



United Nations

Committee of Experts on Public Administration

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

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Note

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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 coronavirus disease (COVID-19) pandemic response and recovery.

One of the key messages of the Committee was that many countries might not be prepared to implement the Goals at the desired scale and speed because of a general undervaluing of the public sector in economic theories of past decades and a disregard for the contribution the sector can make to society when equipped with adequate capacity and the appropriate skills and mindsets. Combatting corruption also remained a crucial precondition of effective governance for accelerating the implementation of the 2030 Agenda for Sustainable Development.

The Committee observed that the pandemic had exposed risks and vulnerabilities of Governments, for example, in terms of their unpreparedness for crises, inadequacies in public infrastructure and investment, including in health systems, and imbalances in economic and social development. Implementation of the Goals could be impeded by the pandemic, in particular in situations in which awareness of them was lacking. Social inequalities had been further exposed by the pandemic, with vulnerable groups and those left furthest behind being the most affected, including in relation to employment and social protection.

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

Another key message was that Governments should not simply aim to return to pre-existing procedures and institutional cultures in seeking to respond to the pandemic and in planning for recovery. The pandemic presented a unique opportunity to reimagine the role of institutions and policymaking, promote new governance norms and shift from past practices to transformative pathways that strengthened resilience and accelerated action to achieve the Goals. With bold action, transformative changes were 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 the test and had proved useful as a guide to analysing complex governance challenges and to building strong institutions towards realizing 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 Goals could be accelerated if the Goals were embedded in national and subnational budgets and if these are effectively executed. However, budgeting for the Goals was still in its infancy in most countries. Such challenges were 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 Goals. As demonstrated in the current fight against the pandemic, state, provincial and municipal governments were often the first-level providers in delivering the Goals. Expanded efforts were needed to strengthen local government finance and financial management to that end, including through a concerted global effort to address severe budgetary challenges and financial risks that Governments were 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 sustainable development with regard to promoting effective governance and institutional reform to accelerate the delivery of the Goals.

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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 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

¹ General Assembly resolution [71/256](#), annex.

² United Nations, *Treaty Series*, vol. 2349, No. 42146.

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 (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,³ 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 Development⁴ 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 the implementation of the Sustainable Development Goals and targets and pursue 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 COVID-19 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

³ *Official Records of the Economic and Social Council, 2020, Supplement No. 24 (E/2020/44).*

⁴ General Assembly resolution 70/1.

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 and improve 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,⁵ 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

⁵ *Official Records of the Economic and Social Council, 2018, Supplement No. 24 (E/2018/44)*, chap. III, sect. B, para. 31.

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 the implementation of Sustainable Development Goal 16, giving particular attention to the cross-cutting nature of all the Goals;

15. *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 of 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 Economic and Social Council and the 2021 high-level political forum on sustainable development.

4. Dialogue with voluntary national review countries on institutional aspects of Sustainable Development Goal 16.
5. Strengthening the analytical basis for reform policies based on the principles of effective governance for sustainable development.
6. Integrating the Sustainable Development Goals into national and subnational budgeting and financial management.
7. Sustainable public procurement in the decade of action and delivery for sustainable development.
8. Impact of the COVID-19 pandemic on essential workers in the public sector.
9. Building strong institutions for sustainable development in conflict-affected countries.
10. Provisional agenda of 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 of 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. One of the key messages of the Committee was that a silo mentality continued to hamper the holistic implementation of the Goals and hinder action to ensure that no one is left behind. Many countries were also not prepared to implement the Goals at the desired scale and speed because of a general undervaluing of the public sector in economic theories of past decades and a disregard for the contribution the sector can make to society when equipped with adequate capacity and the appropriate skills and mindsets. Combatting corruption remained a crucial precondition of effective governance for accelerating the implementation of the 2030 Agenda for Sustainable Development.

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

6. Enablers and catalysts of accelerated action and transformative pathways for delivery of the Goals include public-private partnerships, electronic and open government, inclusive service delivery, training, public sector ethics, transparency, public participation and innovation. At the subnational level, efforts to leave no one behind can be accelerated through decentralization, local development and

¹ See https://sustainabledevelopment.un.org/content/documents/25956CEPA_contribution_to_2020_HLPPF.pdf.

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, taking into consideration 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 nomination by the Secretary-General. Pursuant to Council resolution 2020/3, on revised working arrangements for the 2020 session of the Economic and Social Council and sessions of its subsidiary bodies, and decision 2020/206, on the extension of the procedure for taking decisions of the Economic and Social Council during the coronavirus disease (COVID-19) pandemic, and taking into account the prevailing conditions relating to the impact of COVID-19 on working arrangements for the Council's 2020 session and to 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 II).

