United Nations | Department of Economic and Social Affairs

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Effective Governance and the Quintet of Change for the Implementation of the **Sustainable Development Goals**

Webinar Series

Final Report

SUSTAINABLE DEVELOPMENT GOALS

End poverty in all its forms everywhere

End hunger, achieve food security and improved nutrition and promote sustainable agriculture

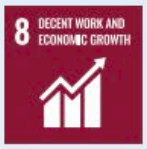
Ensure healthy lives and promote well-being for all at all ages

Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

Achieve gender equality and empower all women and girls

Ensure availability and sustainable management of water and sanitation for all

Ensure access to affordable, reliable, sustainable and modern energy for all



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all

Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation

Reduce inequality within and among countries

Make cities and human settlements inclusive, safe, resilient and sustainable

Ensure sustainable consumption and production patterns

Take urgent action to combat climate change and its impacts

Conserve and sustainably use the oceans, seas and marine resources for sustainable development

Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels

Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development

Acknowledgements

The Webinar Series on Effective Governance and the Quintet of Change for the Implementation of the Sustainable Development Goals was held under the responsibility of Juwang Zhu, Director, Division for Public Institutions and Digital Government (DPIDG), UN Department of Economic and Social Affairs (UN DESA). Under the guidance of Adriana Alberti, Chief, Programme Management and Capacity Development Unit, DPIDG, UN DESA, the Webinar Series was coordinated by Nosipho Dhladhla who finalized the Report with contributions from Anni Haataja-Beeri, Andrea Safonttria, Cristina Rodriguez-Acosta, Francesca Zita Tomasino, Saras Jagwanth, and Veronique Verbruggen. Gregory McGann created the layout and design of the publication.

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Introduction

The 2024 Webinar Series on Effective Governance and the Quintet of Change for the Implementation of the Sustainable Development Goals (SDGs) was organized by the United Nations Department of Economic and Social Affairs, Division of Public Institutions and Digital Government (UN DESA/DPIDG), through its Programme Management and Capacity Development Unit and brought together policymakers, public servants, and diverse stakeholders. It provided a dynamic platform to address pressing challenges and opportunities in public administration, including on topics related to the UN 2.0 Quintet of Change. Through six interactive webinars, the series explored critical themes, including changing mindsets in public institutions, innovation and digital government, transparency and accountability, strategic foresight, localization of the SDGs, and ensuring inclusiveness.

The main objectives of the webinar series were:

- To facilitate discussions on key issues shaping current governance practices.
- To showcase innovative approaches and good practices in public administration.
- To foster collaboration and knowledge exchange among diverse stakeholders.
- To empower participants with practical tools and insights to drive positive change in their respective contexts.

Each webinar featured expert presentations, case studies, and real-world examples, providing participants with practical insights and actionable strategies. Several presentations were based on the Curriculum on Governance for the SDGs developed by UN DESA/DPIDG and the 11 Principles of Effective Governance for sustainable development, which were developed by the United Nations Committee of Experts on Public Administration and endorsed by the United Nations Economic and Social Council in 2018. The relevant Strategy Guidance Notes to operationalize the Principles of Effective Governance were also highlighted.

Key outcomes of the series include heightened awareness of the need for agile, citizen-centric governance models and the importance of leveraging innovation, digital transformation, and strategic foresight to tackle complex global challenges. The discussions emphasized inclusiveness—particularly of youth and gender—data-driven policymaking, and collaborative governance as essential to the implementation of the SDGs. Practical tools, case studies, and actionable recommendations offered participants concrete pathways to drive transformational change in their contexts, underscoring the vital role of effective governance in achieving the 2030 Agenda for Sustainable Development.

Changing Mindsets in Public Institutions to implement the 2030 Agenda for Sustainable Development

Overview

This webinar focused on the critical role of changing mindsets in the public sector to promote innovation and digital transformation as key enablers for implementing the Sustainable Development Goals (SDGs). It aimed to examine why a change in mindset in the public sector is needed to implement the SDGS and highlight key strategies to shift mindsets, and to enhance understanding of innovation and digital mindsets in the public sector and strategies to promote them.

