procedures and institutional cultures in seeking to respond to the pandemic and planning for recovery. The pandemic presents a unique opportunity to reimagine 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. With bold action, transformative changes are possible on a scale and at a speed far beyond what could have been imagined before.

The Committee noted that the principles of effective governance for sustainable development had been put to test and proven useful as a guide to analysing complex governance challenges and building strong institutions to realize the decade of action and delivery for sustainable development, at all levels and in both developed and developing country contexts.

The Committee further underscored that achievement of the SDGs could be accelerated if the Goals were embedded in national and subnational budgets and these are effectively executed. However, budgeting for the SDGs is still in its infancy in most countries. These challenges are exacerbated by limited opportunities for citizens to participate in budgeting and limited capacities of oversight institutions to effectively audit budget performance.

The Committee reiterated the important role of subnational governments in delivering the SDGs. As demonstrated in the current fight against the pandemic, state, provincial and municipal governments are often the first level providers in the delivery of the SDGs. Expanded efforts are needed to strengthen local government finance and financial management to this end, including through a concerted global effort to
address severe budgetary challenges and financial risks that governments are currently facing at the subnational level.

The Committee adopted a draft resolution and a draft decision for the consideration of the Economic and Social Council. The Committee also reaffirmed its contribution to the 2020 high-level political forum on promoting effective governance and institutional reform to accelerate the delivery of the Sustainable Development Goals.
## Contents

<table>
<thead>
<tr>
<th>Chapter</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>I.</strong> Matters calling for action by the Economic and Social Council or brought to its attention.</td>
<td>8</td>
</tr>
<tr>
<td>A. Draft resolution recommended for adoption by the Economic and Social Council.</td>
<td>8</td>
</tr>
<tr>
<td>B. Draft decision recommended for adoption by the Economic and Social Council.</td>
<td>11</td>
</tr>
<tr>
<td>C. Contribution of the Committee to the high-level political forum on sustainable development</td>
<td>12</td>
</tr>
<tr>
<td><strong>II.</strong> Organization of the session.</td>
<td>14</td>
</tr>
<tr>
<td>A. Work of the session.</td>
<td>14</td>
</tr>
<tr>
<td>B. Agenda</td>
<td>14</td>
</tr>
<tr>
<td>C. Election of officers</td>
<td>15</td>
</tr>
<tr>
<td><strong>III.</strong> Promoting effective governance and institutional reform to accelerate delivery of the Sustainable Development Goals.</td>
<td>16</td>
</tr>
<tr>
<td>A. Government and public sector workforce of the future</td>
<td>16</td>
</tr>
<tr>
<td>B. Putting principles of effective governance into practice and reviewing outcomes</td>
<td>19</td>
</tr>
<tr>
<td>C. Promoting peaceful and inclusive societies and providing access to justice for all.</td>
<td>21</td>
</tr>
<tr>
<td>D. Budgeting for the Sustainable Development Goals</td>
<td>23</td>
</tr>
<tr>
<td>E. Training and awareness-raising for the Sustainable Development Goals</td>
<td>26</td>
</tr>
<tr>
<td><strong>IV.</strong> Future work of the Committee.</td>
<td>28</td>
</tr>
</tbody>
</table>

### Annex 1

- List of documents | 29 |

### Annex 2

- Correspondence and informal virtual meetings held during the nineteenth session
Chapter I

Matters calling for action by the Economic and Social Council or brought to its attention

A. Draft resolution recommended for adoption by the Economic and Social Council

1. The Committee of Experts on Public Administration recommends that the Economic and Social Council review and adopt the following draft resolution:

Report of the Committee of Experts on Public Administration on its nineteenth session

The Economic and Social Council,

Recalling its resolutions 2018/12 of 2 July 2018, 2019/26 of 23 July 2019 and other related resolutions on public administration and development, in which it affirmed that service to citizens should be at the centre of transforming public administration and that the foundations of sustainable development at all levels include transparent, participatory and accountable governance and a professional, ethical, responsive and information and communications technology-enabled public administration,

Reaffirming General Assembly resolution 70/1 of 25 September 2015, entitled “Transforming our world: the 2030 Agenda for Sustainable Development”,

Reaffirming also General Assembly resolution 69/313 of 27 July 2015 on the Addis Ababa Action Agenda of the Third International Conference on Financing for Development,

Reaffirming further the outcome document, entitled “New Urban Agenda”, adopted by the United Nations Conference on Housing and Sustainable Urban Development (Habitat III), held in Quito from 17 to 20 October 2016,¹

Recalling General Assembly resolution 69/327 of 14 September 2015, in which the Assembly reaffirmed the importance of freedom, human rights, national sovereignty, good governance, the rule of law, peace and security, combating corruption at all levels and in all its forms, and effective, accountable and inclusive democratic institutions at the subnational, national and international levels as central to enabling inclusive and accountable public services for sustainable development,

Referring to the United Nations Convention against Corruption,² which entered into force on 14 December 2005,

Recalling General Assembly resolution 74/197 of 19 December 2019, in which the Assembly recognized the need to harness the potential of information and communications technologies as critical enablers of sustainable development and to overcome digital divides, and stressing that capacity-building for the productive use

---

¹ General Assembly resolution 71/256, annex.
of such technologies should be given due consideration in the implementation of the 2030 Agenda and the Addis Ababa Action Agenda,

Recalling also General Assembly resolution 69/228 of 19 December 2014 on promoting and fostering the efficiency, accountability, effectiveness and transparency of public administration by strengthening supreme audit institutions, in which the Assembly emphasized that efficient, accountable, effective and transparent public administration has a key role to play in the implementation of the internationally agreed development goals,

Recalling further General Assembly resolution 74/236 of 19 December 2019 on human resources development,

Referring to General Assembly resolution 74/270 of 2 April 2020, in which the Assembly recognized the unprecedented effects of the coronavirus disease 2019 (COVID-19) pandemic, including the severe disruption to societies and economies, as well as to global travel and commerce, and the devastating impact on the livelihood of people, and reaffirmed its full commitment to the decade of action and delivery for sustainable development,

Recognizing the role of the Committee of Experts on Public Administration in providing policy advice and programmatic guidance to the Economic and Social Council on issues related to governance and public administration, and the relevance of the work of the Committee to the implementation of and follow-up to the 2030 Agenda,

1. Takes note of the report of the Committee of Experts on Public Administration on its nineteenth session, and expresses its appreciation for the work done by the Committee on building effective, accountable and inclusive institutions, including the promotion of effective governance and institutional reform to accelerate the delivery of the Sustainable Development Goals in accordance with the 2020 theme of the Economic and Social Council and the high-level political forum on sustainable development;