9. The Committee adopted its draft report on the session on 28 May 2020.

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.
6. Effective governance for sustainable development: putting principles into practice and reviewing outcomes.
7. Government and public sector workforce of the future.
8. Promoting peaceful and inclusive societies and providing access to justice for all.
9. Emerging issues in public financial management and budgeting for the Sustainable Development Goals.
10. Training and awareness-raising for the Sustainable Development Goals.
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,I Institutional aspects of the 2020 theme of the Economic and Social Council and the high-level political forum, together with item 7, 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

Structural weaknesses revealed by the pandemic

13. The pandemic has revealed structural weaknesses in institutions that cannot be ignored and has shown that bold and transformative actions to deliver the Goals are possible. Building on its contribution to the 2020 high-level political forum on sustainable development, the Committee underscored that, in many countries, the challenges facing the public sector that existed before the pandemic had become more prevalent and prominent. The pandemic has exposed risks and vulnerabilities of Governments, for example, in terms of their unpreparedness for crises, inadequacies in public infrastructure and investment, including in health systems, and imbalances in economic and social development. Implementation of the Goals could be impeded by the pandemic, in particular in situations in which awareness of them is lacking, and social inequalities have been further exposed by the pandemic, 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. A response in that regard 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. In particular, the Committee highlighted the role of local authorities and communities, working in partnership with civil society and the private sector, in both crisis response and ongoing contextualized implementation of the Goals.

16. Structural and procedural weaknesses in institutions pose substantial risks to democratic governance, the rule of law and human rights. They also undermine progress towards implementation of the Goals, including efforts to reduce inequalities in many countries. Also underscored by the pandemic is 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 areas of the Goals.

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 Goals.

18. Whole-of-government and whole-of-society approaches are essential to promoting policy coherence and integrated policymaking among national and subnational levels and across sectors. Such approaches 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, taking into consideration enduring structural transformation, can be crucial. Competent institutions are needed to manage these relationships

effectively while a strong social contract is highly beneficial in mitigating crises and achieving sustainable development for all.

19. As a result of the pandemic new light is being shed on challenges and opportunities related to globalization, solidarity and the connectedness of the world amid 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 workers in the public sector and the informal economy

20. Special attention needs to be paid to essential workers in the public sector and the informal economy. In the context of 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. The objective of leaving no one behind calls for special attention in public policymaking to be paid to the needs of contractual workers and workers in the informal economy most affected by lost income as well as exclusion 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 implementation of 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 Goals

22. Strategies to strengthen public sector capabilities for the Goals need to include for a clear and complete picture of the public sector workforce. 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 Goals, 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, regardless of whether they are public servants.

23. The Committee highlighted that a broad understanding could 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 Goals, 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 Goals. 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.

Expanded use of digital technologies in public service delivery and greatly accelerated action to address digital divides

25. The pandemic has resulted in the expanded use of digital technologies in public service delivery. However, greatly accelerated action is needed to address digital divides. The nature of work is changing in many countries owing to a 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 called for greatly accelerated action to address digital divides within and across countries. Attention should also be paid to upgrading telecommunications and electricity infrastructure in many countries, with Governments facilitating affordable access to high-speed Internet and improving digital literacy and knowledge-sharing.

27. The impact of digital government on the achievement of the Goals 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 would 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 in order to take advantage of data analytics, data science and behavioural insights in policymaking in such sectors as education and health. At the same time, artificial intelligence 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.

Principles of effective governance for sustainable development

30. The principles of effective governance for sustainable development (see [E/2018/44](#), para. 31) have been put on trial and have proved to be useful to the future of government. The principles, endorsed by the Council in its resolution [2018/12](#), highlight the need for pragmatic and ongoing improvements in national and local governance capabilities to achieve the Goals together with the transformative changes needed to deal with the pandemic and the decade of action and delivery 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 people and their lives, and directly examine the relevance of the principles to action by practitioners in the field. The principles have been found to be highly relevant in all contexts. For example, it is clear that all countries derive

a benefit from investing in capacities for policy and planning, risk management, integrated policymaking digital government and context-dependent, citizen-centric service delivery.

32. In taking the principles as the framework for analysing the institutional fabric of countries, many lessons have emerged. 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 United Nations system and regional organizations share a common interest in promoting effective governance for sustainable development, in particular as a powerful lever to bring 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. The Department of Economic and Social Affairs and the African Peer Review Mechanism organized, in collaboration with the United Nations Development Programme, an African regional workshop on effective governance for sustainable development, in Pretoria from 30 October to 1 November 2019. The regional workshop, which was in follow-up to the eighteenth session of the Committee, was designed specifically to support countries in moving ahead with assessing gaps in the institutional application of the principles.² The joint workshop was especially useful because of the alignment of institution-building efforts related to the 2030 Agenda and to Agenda 2063: The Africa We Want and because of 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 purpose of the baseline study would be to establish the experiences and state of readiness of Governments in Africa to apply the principles of effective governance for sustainable development in national contexts. The study would serve to recommend to Governments in Africa steps towards building resilient, inclusive, and accountable public institutions and sharing best institutional practices among State members of the African Union. It is expected that the study will be presented to Heads of States and Government at the African Union Summit, to be held in early 2021.