Guiding Questions:

1. Why do public servants need to change mindsets and embrace new competencies to deliver on the 2030 Agenda for Sustainable Development?
2. What are some of the strategies to change mindsets and develop capacities at the institutional, organizational and individual levels across government?
3. How can public administration education and training institutes support a change of mindsets in the public sector?

Key Insights

The webinar highlighted the importance of changing mindsets in public institutions and the critical role of civil servants in the implementation of the SDGs. By presenting on the necessary mindsets and competencies needed for achieving the 2030 Agenda, the webinar highlighted the critical role of effective governance and mindset transformation in the SDGs.

Several mindsets were explored including agile mindset for systems thinking and strategic intelligence, experimental mindset for innovation and critical thinking, evidence-based mindset for sound policymaking, collaborative mindset to enhance coordination and dialogue, ethical and transparent mindsets to uphold integrity and accountability, inclusive mindset to ensure equity and leave no one behind, and digital mindset to embrace technological advancements. Strategies for public sector mindset change such as developing leadership that fosters transformation, building competencies that align with effective governance principles, promoting accountability, inclusion, and responsiveness in public service delivery were also highlighted. The webinar underscored the need to align personal, organizational, and institutional values to drive transformative change in governance for sustainable development.

The webinar also emphasized the importance of fostering an environment supportive of innovation and digital transformation in the public sector and explored some of the characteristics of countries that are leaders in innovation and public sector transformation. Based on DESA's competency

framework, the innovative and experimental mindset was shared as well as some strategies to create capacity and foster those mindsets in the public sector. Essential competencies for digital transformation were discussed including data literacy, cybersecurity, cloud skills, and Artificial Intelligence and Language models capabilities, as well as soft skills such as communication, critical thinking, and leadership. Several strategies for workforce development to support the building of those skills like establishing specialized training agencies, using online platforms and certification programs, and addressing skill gaps through tailored plans were also shared with participants.

Several factors supporting innovation and digital competence were identified including political commitment, adequate resources, policies and regulations supportive of training and innovation, skills-based hiring and promotion, and continuous assessments that ensure accountability and transparency. The webinar emphasized the interconnectedness of digital transformation, cultural change, and innovation in creating public institutions that are effective, inclusive, and accountable. By focusing on systemic changes and workforce development, the speakers underscored that governments can empower their employees to address the challenges of the 21st century effectively.

The presentations collectively emphasized the need for mindset shifts, systemic innovation, and digital transformation to create public institutions that are resilient, inclusive, and aligned with the principles of the 2030 Agenda. By addressing both cultural and technical dimensions, governments can foster transformative change to achieve sustainable development.

Recommendations

- Governance is essential for sustainable development, and shifting mindsets is necessary to create effective institutions. Institutions have both visible aspects (e.g., structures, rules) and hidden aspects (e.g., values, cultures). Changing mindsets is vital for addressing the hidden layers that influence institutional effectiveness.
- Fostering understanding of the importance of mindset change at all levels of governance requires cultural and organizational changes, encouraging shifts in policies and practices that reinforce new mindsets and competencies. Therefore, it is essential to equip public servants with the skills and knowledge necessary for transformation.
- Digital transformation should involve the strategic use of digital technologies to fundamentally change operational models and enhance value generation in public institutions.
- To foster innovation, the public sector should encourage the use of agile-human-centered design to solve complex challenges using digital tools, prototyping, and user-focus approaches to create impactful solutions.
- A cultural and organizational shift to promote innovation and digital transformation should be encouraged in the public sector. This shift requires leaders to champion change by investing in human resources and fostering a culture of continuous learning, as well as focusing on a results-oriented mindset and promoting cross-department collaboration and coordination.

Innovation and Digital Government

Overview

This webinar focused some of the lessons learned to create a supportive environment for innovation and digital transformation in the public sector. The role of emerging technologies, such as Artificial Intelligence (AI), were also examined. It aimed to explore approaches to fostering innovation and digitalization in the public sector context, explore conditions for successful innovation in digital transformation in the age of AI, and to better understand the public sector skills required for promoting innovation and digitalization in the public sector.