2. Invites the Committee to continue to place the 2030 Agenda for Sustainable Development at the centre of its work and to continue to advise the Council on how public administrations can support the implementation and progress reviews of the Sustainable Development Goals;

3. Welcomes the contribution of the Committee to the high-level political forum, and reaffirms that the principle of leaving no one behind should be a core principle of public administration;

Promoting effective governance and institutional reform to accelerate delivery of the Sustainable Development Goals

4. Reiterates the critical role of institutions in the achievement of all the Sustainable Development Goals and targets, calls for institutions to develop more creative, flexible and integrated ways of working to this end, and notes that implementing the Goals does not necessarily require the creation of new institutions;

5. Recalls the importance of a timely implementation of the 2030 Agenda and urges governments to address the structural and procedural weaknesses in institutions at all levels that may be hindering implementation of the Goals and targets and pursue


4 General Assembly resolution 70/1.
bold policy reforms to accelerate achievement of the decade of action and delivery for sustainable development;

6. Underscores that realizing the Sustainable Development Goals, leaving no one behind and mitigating the adverse social, economic and financial impact of the pandemic on all societies, require addressing the deep inequalities that exist in many countries, which may require institutions at all levels to play a greater role in promoting and enforcing non-discriminatory laws and policies, inter alia through more effective redistribution and social protection programmes, effective taxation systems and administration, and special measures to eliminate all forms of discrimination and their compounded negative impacts, particularly on the poorest and most vulnerable;

7. Welcomes the expanded use of digital technologies in public service delivery in response to the pandemic and calls for greatly accelerated efforts to address digital divides in access to affordable high-speed broadband, digital literacy and knowledge sharing enabled by governments, including among disadvantaged groups and in rural and remote areas, to ensure access to public services on general terms of equality, build resilience to crises and leave no one behind, while respecting the right to privacy;

8. Reaffirms the need for pragmatic ongoing improvements in national and local governance capabilities to achieve the 2030 Agenda and other international agreements, and encourages Governments at all levels to apply the principles of effective governance for sustainable development, endorsed by the Council in its resolution 2018/12, to all public institutions and in support of the implementation of all Sustainable Development Goals, taking into account different governance structures, national realities, capacities and levels of development and respecting national policies and priorities;

9. Encourages the Committee to continue to identify and review related technical guidelines to operationalize the principles, including from sectoral perspectives, and to further engage the relevant United Nations organizations, regional organizations and professional and academic communities in this regard, in an inclusive manner, together with all relevant stakeholders;

10. Takes note of the initiative of the Committee to associate a set of indicators with each of the principles with a view to contributing to strengthening the analytical basis for assessing the impact of reform policies on building effective, accountable and inclusive institutions at all levels and to engage with regional organizations in putting the principles into practice;

11. Encourages governments to accelerate action to increase transparency and equal participation in the budgeting process, establish transparent public procurement frameworks as a strategic tool to reinforce sustainable development, and strengthen national control mechanisms, such as supreme audit institutions, along with other independent oversight institutions, as appropriate, in auditing budget performance, and to embed commitments to the Sustainable Development Goals in budgetary and financial processes at the national and subnational levels by adopting practices to monitor and report on the use of public financial resources in support of the Goals, such as mapping and tracking budgetary contributions to each Goal;

12. Welcomes the continuing work of the Committee on strengthening the capacity of State institutions and re-establishing credible governance and public administration institutions and systems in countries affected by conflict, and looks forward to the Committee’s further engagement in promoting effective governance for sustainable development in such situations and its contribution to the work of the Peacebuilding Commission;
13. *Stresses* that building effective, accountable and inclusive institutions at all levels calls for a comprehensive understanding of the scope and capabilities of the public sector workforce, and encourages countries to address public sector workforce capability gaps, including gaps in digital skills, within the context of human resources and national development strategies, including policies and strategies to eradicate poverty and achieve the Sustainable Development Goals, inter alia, by strengthening related training programmes, peer-to-peer learning and exchange of good practices within and across countries, and provide basic training on the Goals for all public sector workers;

**Follow-up**

14. *Requests* the Committee, at its twentieth session, to be held from 12 to 16 April 2021, to examine and make recommendations on the theme of the 2021 session of the Council and the 2021 high-level political forum and to contribute to the review of implementation of Sustainable Development Goal 16, giving particular attention to the cross-cutting nature of all the Goals;

15. *Also invites* the Committee to continue to advise on approaches and practices related to the institutions, policies and arrangements being established to promote the implementation of the Sustainable Development Goals, bearing in mind that the specific contexts and situations of countries differ widely, as well as to advise on making institutions effective, accountable and inclusive;

16. *Requests* the Secretary-General to take the present resolution fully into account in the work of the Organization, inter alia, in addressing gaps in research and analysis and in responding to the capacity development needs of Member States for building effective, accountable and inclusive institutions at all levels in pursuit of the achievement of the Sustainable Development Goals;

17. *Also requests* the Secretary-General to continue to promote and support innovation and excellence in public services for sustainable development through the United Nations Public Service Awards;

18. *Further requests* the Secretary-General to report on the implementation of and follow-up to the present resolution through the established working methods of the Committee.

**B. Draft decision recommended for adoption by the Economic and Social Council**

2. Bearing in mind the theme of the 2021 session of the Council and of the high-level political forum on sustainable development, the Committee of Experts on Public Administration recommends that the Council review and adopt the following draft decision:

**Dates and provisional agenda of the twentieth session of the Committee of Experts on Public Administration**

The Economic and Social Council:

(a) *Decides* that the twentieth session of the Committee of Experts on Public Administration will be held at United Nations Headquarters from 12 to 16 April 2021;

(b) *Approves* the provisional agenda for the twentieth session of the Committee as set out below:
1. Election of officers.
2. Adoption of the agenda and other organizational matters.
3. Governance and public administration aspects of the theme of the 2021 session of the Council and the 2021 high-level political forum.
4. Dialogue with voluntary national review countries on institutional aspects of SDG 16.
5. Strengthening the analytical basis for reform policies based on the principles of effective governance for sustainable development.
6. Integrating the SDGs into national and subnational budgeting and financial management.
7. Sustainable public procurement in the decade of action and delivery for sustainable development.
10. Provisional agenda for the twenty-first session of the Committee.
11. Adoption of the report of the Committee on its twentieth session.

(c) Decides that documentation in support of the provisional agenda should continue to be prepared through the established working methods of the Committee.