36. The principles are also in alignment with the current thinking of the Public Governance Committee of the Organization for Economic Cooperation and Development and its framework for sound public governance, as well as the Charter for Caribbean Public Services of the Caribbean Community (CARICOM). 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.

² See https://publicadministration.un.org/africa_regional_workshop/.

37. A relationship with the regional commissions and the resident coordinators could also be helpful with regard to raising awareness about the principle at all levels of the United Nations system and among national counterparts. An important objective could be to find ways of making the principles become part of the work culture of groups supporting the implementation of the United Nations Sustainable Development Cooperation Frameworks of interested countries.

Data and indicators

38. 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, owing to the detailed nature of the subject, the Committee decided to defer consideration of the indicators to its twentieth session and to invite its informal working group to continue to study the matter during the next intersessional period.

39. An initial question to pose to the group would concern the data and indicators needed. There is an impression among Committee members 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 policymakers. It is also 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.

40. The work should draw on the work of the Praia Group on Governance Statistics and other initiatives, as appropriate. The Committee could especially benefit from the experience of the Praia Group in terms of 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.

41. There is recognition among Committee members 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 needs to be given to harmonization, across and within regions, in areas where international comparisons are merited.

Strategy guidance notes

42. Owing to the proliferation of mechanisms and tools in the wide-ranging field of governance, there may be value in further harmonization of guidance to help countries 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 Goals and the fact that governance was identified in the *Sustainable Development Report 2019* as the first of four levers for transformative action, faster progress may be in order.

43. 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.

44. 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 Goals. 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 that exist in a precarious state of post-conflict tension, in which threats of insecurity and violence and legacies of injustice and mistrust make effective governance extremely difficult. To these issues is now added COVID-19 and its effects on already vulnerable groups.

46. The idea that one can distinguish between a pre-conflict phase and a post-conflict phase is increasingly problematic. There has been a dramatic change in the nature of violent conflict over the past 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 requires attention to be given 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 different from those that apply in other situations. The application of the principles of effective governance may be even more important in situations in which 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 Goals, which can be a driving force for peacebuilding.

Issues related to the COVID-19 pandemic

49. Many fragile countries experience 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 of infrastructure to deal with the pandemic, as well as lockdowns and the digitalization 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, in particular, domestic violence. The relatively limited responses to the effects of the pandemic on migrants and refugees is a further concern, specifically difficulties faced by such groups in obtaining access to food and basic services in addition to other ongoing challenges.

51. Alternative and viable options may be available, and there may be 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, allowing for the adoption of new channels for engaging with people and expanding the reach of public services, provided that ways can be found to reach all segments of society, including the poorest and most vulnerable.

Renewed emphasis on enhancing governance at both the 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 include urbanization, unemployment, crime, demobilization, conflict sensitivity and ethnicity.

53. Effective local governance and the 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 requires 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 in reaching 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 exist for everybody, even if they are not used. Such mechanisms should be accessible to both those in the capital and 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, in which there may be strong pressure to reallocate resources to health care 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 resource 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 Sustainable Development Goals

Incorporating the Sustainable Development Goals into national budgeting systems

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

59. Budgeting for the Goals 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 with different stakeholders and how to balance different priorities. Currently, budgeting for the Goals is still in its infancy. While several countries have announced in voluntary national reviews their intention to incorporate the Goals into 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 a budget classification for the Goals and identifying expenditure categories that can be linked to the Goals or targets; adjusting budget circulars to reflect the Goals; developing checklists for budget formulation; and reporting on the execution of budgets for the Goals, 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 budgeting for the Goals, 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 a national sustainable development strategy is in place. In countries that do not practise programme performance budgeting, the task may be a matter of establishing a new budgeting system linked to the implementation of the Goals.

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 Goal targets and indicators.

63. A longer-term approach could be to develop specific Goal-related expenditure classifications. Since the Goals do not cover all of the functions of government, it may be advisable to adopt budgeting classification for the Goals in addition to existing functional budget classifications or to redesign classifications to make Goal-related expenditures more visible. The nature of the public financial management system, public administration capacity and demand for Goal budgeting information by line ministries and stakeholders would all influence the approach taken.