Guiding questions:

1. What are some of the good practices around digital government and innovation in public service delivery? What type of strategies have been more successful?
2. What are some of the key mindsets needed for the public sector to adopt emerging technologies such as AI for enhanced public service delivery? What are some of the best practices?
3. What role do training institutions and human resource departments play in equipping the public sector to navigate the challenges of digitalization?

Key Insights

The webinar explored the pivotal role of mindset shifts, innovation, and leadership in public sector transformation to achieve the SDGs. Presenters underscored the importance of socially conscious leadership, adaptive governance, and technology integration in reshaping public administration practices.

One presentation emphasized that achieving the SDGs requires significant mindset and value changes, including fostering socially conscious leadership characterized by empathy, direct engagement, and people-focused policies. Innovation was described as a synthesis of systemic, behavioral, and technological transformations aimed at redefining societal development perspectives.

Another session delved into the transformative potential of digital technologies, particularly in the context of artificial intelligence (AI). Tools such as policy labs, regulatory sandboxes, and policy prototyping were highlighted as mechanisms for adaptive governance, with examples from Colombia and Brazil illustrating their effectiveness. Leadership and governance were identified as critical enablers of successful digital transformation.

A notable case study showcased the Huduma Kenya model, a multi-channel service delivery system combining digital platforms and physical centers. This approach demonstrated the value of technology investment, inclusivity, and continuous feedback loops in enhancing public service

delivery. UN DESA's Curriculum on Governance for the SDGs aimed at aligning governance capacities with SDG principles was also highlighted. Additionally, a roadmap for fostering an innovation mindset in the public sector was presented, emphasizing the need for breaking down silos, stakeholder collaboration, and capacity building.

Recommendations

- Foster an Innovation Mindset Among Public Servants: Shift beliefs and attitudes to embrace innovation and advance the SDGs. Encourage socially conscious leadership that emphasizes empathy, inclusivity, and people-centered policies as the foundation for adaptive and responsive public institutions.
- Leverage Experimental Tools for Adaptive Governance: Utilize regulatory sandboxes, policy labs, and prototyping to facilitate iterative learning and policy refinement. Promote a digital mindset to harness technology for inclusive and transparent governance, ensuring policies remain effective in a dynamic environment.
- Prioritize People-Centered Service Delivery: Design accessible and inclusive public services by integrating continuous feedback mechanisms to address the diverse needs of populations. This approach enhances citizen satisfaction, improves service quality, and builds trust in public institutions.
- Break Down Silos and Promote Cross-Sector Collaboration: Invest in training, skills development, and leadership to sustain innovation. Encourage intersectoral collaboration to integrate diverse perspectives and create comprehensive, effective solutions.
- Implement Strategic Frameworks for Equitable Governance: Develop frameworks that ensure access, responsiveness, transparency, and accountability in public service delivery. Address systemic challenges, such as the digital divide, to achieve equitable outcomes. Balance technological advancements with social equity to drive sustainable development.

Transparency, Accountability, and Ethics in Public Institutions

Overview

This webinar highlighted some key insights on how to foster and promote transparency, accountability and ethics in public institutions. Challenges, opportunities and good practices were also examined. It aimed to explore the importance of building transparent, accountable and inclusive institutions to foster effective governance, prevent corruption and gain public trust, explore the relationship between transparent, accountable and ethics in public institutions and the achievement of the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), and to better understand the public sector skills and mindsets required for promoting transparency, accountability and ethics in the public sector.

Guiding questions:

1. What are some of the good practices to promote transparency, accountability and ethics in the public sector? What type of strategies have been successful?
2. What are some of the ways that transparent and accountable public institutions and ethical public servants have advanced the achievement of the 2030 Agenda for Sustainable Development and the SDGs? What are some of the ways in which corruption have hampered the progress?
3. What are some of the key skills and mindsets required from public servants to uphold and promote transparency, accountability and ethics in the public sector?

Key Insights

The webinar underscored the significance of transparency, accountability, and ethics as fundamental pillars for fostering public trust and enhancing sustainable development outcomes. Presentations highlighted a range of practices and strategies implemented across different contexts to strengthen governance frameworks and combat corruption.