C. Contribution of the Committee to the high-level political forum on sustainable development

3. The Committee would like to draw the attention of the Economic and Social Council to its contribution to the thematic review of the 2020 high-level political forum on sustainable development on the subject promoting effective governance and institutional reform to accelerate the delivery of the Sustainable Development Goals, conveyed to the President of the Council as Chair of the high-level political forum on 18 March 2020.¹

4. A key message of the Committee was that silo-thinking continues to hamper the holistic implementation of the SDGs and hinder action to ensure that no one is left behind. Many countries are also not prepared to implement the SDGs at the desired scale and speed because of a general undervaluing of the public sector in economic theories of the past decades and disregard of the public value that it may create when equipped with adequate capacity and the appropriate skills and mind sets. Combating corruption remains a crucial precondition of effective governance for the acceleration of implementation of the 2030 Agenda.

5. While the Covid-19 pandemic may set back the attainment of the SDGs in the near term, responses to the pandemic also point to the ability of Governments to take extraordinary steps to achieve the SDGs by 2030. Accelerated action calls for ‘fast-track’ reform initiatives based on innovative breakthroughs as well as incremental reforms that target long-term, cumulative results.

¹ See https://sustainabledevelopment.un.org/content/documents/25956CEPA_contribution_to_2020_HLPF.pdf.
6. Enablers and catalysts of accelerated action and transformative pathways for SDG delivery include public-private partnerships, electronic and open government, inclusive service delivery, training, public sector ethics, transparency, public participation and innovation. At subnational levels, leaving no one behind can be accelerated through decentralization, local development and strengthening of local government finance, financial management, transparency, accountability and public participation.

7. The Committee further examined the 2020 theme from a governance and public administration perspective together with the government and public sector workforce of the future. The main observations and conclusions of the Committee are contained in chapter III.A.
Chapter II

Organization of the session

A. Work of the session

8. The Committee of Experts on Public Administration, established by the Economic and Social Council in its resolution 2001/45, consists of 24 experts appointed in their personal capacity by the Council upon the nomination of the Secretary-General. Pursuant to Council resolution 2020/3, entitled “Revised working arrangements for the 2020 session of the Economic and Social Council and sessions of its subsidiary bodies”, and decision 2020/206 “Extension of the procedure for taking decisions of the Economic and Social Council during the coronavirus disease (COVID-19) pandemic” taking into account the prevailing conditions relating to the coronavirus disease (COVID-19) on the working arrangements for the Council’s 2020 session and the available technological and procedural solutions in the interim period, the Committee held its nineteenth session through correspondence and informal virtual meetings from 13 to 28 May 2020 (see annex 2 on the correspondence and informal virtual meetings held during the session).


B. Agenda

10. The agenda of the nineteenth session of the Committee was as follows:

1. Election of officers.

2. Adoption of the agenda and other organizational matters.

3. Informal report on intersessional activities of the Committee and its members.

4. Institutional aspects of the 2020 theme of the Economic and Social Council and the high-level political forum on sustainable development.

5. Dialogue with voluntary national review countries on Sustainable Development Goal 16.


8. Promoting peaceful and inclusive societies and providing access to justice for all.


11. Provisional agenda for the twentieth session of the Committee.

12. Adoption of the report of the Committee on its nineteenth session.

11. To facilitate deliberations, the Committee considered item 4 on institutional aspects of the 2020 theme of the Council and the high-level political forum together with item 7 on the government and public sector workforce of the future.
C. **Election of officers**

12. The following members served as officers of the Committee during the nineteenth session:

*Chair*:
- Geraldine J. Fraser-Moleketi (South Africa)

*Vice-Chairs*:
- Ali Hamsa (Malaysia)
- Louis Meuleman (Netherlands)
- Moni Pizani (Venezuela)

*Rapporteur*:
- Geert Bouckaert (Belgium)
Chapter III

Promoting effective governance and institutional reform to accelerate delivery of the Sustainable Development Goals

A. Government and public sector workforce of the future

The pandemic has revealed structural weaknesses in institutions that cannot be ignored and shown that bold and transformative actions to deliver the SDGs are possible.

13. Building on its contribution to the 2020 HLPF, the Committee underscored that, in many countries, the challenges facing the public sector that existed before the pandemic are more prevalent and prominent. The pandemic has exposed risks and vulnerabilities of governments, for example in their unpreparedness for crisis, inadequacies of public infrastructure and investment, including in health systems, and imbalances in economic and social development. The pandemic could impede implementation of the SDGs, particularly where awareness of them is lacking, and has further exposed social inequalities, with vulnerable groups and those left furthest behind being the most impacted, including in relation to employment and social protection.

14. The pandemic is a wake-up call for the preparedness of the public sector in managing disasters and crises, which is lacking in many countries. This calls for adequate planning, operational budgets for disaster management, Internet connectivity and technologies, as well as health systems and infrastructure.

15. The pandemic has shown that institutional resilience and the ability to identify and respond swiftly and decisively to threats to human health and well-being are pivotal. The pandemic has especially underscored the role of local authorities and communities, working in partnership with the civil society and the private sector, in both crisis response and ongoing contextualized implementation of the SDGs.

16. Structural and procedural weaknesses in institutions present substantial risks to democratic governance, the rule of law and human rights. They also undermine progress towards the SDGs, including efforts to reduce inequalities in many countries. The pandemic further underscores the central role of effective, accountable and inclusive institutions at all levels that are capable of coping with complex and urgent governance challenges across all SDG areas.

17. Responses to the pandemic have shown that, with bold action, transformative changes are possible on a scale and at a speed far beyond what could have been imagined before. Governments should not simply aim to return to pre-existing procedures and institutional cultures in seeking to respond to the pandemic and planning for recovery. The pandemic presents a unique opportunity to reimagine 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.

18. Whole-of-government and whole-of-society approaches are essential to promoting policy coherence and integrated policymaking among national and sub-national levels and across sectors. This should be accompanied by enhanced mobilization of and collaboration with different stakeholder groups, especially in the context of leaving no one behind. Action to promote real-time multilevel governance and with an eye to enduring structural transformation can be crucial. A competent government is needed to manage these relationships while a strong social contract is highly beneficial in mitigating crises and achieving sustainable development for all.
19. The pandemic also sheds new light on challenges and opportunities related to globalization, solidarity and connectedness of the world amidst increasing pressures on multilateral cooperation. Public institution building and reform should be considered in this context, with an emphasis on greater collaboration across regions and countries.

**Essential service workers in the public sector and the informal economy warrant special attention**

20. Amidst the global pandemic, it has become evident that frontline workers in many countries are undervalued, poorly paid and excluded from full participation in social protection systems. Similar challenges affect workers throughout the informal economy, including those deemed essential to the control of the pandemic and the management of its effects.