64. In budgeting for the Goals, 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 electronic procurement systems. Transparent and open consultations with all relevant stakeholders should serve to 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 are aligned with domestic policy objectives and commitments. A large majority of countries do not present data on expenditure disaggregated by gender, age, income or geographic area, which hinders analysis of the impact of fiscal policies on different groups in the context of leaving no one behind. In addition, many do not provide information on tax expenditure 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 the use of ICT, can help.

67. The pandemic could create additional challenges for budget transparency at the 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 bypassed, 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 on 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 Goals. 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 the Sustainable Development Goals.

Strengthening public participation in budgeting

70. Better budgeting in the context of the Goals 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 enable 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 Goal-related budget analysis; developing citizens budgets; and using budget information to check the alignment of national development plans with the Goals, assess budget impacts on inequalities and inform policy and practice.

72. Parliamentary oversight should include critical analysis and monitoring of budget allocation for the implementation of the Goals. 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 lay off public sector workers, which may further exacerbate the social and economic impacts of the pandemic and undermine the implementation of the Goals.

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 a particular focus on procurement processes for local infrastructure, are important.

76. A concerted global effort to support subnational governments could include International Monetary Fund 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 Goals.

Budgeting and financial management for a better recovery

77. If emergency responses to the pandemic are not balanced with longer-term priorities, the recovery may become more difficult and affect the implementation of the Goals. Reinforcing ongoing budgeting reforms for the Goals can help to manage this trade-off. The achievement of the Goals 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 Goals are aimed at addressing. 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 for the Sustainable Development Goals 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 analyses. 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 for the exchange of good practices on sustainable public procurement could be helpful.

E. Training and awareness-raising for the Sustainable Development Goals

Awareness-raising

81. Some countries have found that raising public awareness in society at large can be an important strategy in galvanizing support for the implementation of the Sustainable Development Goals 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 with 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 the private sector to research that creates awareness and broadens understanding of the Goals.

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 identify 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, in which specific skills and competencies could helpfully be enhanced in government administration.

83. Post-secondary programmes are a key source of entry-level public administration professionals in many countries, and also provide 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 doctoral studies be aware of the Goals and have ideas of how to accelerate their implementation. This requirement could be incorporated into accreditation procedures based, inter alia, on the Department of Economic and Social Affairs and International Association of Schools and Institutes of Administration standards of excellence for public administration education and training programmes.

84. Basic training on the 2030 Agenda and the Goals 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 Goals 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 the implementation of the Goals, 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 the need to engage with a wide variety of stakeholders, public administration training should be aimed at substantially enhancing 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 in particular to those associated with career development and be reinforced by allowing time to practise new skills and transform knowledge into action. Additional value is provided when training involves emphasizing 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 to 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 in which public servants are substantially overworked or underpaid and reluctant to take advantage of offerings. According to the findings of cost-benefit analyses of executive education, this method is particularly expensive for the results achieved, and relatively inaccessible compared with 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, the 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 upon the knowledge and organizational machinery of international networks such as the International Association of Schools and Institutes of Administration and the African Association for Public Administration and Management. Training institutes could consider how best to contribute to the development of accessible, high-quality material that others could draw upon and include in their own courses.

89. Peer-to-peer learning has proved 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 academic institutions 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 the 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 Sustainable Development Goal 16, taking into account interlinkages between Goal 16 and all the Goals and in the light of the response to and the recovery following the COVID-19 pandemic. 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 also 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 would consider strengthening engagement of young people interested in public service, for example by inviting participants in the Model United Nations 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 I

List of documents

<i>Agenda item</i>	<i>Title or description</i>
2	Annotated provisional agenda (E/C.16/2020/1)
4	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)
4	Contribution by the Committee to the 2020 thematic review of the high-level political forum on sustainable development
6	Note by the Secretariat on effective governance for sustainable development: putting principles into practice and reviewing outcomes (E/C.16/2020/3)
7	Note by the Secretariat transmitting the expert paper on government and public sector workforce management in the digital era (E/C.16/2020/4)
8	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)
9	Note by the Secretariat transmitting the expert paper on budgeting for the Sustainable Development Goals (E/C.16/2020/6)
10	Note by the Secretariat transmitting the expert paper on Sustainable Development Goals training for public officials (E/C.16/2020/7)
10	Conference room paper on training and awareness-raising for the Sustainable Development Goals: experience of Ghana

Annex II

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 of the Committee 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. 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, using a virtual platform. It concluded by adopting the draft report on 28 May. The Under-Secretary-General for Economic and Social Affairs, Liu Zhenmin, made concluding remarks.

Attendance

The following 23 members of the Committee 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), Ma Hezu (China), Paul Jackson (United Kingdom of Great Britain and Northern Ireland), Bridget Katsriku (Ghana), Margaret Kobia (Kenya), 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). Gowder 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 web page of the Committee (<https://publicadministration.un.org/en/cepa>).