Good practices in promoting transparency and accountability were demonstrated through innovative governance initiatives. For example, the adoption of public debates, citizen co-creation platforms, and open data policies has significantly advanced participatory governance. Strategic measures such as interoperability and digital governance have facilitated collaboration, while initiatives emphasizing plain language have improved citizen engagement and trust. A case in point is Ecuador's Open Government National Action Plan (2019–2021), which achieved notable compliance with goals including public procurement transparency and the establishment of citizen innovation laboratories. These efforts exemplify how digital democracy, and open government can strengthen public institutions.

The role of open data in anti-corruption efforts was another key theme. Open data platforms, such as Thailand's public procurement database, have enabled whistleblowing and public scrutiny. Regional collaboration through initiatives like the Southeast Asian Anti-Corruption Network (SEA-ACN) has further emphasized the importance of open data and whistleblowing protections, showcasing a model for enhancing accountability and transparency through collective action.

In South Africa, government transparency was framed as an obligation to openly communicate and justify decisions to the public. Holistic Public Service Anti-Corruption Strategies, which balance prevention, investigation, and prosecution, were emphasized as critical tools for fostering ethical governance. Public participation was identified as a cornerstone for combating corruption, demonstrating the importance of inclusive decision-making in ensuring public sector accountability.

The webinar also highlighted the centrality of SDG 16 to achieving all SDGs. Effective, inclusive, and accountable institutions are essential for sustainable development, and operational strategies such as fiscal and budget transparency are key to advancing these goals. Corruption's detrimental impact on SDG progress was addressed, with examples of misallocation of resources and erosion of public

trust underscoring the need for robust governance measures. Capacity-building tools, such as UN DESA's Curriculum on Governance for the SDGs, provide valuable resources for fostering transparency and ethics through training modules and online courses.

Recommendations

- Promote Transparency and Accountability: Establish open government practices, such as open data initiatives and citizen participation, to foster public trust and combat corruption.
- Harness Technology for Governance: Leverage tools like public procurement databases and digital governance systems to enhance transparency and facilitate public oversight.
- Empower Citizens through Accessible Information: Ensure information is clear and readily available to encourage citizen engagement and enable accountability.
- Cultivate a Culture of Integrity: Prioritize the development of transparency, accountability, and ethics among public servants to support sustainable governance.
- Adopt Holistic and Collaborative Approaches: Integrate legal frameworks, foster civil society partnerships, and engage the public actively to drive effective governance reforms.

Sound Policy Making and Strategic Foresight

Overview

This webinar provided valuable insights into leveraging strategic foresight for sound policymaking, exploring its role in navigating uncertainties, fostering resilience, and shaping forward-thinking governance strategies, while also examining challenges, opportunities, and best practices. It aimed to enhance understanding of strategic planning and foresight in the public sector to address future complex challenges and strengthen capacities on systems thinking and strategic foresight for policy coherence and long-term planning in the public sector.

Guiding questions:

1. How does strategic foresight differ from traditional planning and why is it important?
2. What are some of the key elements of a strategic foresight framework for government agencies?
3. What are some of the ways in which governments can identify emerging trends and signals of change?
4. How can governments foster a culture of strategic implementation?
5. How can governments measure the effectiveness of strategic foresight initiatives?

Key Insights

The webinar underscored the critical role of Strategic foresight and how it offers a versatile approach to governance, encompassing perspectives that liken it to tools such as a horoscope for forecasting trends, a telescope for scanning signals of change, and a gyroscope for providing direction. This multifaceted lens enables policymakers to explore possible futures without claiming certainty, guiding decisions with data and analysis. Participatory and experimental methods, including interactive games and workshops, engage stakeholders and foster a culture of experimentation. Notable examples include initiatives like the European Commission's sustainable economy project and innovative foresight activities in Dubai and the Red Cross. These methods not only enhance collective understanding but also normalize uncertainty and integrate future thinking into actionable strategies.

Incorporating multiple perspectives is critical for effective foresight, given the speculative nature of future studies. Structured foresight processes involve key questions, data-driven analysis, and consensus-building, requiring capabilities such as questioning, futuring, transforming, and designing. Creative engagement techniques, such as gamification and science fiction, build trust and alignment across sectors, fostering relationality and paving the way for long-term planning.