21. Leaving no one behind calls for special attention in public policymaking to the needs of contractual workers and workers in the informal economy who may suffer the most from lost income while also being excluded from government stimulus and social support measures. Recovery measures that neglect the needs of contractual workers and workers in the informal sector may run the risk of undermining social cohesion and inhibit progress on the 2030 Agenda. Special measures to address inequalities and eliminate all forms of discrimination and their compounded negative impacts should receive renewed emphasis.

**Strategies to strengthen public sector capabilities for the SDGs call for a clear and complete picture of the public sector workforce**

22. There is a need to expand the way policy advisers and practitioners think about the public sector workforce. For a complete picture of institution-building for the SDGs, it may be helpful to define the public sector workforce in broad terms going beyond civil servants on the regular payroll to include all those who provide public services, at all levels, including contractual workers and others who are paid from the public purse, whether they are public servants or not.

23. A broad understanding can strengthen assessments of public sector workforce capabilities and provide a more complete picture of the capacity of the public sector and its contribution to implementation of the SDGs, including through collaborative arrangements with civil society and the private sector. Subsequent public sector workforce development strategies could usefully be placed within the context of human resources development and national development strategies, including policies and strategies to eradicate poverty and achieve the SDGs. Such public sector workforce planning should take both public sector profiles and national population trends and dynamics into account.

24. As the pandemic has demonstrated, the public sector workforce of the future will need to be more agile, better trained and better prepared to manage emergencies, shocks or crisis and in achieving national development objectives. Remote working, a mix of flexible and contractual working arrangements, as well as effective multi-stakeholder partnerships, are also expected to make governments more adaptive and creative to meet existing and emerging needs.

**The pandemic has resulted in expanded use of digital technologies in public service delivery but greatly accelerated action is needed to address digital divides**

25. The nature of work is changing in many countries due to rapid technological evolution which has been further accelerated by the crisis. Governments with robust digital platforms and digital tools have been better equipped to continue public service delivery during the crisis. From web conferencing platforms to artificial
intelligence, big data to robotics, the role of digital technologies in mitigating risks and managing public response is evident.

26. However, leveraging digital government in efforts to address the ongoing effects of the pandemic, leave no one behind and reduce inequalities calls for greatly accelerated action to address digital divides within and across countries. Attention is also needed to upgrading telecommunications and electricity infrastructure in many countries, ensuring affordable access to high-speed Internet, and improving digital literacy and knowledge sharing enabled by governments.

27. The impact of digital government on achievement of the SDGs in general is determined by social and economic circumstances, for example relating to the learning environment or access to water and sanitation in combatting disease. Investment in digital government and related infrastructure, knowledge and capabilities should be considered within the context of national sustainable development strategies and priorities.

28. The Committee recalled that the public sector workforce will continue to be affected by advances in artificial intelligence and the emergence of new technologies. There is a need to build new capacities and skills to take advantage of, data analytics, data science and behavioural insights in policymaking in such areas as education, health and other sectors. At the same time, AI and other technologies are expected to significantly shift and disrupt labour markets which may have important implications for occupational groups involved in public service delivery.

29. Greater clarity is needed on rules governing data privacy, data ownership, analytics and algorithmic policymaking. Given the nature of the Internet as a global public resource, the rapid development of shared norms in this area could be useful. Independent oversight will be needed to retain trust in digital government while respecting the principle of subsidiarity in establishing legal jurisdiction over the use of data.

The principles of effective governance for sustainable development have been put on trial and proven to be useful to the future of government

2. The principles, endorsed by the Economic and Social Council in its resolution 2018/12, highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to achieve the SDGs together with the transformative changes needed to deal with the pandemic and deliver the decade of action for sustainable development. To this end, the principles are linked to a variety of commonly used strategies for operationalizing responsive and effective governance, many of which have been recognized and endorsed over the years in various United Nations forums, resolutions and treaties.

31. The pandemic has provided an opportunity to test the logic of the principles in a situation that affects real people and their lives, and directly examine their relevance to action by practitioners in the field. They are found to be highly relevant in all contexts. For example, there is a clear benefit in all countries from investing in capacities for policy and planning, risk management, integrated policymaking, context dependent, citizen-centric service delivery and digital government.

32. Taking the principles as the framework for analyzing the institutional fabric of countries, many lessons emerge. The principles could serve as a guide in the recovery process and set a new normal for policy reforms that are focused on sustainable development and effective governance outcomes.

__________________

B. Putting principles of effective governance into practice and reviewing outcomes

Cooperation with regional organizations

33. The UN system and regional organizations share a common interest in promoting effective governance for sustainable development, in particular as a powerful lever in bringing about the transformations necessary for balancing the three dimensions of sustainable development and implementing the 2030 Agenda. Moreover, effective governance is an enabler of regional cooperation and integration, which are key to achieving integrated development strategies and addressing critical transboundary challenges.

34. In October 2019, the Department of Economic and Social Affairs and the African Peer Review Mechanism organized, as a follow-up to the eighteenth session of the Committee and in collaboration with the United Nations Development Programme, a regional workshop designed specifically to support countries in moving ahead with assessing gaps in the institutional application of the principles. The joint workshop was especially useful because of the alignment of institution-building efforts related to the 2030 Agenda and Agenda 2063 and given the relevance of the principles to the core long-term goal of the region to have capable institutions and transformative leadership in place at all levels.

35. An important outcome of the workshop was a commitment to begin work on a baseline study on the status of the application of the principles across Africa. The baseline study seeks to establish the experiences and state of readiness of African governments to apply the principles of effective governance for sustainable development in national contexts. Based on their status, the study will recommend to African governments steps to build resilient, inclusive, and accountable public institutions and share best institutional practices among African Union member states. The study is foreseen to be presented to Heads of States and Government at the African Union Summit in early 2021.

36. The principles are also in alignment with the current thinking of the OECD Public Governance Committee and its framework for sound public governance, as well as the CARICOM Charter for Caribbean Public Services. Further collaboration with these and other regional organizations, such as the Ibero-American General Secretariat, could contribute to strengthening regional efforts to achieve effective governance for sustainable development. Collaboration could likewise be helpful in strengthening linkages, where appropriate, between national efforts to build effective, accountable and inclusive institutions and global follow-up and review processes, and exchanging information on putting the principles into practice.

37. A relationship with the United Nations Regional Commissions and the Resident Coordinators could also be helpful both to disseminate the principles and encourage a sense of ownership at all levels of the United Nations system and among national counterparts. An important objective could be to find ways of working so that they become part of the work culture of groups supporting implementation of the United Nations Sustainable Development Cooperation Frameworks of interested countries.