Foresight also plays a pivotal role in addressing challenges such as accelerating change and unpredictable shocks. For instance, Singapore's Centre for Strategic Futures integrates foresight into whole-of-government strategic planning, identifying emerging trends and building capacity for system-wide adaptation. Collaborative research, scenario planning, and capacity-building initiatives highlight the importance of diversity and stakeholder inclusion in fostering alignment and resilience.

Strategic foresight complements innovation strategies by focusing on transformation rather than mere disruption. Building a robust foresight ecosystem involves developing capabilities, fostering communities, and undertaking collaborative research. In Thailand, foresight projects addressing health and wellness challenges, such as aging populations, use scenario planning and participatory methods to guide transformative action.

Globally, foresight has been integrated into public sector reform through principles of effective governance. Initiatives such as Seychelles' economic resilience planning and Pakistan's Vision 2034 project for inclusive development highlight the practical applications of foresight in strategic planning. Multilateral cooperation, exemplified by the Summit of the Future and UNITAR's collaboration, strengthens foresight in governance by providing tools and training to accelerate SDG implementation.

Recommendations

- Leverage Foresight for Transformative Change: Integrate foresight into decision-making to anticipate and adapt to future scenarios, shaping present actions to drive long-term transformative change.

- Strengthen Policymaking with Strategic Foresight: Utilize foresight tools to identify drivers of change, support national policy development, and enhance long-term planning processes.
- Adopt Innovative Methods: Combine quantitative and qualitative data with creative approaches like gaming and simulations to engage stakeholders and explore diverse future scenarios.
- Promote Participation and Transparent Communication: Foster trust and actionable insights by involving diverse stakeholders and implementing participatory processes with clear, transparent communication.
- Build Robust Foresight Ecosystems: Develop governance systems through collaborative research, capacity building, and context-specific methodologies to enhance resilience and adaptability.
- Encourage Innovation and Inclusivity: Ensure foresight processes prioritize inclusivity, enabling strategic responses to global challenges and advancing sustainable development goals.

Localization of the Sustainable development Goals

Overview

This webinar highlighted the importance of localization of the SDGs and decentralizing appropriate public sector functions and finances to subnational levels of government. It aimed to provide a platform to share knowledge and guidance on how to promote inclusiveness and subsidiarity for sustainable development, identify major challenges and opportunities for the localization of the SDGs, increase understanding and awareness of the competencies and skills needed to apply the principle of subsidiarity with an emphasis on institutions at all levels, and highlight peer learning opportunities and research networks in specific practice areas.

Guiding questions:

1. What are some of the strategies and policies required to more effectively localize the SDGs?
2. How can resources be allocated to support local governments and stakeholders in implementing SDG targets and initiatives?
3. How can we ensure alignment between national development plans and localized SDG strategies to maximize effectiveness and coherence?
4. What mechanisms are being established to ensure active participation and representation of local communities in the localization process?
5. How can challenges related to capacity building, data availability and monitoring mechanisms at the local level be addressed?

Key Insights

A collaborative, bottom-up approach to governance is essential for effective SDG localization. By prioritizing subsidiarity and fostering partnerships between national and local governments within a non-hierarchical framework, governance systems can become more inclusive and efficient. Real-time, multi-level expert teams offer a practical solution for enhancing planning and decision-making processes. However, challenges persist, such as siloed thinking, hierarchical structures, and fragmented legal frameworks, which hinder collaboration and alignment. Addressing these requires modernizing governance systems, fostering dialogue, and emphasizing policy coherence for sustainable development. Successful examples include integrated national and local development planning in countries like Burkina Faso and Belgium.

Equipping local governments with the skills and resources to advance the 2030 Agenda is paramount. Professionalizing the public sector, especially in regions like Latin America, helps address frequent governmental turnover and the limited awareness of local governance roles. Strengthening third-sector organizations, such as NGOs and universities, is also crucial, as they often face resource constraints exacerbated by the pandemic. Fiscal autonomy and innovative funding mechanisms for local governments can alleviate over-reliance on central transfers, enabling more sustainable, localized decision-making. Investments in capacity-building, systematic data collection, and collaborative data-sharing are key to achieving these goals, as demonstrated by initiatives in Mexico and South Africa.