Data and indicators

---


19/30
The Committee considered a model for understanding indicators at different levels of analysis, as well as a way of thinking about indicators in relation to the impact of the principles on sustainable development, the contribution of commonly used strategies and, at an operational level, support for structures and processes. However, due to the detailed nature of the subject, the Committee decided to defer consideration of indicators to its twentieth session and to invite its informal working group to continue to study the matter during the next intersessional period.

A first question for the group should be what data and indicators are needed. There is an impression that the field may be dominated by statistical offices, resulting in officially agreed indicators that are well-supported by data but sometimes make little sense for policy makers. At the same time, it is recognized that additional data collection and reporting requirements can be difficult to accommodate within existing resources. Enhanced transparency and better presentation of existing data should be actively considered. The Committee’s work on indicators should be undertaken in cooperation with the relevant policy domains as well as data experts, such as those in national statistical offices.

The work should draw on the work of the Praia Group on Governance Statistics and others, as appropriate. The Committee could especially benefit from the experience of the Praia Group with various challenges in statistical methodology. Specifically, the adoption of an internationally agreed framework for assuring data quality could assist the informal working group in screening prospective indicators and data sets, both official and unofficial.

It is recognized that some dimensions of effective governance for sustainable development may be difficult to measure and that governance structures and processes are not static. Moreover, there are many tools available to measure governance. Some consideration is needed of harmonization, across and within regions, in areas where international comparisons are merited.

**Strategy guidance notes**

The proliferation of mechanisms and tools in the wide-ranging field of governance suggests that there may be value in further harmonization of guidance for countries to draw on in their national and subnational institution-building efforts. Some work has begun on compiling and elaborating the collective knowledge of global communities of practice in the form of a series of strategy guidance notes to operationalize the principles. Given the need for accelerated action to promote effective governance and institutional reform for the delivery of the SDGs and the fact that governance was identified in the Global Sustainable Development Report 2019 as the first of four levers for transformative action, faster progress may be in order.

At the same time, experience suggests that a well-defined process should be put in place to encourage technical rigour and ensure that any such Committee guidance notes are seen as relevant and legitimate among policy advisers and practitioners in a wide variety of development contexts. The preparation and use of the notes should be demand-driven, involving the leading experts in the relevant fields and all relevant stakeholders.

The early draft strategy guidance notes show how the principles can support practitioners in implementing commonly used strategies as part of efforts to achieve the SDGs. The notes were thought to point to a useful tool that could be connected to training of the public sector workforce, including through digital solutions to reach a global audience.
C. Promoting peaceful and inclusive societies and providing access to justice for all

Strong institutions as a crucial element of peacebuilding

45. The establishment of a viable public administration is a key part of peacebuilding in the medium- to long-term. In previous sessions, the Committee discussed issues facing many governments and groups who exist within a precarious state of post-conflict tension where threats of insecurity and violence and legacies of injustice and mistrust make effective governance extremely difficult. To these issues, there is now added Covid-19 and its effects on already vulnerable groups.

46. The idea that one can distinguish a pre-conflict phase and post-conflict phase is increasingly problematic. There has been a dramatic change in the nature of violent conflict over the last two decades, with conflicts becoming more complex and involving many more non-State actors over protracted periods. Such situations underscore the insufficiency of traditional approaches to State-building on their own and draw renewed attention to public administration reconstruction as a crucial element of peacebuilding in the medium- to long-term.

47. Public institutions are critical in promoting integrated approaches to achieve long-term development goals in the face of immediate challenges. A balanced approach calls attention to short-term measures, such as ensuring security and providing access to basic services, while attending to longer-term considerations such as conflict prevention, community inclusion, multitrack diplomacy, local capacity development and the challenges of migration.

48. The elements of effective governance in conflict-affected countries are not generally any different from those that apply in other situations. The application of the principles of effective governance may be even more important in situations where they seem to be so far from being the norm. Guiding principles are often more useful than rules in conflict-affected settings, and practical guidance on how to apply the principles could be critical. This may lead to a widening of the scope for implementation of the SDGs which can be a driving force for peacebuilding.

Issues related to the Covid-19 pandemic

49. Many fragile countries have issues of armed non-state actors or contested sovereignty as well as alienated or isolated groups that are potentially violent. There is a significant risk that shortages in infrastructure to deal with the pandemic, as well as lockdowns and digitization of work, could make vulnerable populations even more vulnerable. This may be worsened by a shift towards more authoritarian forms of government and political opportunism intended to reinforce the power of coalitions and elites.

50. Social distancing may also raise substantial barriers to government activities within conflict zones including in peacekeeping, peace negotiations, demobilization and disarmament, while exacerbating longer-term health problems in populations that are already likely to have serious health issues. The pandemic brings additional challenges in addressing the gender dimensions of conflict, including gender-based violence and particularly domestic violence. The relatively limited responses to the effects of the pandemic on migrants and refugees is a further concern, specifically difficulties faced by these groups in accessing food and basic services alongside other ongoing challenges.

51. There may be alternative and viable options available and approaches in other countries that can offer helpful lessons. For example, inclusive responses to the pandemic could provide an opportunity to create a sense among affected populations that inclusiveness is an important guiding principle of government. Ways of working
have dramatically changed in some countries, bringing allowing for the adoption of new channels for engaging people and expanding the reach of public services provided ways can be found to reach all segments of society, including the poorest and most vulnerable.

Renewed emphasis on enhancing governance at both national and local levels

52. Promoting national ownership and enhancing governance at all levels are pivotal since interventions are needed at all levels to address conflict-affected situations. Even in cases with a high degree of decentralization, the central government must be strong as well. Nonetheless, the role of local governance in conflict-affected situations has been insufficiently examined. One reason for this is the multiplicity of issues of concern, which range from urbanization, unemployment and crime to demobilization, conflict-sensitivity and ethnicity.

53. Effective local governance and provision of quality public services at the local level, as a core component of efforts to promote national cohesion and integrate communities into the wider society, can play a critical role in building trust and undermining the recruitment strategies of armed groups. Local governments can also serve as channels for intercommunal peacebuilding and for economic revival. Coordinated and well-planned efforts to boost the capacity of local government thus calls for greater attention in conflict-affected areas.

54. Context-sensitive approaches to working with local authorities and creating direct paths into the most vulnerable communities will be more valuable than importing external models and personnel. Flexible and pragmatic ongoing improvements in local governance capabilities, learning from mistakes, and feedback from communities will all help reach longer-term objectives. Inclusive dialogue mechanisms especially can provide opportunities to express grievances about the quality of public services and send an important message to the population that government authorities are there for everybody, even if they are not used. Such mechanisms should be accessible to both in the capital and to marginalized groups in rural or remote areas.

Public finances and the question of illicit financial flows

55. Many conflict-affected countries rely on external actors for funding and there is concern that donor countries have shifted support towards short term objectives rather than what may appear to be more elusive institution building activities over the long-term. The management of peacekeeping funds poses a particular challenge as there may be a lack of resources at the very beginning of operations followed by a huge influx at a time when posts are not being approved. Greater flexibility in the use of resources, including within peacekeeping operations, is needed to increase their effectiveness and the timeliness of responses to sometimes rapidly evolving situations.

56. Key enablers of public administration reconstruction include the curbing of illicit financial flows, tax evasion and money laundering, all of which divert funds from the public treasury and undermine the provision of essential public services. Attention to illicit financial flows is particularly relevant in the context of Covid-19 where there may be strong pressure to reallocate resources to healthcare and economic assistance. Having the tools to track funding and intercept illicit financial flows is vital.

57. In addition, effective public financial management depends on the process of establishing a robust financial framework, which in some cases can become so entangled that countries inadvertently relapse into conflict. It is also important to recognize that the formal flow of money on paper is only part of actual resources
flows in conflict zones and that making the use of illicit flows even more restricted can be dangerous in some places.

D. Budgeting for the SDGs

Incorporating the SDGs into national budgeting systems

58. The achievement of the SDGs depends on whether the Goals are embedded in budgets and these are effectively executed. A Goal-oriented budget is one organized according to the SDGs, their targets and indicators. It involves the explicit and measurable presentation of SDG targets in budget allocations and reports, as well as embedding the SDGs throughout all stages of the budget process. Integrating the SDGs into national budgetary processes has advantages, including improved budget coherence, increased accountability, and greater comparability of national budgets.

59. SDG budgeting represents a profound shift since it requires making trade-offs in terms of spending, as well as rethinking who should participate in the budget process, how to engage different stakeholders, and how to balance different priorities. Currently, budgeting for the SDGs is still in its infancy. While several countries have announced in voluntary national reviews their intention to incorporate the Goals in budgetary processes, few have specified why it would be relevant or how to make it operational.

60. Multiple factors create challenges for advancing budgeting for the Goals. There are technical challenges related to establishing an SDG budget classification and identifying expenditure categories that can be linked to SDG Goals or targets; adjusting budget circulars to reflect the Goals; developing checklists for budget formulation; and reporting on the execution of Goals’ budgets, among others. Particularly relevant are capacity-building in budgeting and performance measurement, developing revenue forecasts, understanding fiscal constraints, and analysing data. An important issue involves enhancing data availability and statistical systems.

61. To advance SDG budgeting, the simplest and potentially fastest solution for most countries may be to reorganize programme performance budgeting systems, where such systems are used. Goals can also be linked more easily to budgets when there is a national sustainable development strategy in place. In countries that do not practice programme performance budgeting, the task may be a matter of establishing a new budgeting system linked to implementation of the SDGs.

62. Another challenge is that current systems of programme performance budgeting in less developed countries often do not meet their objectives. In such cases, it may be useful to redesign national budgeting systems to make them more effective, accountable and transparent while incorporating national SDG targets and indicators.

63. A longer-term approach could be to develop specific SDG-related expenditure classifications. Since the SDGs do not cover all of the functions of government, it may be advisable to adopt SDG budgeting classification as an addition to existing functional budget classifications or redesign classifications to make SDG-related expenditures more visible. The nature of the public financial management system, public administration capacity and demand for SDG budgeting information by line ministries and stakeholders would all influence the approach taken.
64. In budgeting for the SDGs, countries can also benefit from diagnostic and management models and tools such as public finance management assessment, expenditure analysis and reviews, national and sectoral planning, medium-term expenditure frameworks, stakeholder analysis, public asset management systems, single account treasury management, and e-procurement systems. Transparent and open consultations with all relevant stakeholders should guide decisions.

**Enhancing fiscal transparency**

65. Budget transparency and an open and inclusive dialogue on budgets allows governments to better justify policy choices, communicate expected impacts and show how actions align with domestic policy objectives and commitments. A large majority of countries do not present data on expenditures disaggregated by gender, age, income or geographic area, which hinders analysis of the impact of fiscal policies on different groups leaving no one behind. In addition, many do not provide information on tax expenditures or present information on quasi-fiscal activities indicating the reason for engaging in such activities and the intended beneficiaries.

66. The timing and quality of information provided and its ease of use by stakeholders are also important factors in ensuring effective budget transparency. Better programming, planning and evaluation systems, together with use of ICTs, can help.

67. The pandemic could create additional challenges for budget transparency at national and subnational levels as governments rapidly shift priorities, revise budgets, reallocate resources and realign tax and spending policies. In some countries national legislatures have been by-passed, established budgetary procedures have been suspended, and the management of special funds for crisis response is often opaque. Emergency fiscal measures may also be hard to track as countries tend to be less transparent about budget execution than in budget planning.

68. All data and information to the pandemic response should be fully transparent to enable public participation and scrutiny. Examples of budget transparency and public engagement have begun to emerge, often leveraging digital tools and technology to disseminate crucial information about policies, programmes and spending, facilitate public engagement, and enhance service delivery.

69. The mismanagement of public funds and hidden practices related to emergency spending may also derail implementation of the SDGs. The expansion of state power without adequate checks and balances, as well as the heightened risk of corruption in the absence of a functioning state in some cases, should also be addressed to ensure accountability and deliver on the decade of action for sustainable development.

**Strengthening public participation in budgeting**

70. Better budgeting in the context of the SDGs entails informing legislatures, supreme audit institutions, civil society and the public about Goal-related budget priorities, policies and execution. It also requires engaging with stakeholders across government and throughout the budget process in accountable ways.

71. Budget transparency and literacy enables public participation throughout the budget process. In several countries, citizens are increasingly raising questions about budgets; engaging with parliamentarians, supreme audit institutions and other stakeholders in SDG budget analysis, developing citizens budgets, and using budget information to check the alignment of national development plans with the SDGs, to assess budget impacts on inequalities, and to inform policy and practice.
72. Parliamentary oversight should include critical analysis and monitoring of budget allocation for SDG implementation. Legislators in many countries need better information and increased knowledge and capacities to discuss and oversee the substantive content of budgets. Similarly, civil society capacity could be enhanced through efforts to promote financial and budget literacy.

73. Participatory approaches to budgeting may be supported by sound legislation that makes the results of public consultations binding under certain conditions. As countries strive to promote citizen participation in the budget process, it is also important to understand better the impact of public participation on budget allocations and execution.

**Supporting subnational governments**

74. Subnational governments are facing severe budgetary challenges and financial risks. National governments are reducing budgetary transfers, and typical own-source revenues for subnational governments have been drastically curtailed. For local authorities that have borrowing capacity, access to capital will be more difficult and costly. Under the current circumstances, subnational governments may be forced to make painful spending cuts and layoff public sector workers, which may further exacerbate the social and economic impacts of the pandemic and undermine SDG implementation.

75. Subnational governments also face particular challenges related to human and administrative capacity in some contexts. Strengthening basic standards of public financial management, expanding the technical capacity of staff working on financial budgets, and improving transparency at the local level, with particular focus on procurement processes for local infrastructure, are important.

76. A concerted global effort to support subnational governments could include IMF and World Bank lending facilities to ensure liquidity in the subnational borrowing sector, as well as direct assistance for subnational spending on essential services, subsidies for public sector salaries, and targeted grants to enable subnational governments to carry out the communication, testing, and programme implementation needed to mitigate the impacts of the pandemic on public health and on the implementation of longer-term priorities related to the SDGs.

**Budgeting and financial management to recover better**

77. If emergency responses to the pandemic are not balanced with longer-term priorities, the recovery may become more difficult and affect SDG implementation. Reinforcing ongoing SDG budgeting reforms can help manage this trade-off. The achievement of the SDGs requires political will to allocate sufficient budgetary resources to the sectors contributing to their achievement.

78. The deep negative impact of the current crisis especially underscores important deficiencies in public investment, for example in health, education, social protection, infrastructure and other areas that the SDGs aim to address. Measures to support the longer-term recovery should be organized around national sustainable development priorities with resources dedicated to addressing the devastating impact of the pandemic on the livelihood of people, and to a renewed commitment to the decade of action and delivery for sustainable development.
79. Public procurement can be a critical lever to advance sustainable development in the current context by providing a foundation for changing production and consumption patterns, changing mindsets in the public sector and mobilizing domestic resources. Before starting procurement processes, ex-ante effectiveness evaluations are critical. Decisions about the purchase of goods, work or services should be based on relevant feasibility analysis. In less developed countries, these mechanisms are either missing or not functional. Some countries request ex-ante approval of more expensive purchases from a supervising body, but that body frequently lacks sufficient analytical capacity.

80. It is also important to enhance the evaluation of the efficiency of governmental purchases. Effective benchmarking can be a good practice, since it not only shows differences in purchasing prices for commodities but also requires explanations and elaborations. Strengthening of ex-ante evaluation systems of procurement needs and of ex-post benchmarking of results as effective procurement tools and support the exchange of good practices on sustainable public procurement could be helpful.

E. Training and awareness-raising for the SDGs

Awareness raising

81. Some countries have found that raising public awareness in society-at-large can be an important strategy in galvanizing support for implementation of the SDGs in national and subnational contexts, promoting stakeholder engagement, and drawing attention to related skills and capacity gaps in public institutions. Some countries have found it useful to design a comprehensive multichannel communications strategy that uses social media platforms, radio and television, community dialogue and collective action to engage all stakeholders, along with broad-based consultations on thematic issues and knowledge sharing at all levels. In rural areas, community networks can facilitate access by researchers, local officials, civil society and private sector to research that creates awareness and broadens the understanding of the SDGs.

Training of public servants

82. To advance national sustainable development objectives, public sector workforce training should be based on the skills needed to ensure implementation of national development plans. Assessments to identity capability gaps across government at all levels can provide a valuable reference point in public sector workforce planning and related training requirements. For many governments, it is expected that such assessments would reveal a need to strengthen planning capacity at the national and subnational levels, including in risk management and crisis response. The commonly used strategies associated with the principles of effective governance point to other practice areas where specific skills and competencies could helpfully be enhanced in government administration.

83. Post-secondary programmes are a primary source of entry level public administration professionals in many countries, as well providing opportunities for ongoing learning and executive education. The contribution of schools and institutes of public administration to the achievement of the 2030 Agenda could be strengthened by a requirement that all new graduates in Bachelor, Masters, or PhD studies be aware of the SDGs and have ideas of how to accelerate their implementation. This requirement could be incorporated in accreditation procedures based, inter alia, on the UN DESA-IASIA Standards of Excellence for Public Administration Education and Training Programmes.

84. Basic training on the 2030 Agenda and the SDGs should be mandatory for all public servants, including officials at the executive and managerial levels. In addition, it could be useful to promote an understanding of effective governance for sustainable
development based on the principles of effective governance by policy advisers and public managers across all functions of government. Generating a common understanding about how different departments can synchronize their efforts to achieve the SDGs and promote multidisciplinary approaches could be an especially timely addition to training programmes. Such training could be accompanied by training on the commonly used strategies for SDG implementation targeted by sector and job function. The strategy guidance notes discussed in Chapter III.B of the present report could provide a foundation for training content once they have been more fully developed.

Methods and resources

85. Given the nature of the 2030 Agenda, complex challenges facing the government and public sector workforce of the future and need to engage a wide variety of stakeholders, public administration training should aim to substantially enhance policy analysis and problem-solving skills. Connecting learning to change management and the application of new skills to policy reforms can contribute strongly to a sense of purpose and motivation and should be built into workforce training opportunities. This approach to the design of training programmes would apply particularly to those associated with career development and be reinforced by giving time to practice new skills and transform knowledge into action. Additional value is added when training emphasizes skills that are transferable to other policy domains and job functions. There is also a place for short-term technical training that helps public servants perform their day-to-day functions. Access to both short- and longer-term training of public servants could be linked to performance management and evaluation.

86. Consideration should be given to ensuring substantive equality of opportunity in situations where public servants are substantially overworked or underpaid and reluctant to take advantage of offerings. Cost-benefit analyses of executive education find this method to be particularly expensive for the results achieved, and relatively inaccessible compared to other forms of public sector training.

87. Given increasing costs and diminishing budgets, limited resources constitute a major barrier to public sector workforce development in many countries. Where there is affordable and reliable access to high speed Internet, online training holds promise through, for example, provision of massive open online courses, virtual workshops and other forms of ICT-enabled learning. In some countries, the rapid switch to online instruction and working from home in response to the Covid-19 pandemic has made it possible to consider further expansion of learning using ICT-enabled methods. However, as in other areas of public service delivery, digital divides mean that many people, including those working in the public sector, still do not have the technology or skills for distance learning.

88. Knowledge sharing is another way of addressing resource constraints. While there should be an emphasis on building domestic capacity for training, some governments may find it helpful to draw on the knowledge and organizational machinery of international networks such as IASIA, AAPAM and others. Training institutes could consider how best to contribute to the development of accessible, high quality material that others could draw on and include in their own courses.

89. Peer-to-peer learning has proven to be beneficial in many policy areas as an alternative to “top-down” styles of learning and could be strengthened by active efforts by professional networks to match people who have expertise with others in their own region, city or town. One example would be to work with researchers and academia to make training itself more effective and bring practice and scholarship together to a greater degree.
Chapter IV

Future work of the Committee

90. The Committee will continue to align its work programme with the needs and priorities established by the Economic and Social Council, with a view to contributing effectively to the deliberations of the Council and assisting it in the performance of its functions. At its twentieth session, the Committee will work on the theme that is adopted for the 2021 session of Council and the high-level political forum on sustainable development and prepare policy recommendations on the governance and institutional aspects of that issue.

91. The Committee would again invite interested voluntary national review countries to engage in an interactive dialogue with the experts on institutional aspects of Goal 16, taking into account interlinkages between Goal 16 and all SDGs and in light of pandemic response and recovery. The members would suggest making the dialogue a standing item on the agenda of the Committee through 2030.

92. The Committee affirmed that the principles of effective governance for sustainable development, endorsed by the Council in July 2018, continued to provide a useful cross-cutting framework for its work. At the twentieth session, the Committee would expand on this framework with an emphasis on strengthening the analytical basis for institutional reform policies based on the principles, including through regional studies and indicators.

93. The Committee further agreed that in its analysis of building strong institutions for sustainable development in conflict-affected countries it would take into account the particularities of different regions and the nature of conflict in different countries.

94. The Committee decided to continue the practice of organizing informal intersessional working groups to prepare the groundwork for its next session, bearing in mind the need to produce technical and expert analysis, assessments and policy recommendations to inform efforts to implement the 2030 Agenda, as stipulated in General Assembly resolution 72/305.

95. Given the valuable experience that has been gained with the virtual meeting format, the Committee would continue to make use of the technology, notably in the intersessional period for meetings of its informal working groups. Virtual meetings should complement the annual session held in person at United Nations Headquarters.

96. The ongoing contribution of observers was welcome. The Committee will consider strengthening engagement of young people interested in public service, for example by inviting participants in the Model UN programme to observe the deliberations of the twentieth session online.

97. The Committee decided to keep its methods of work under review and looked forward to continuing engagement with other subsidiary bodies of the Council, the Peacebuilding Commission and other United Nations processes, as appropriate, with a view to promoting linkages and informing the integrated view of the Council.
Annex 1

List of documents

<table>
<thead>
<tr>
<th>Agenda item</th>
<th>Title or description</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Provisional annotated agenda (E/C.16/2020/1)</td>
</tr>
<tr>
<td>4</td>
<td>Note by the Secretariat transmitting the expert paper on promoting effective governance and institutional reform to accelerate the delivery of the Sustainable Development Goals (E/C.16/2020/2)</td>
</tr>
<tr>
<td>4</td>
<td>Contribution by the Committee to the 2020 thematic review of the high-level political forum on sustainable development</td>
</tr>
<tr>
<td>6</td>
<td>Note by the Secretariat entitled “Effective governance for sustainable development: putting principles into practice and reviewing outcomes” (E/C.16/2020/3)</td>
</tr>
<tr>
<td>7</td>
<td>Note by the Secretariat transmitting the expert paper on government and public sector workforce management in the digital era (E/C.16/2020/4)</td>
</tr>
<tr>
<td>8</td>
<td>Note by the Secretariat transmitting the expert paper on the re-establishment of credible governance and public administration institutions and systems after conflict (E/C.16/2020/5)</td>
</tr>
<tr>
<td>9</td>
<td>Note by the Secretariat transmitting the expert paper on budgeting for the Sustainable Development Goals (E/C.16/2020/6)</td>
</tr>
<tr>
<td>10</td>
<td>Note by the Secretariat transmitting the expert paper on training for public officials on the Sustainable Development Goals (E/C.16/2020/7)</td>
</tr>
<tr>
<td>10</td>
<td>Conference room paper on training and awareness-raising for the Sustainable Development Goals: Ghana’s experience</td>
</tr>
</tbody>
</table>
Annex 2

Correspondence and informal virtual meetings held during the nineteenth session

The Director of the Division for Public Institutions and Digital Government, Juwang Zhu, transmitted a letter to all members on 28 April 2020 in his capacity as Chair pro tempore conveying five nominations to the Bureau of the nineteenth session that were received from the members during the intersessional period. With no objections raised under a silence procedure, the officers were deemed to have been elected by acclamation on 1 May 2020. The Committee decided to postpone its dialogue with voluntary national review countries on Sustainable Development Goal 16. The Committee considered all other items on the agenda through a combination of written consultations and informal meetings held on 13, 15, 18, 21, 27 and 28 May 2020, using a virtual platform. It concluded by adopting the draft report on 28 May 2020. The Under-Secretary-General for Economic and Social Affairs, Liu Zhenmin, made concluding remarks.

Attendance

The following 23 Committee members participated in the informal virtual meetings of the session: Linda Bilmes (United States of America), Geert Bouckaert (Belgium), Upma Chawdhry (India), Emmanuelle d’Achon (France), Cristina Duarte (Cabo Verde), Geraldine J. Fraser-Moleketi (South Africa), Ali Hamsa (Malaysia), Paul Jackson (United Kingdom of Great Britain and Northern Ireland), Bridget Katsriku (Ghana), Margaret Kobia (Kenya), Ma Hezu (China), Linus Toussaint Mendjana (Cameroon), Louis Meuleman (Netherlands), Gregorio Montero (Dominican Republic), Lamia Moubayed Bissat (Lebanon), Juraj Nemec (Slovakia), Katarina Ott (Croatia), Regina Silvia Pacheco (Brazil), Moni Pizani (Bolivarian Republic of Venezuela), Ora-orn Poocharoen (Thailand), Devon Rowe (Jamaica), Abdelhak Saihi (Algeria) and Henry Sardaryan (Russian Federation). Gowher Rizvi (Bangladesh) was unable to participate.

Observers from intergovernmental, governmental, non-governmental and related organizations were invited to provide written statements in advance of, and during, the session. The inputs of observers can be viewed on the website of the Committee (https://publicadministration.un.org/en/cepa).