Inclusiveness and community engagement further enhance SDG localization efforts. Structured approaches like needs assessments, baseline studies, and incentivized municipal reporting facilitate progress tracking while fostering stakeholder involvement. Quarterly training and community engagement initiatives, such as those implemented in South Africa, ensure diverse perspectives are integrated into development planning. Leveraging technology, including GIS, data visualization tools, and electronic data systems, can improve access to and management of municipal data, enhancing accountability and transparency.

Local governments also play a pivotal role in disaster prevention and risk management. Factors such as population growth and uncoordinated urbanization amplify vulnerabilities, highlighting the need for localized risk assessments and mitigation measures. Addressing frequent small-scale disasters that disproportionately affect vulnerable communities requires reforms to territorial policies and active community participation to co-produce knowledge and strengthen local infrastructure, as seen in Costa Rica.

Overall, this webinar underscored the interconnectedness of governance levels and the importance of data-driven decision-making, inclusiveness, and partnerships in advancing the SDGs effectively.

Recommendations

- Foster multi-level collaboration by modernizing governance systems, breaking down silos, and emphasizing policy coherence.
- Invest in capacity-building for local governments and third-sector organizations to strengthen their roles in implementing the SDGs.
- Enhance fiscal autonomy and explore innovative funding mechanisms for sustainable local governance.
- Promote community engagement and inclusiveness through participatory planning and training for local stakeholders.
- Leverage technology to improve data accessibility, decision-making, and monitoring at the local level.
- Integrate disaster risk reduction into localized planning to address vulnerabilities and build resilience.

Leaving No One Behind

Overview

This webinar examined some of the elements of leaving no one behind and innovative solutions that have used digital technologies for the achievement of the Sustainable Development Goals. It also examined some of the strategies to operationalize the principle of leaving no one behind as articulated by CEPA in its principles of effective governance for sustainable development. It aimed to enhance knowledge and capacity among participants to design, implement, and evaluate effective digital inclusion strategies and programmes, strengthen partnerships and collaboration among governments, international organizations, civil society, and the private sector to advance digital inclusion agendas, emphasize commitment to action and concrete steps to prioritize digital inclusion as a policy objective and ensure that no one is left behind in the digital age, as well as innovation and the adoption of emerging technologies to address barriers to digital inclusion and create new opportunities for marginalized populations.

Guiding questions:

1. What are the challenges and barriers to ensure that no one is left behind, including in digital inclusion?
2. What are some good practices and policy initiatives needed to ensure that digital technologies are accessible and affordable?
3. How can governments foster a whole-of-society approach to empower marginalized groups to participate in digital decision-making processes?
4. How can the strategies for the principle of leaving no one behind, as expressed in the principles of effective governance for sustainable development, support digital inclusion?

Key Insights

The webinar underscored the importance of digital inclusion and inclusion in public services in ensuring no one is left behind.

Efforts to advance digital innovation are transforming public service delivery, exemplified by initiatives like Azerbaijan's ASAN Service network. By integrating modern technologies and adopting public-private partnership models, these systems streamline processes such as ID issuance, vehicle registration, and tax services, enhancing accessibility and efficiency. Inclusivity remains a key priority, with tailored platforms and mobile applications ensuring equal access for underserved populations, including the elderly, people with disabilities, and remote communities. User-friendly interfaces and accessibility features accommodate diverse literacy and linguistic needs, bridging gaps in service delivery.

Achieving gender-equitable digital inclusion is essential for social and economic progress. Empowering women through digital tools, as seen in countries like India and Kenya, fosters financial independence and enhances social engagement. Despite these benefits, barriers persist, including lower internet access for women, limited digital literacy, and restricted financial autonomy. Addressing these challenges requires public-private partnerships, affordable technology, and comprehensive digital literacy programs. Policies must tackle systemic inequalities and ensure digital tools are designed inclusively, avoiding biases that perpetuate disparities.

The 2024 UN E-Government Survey highlights that, despite progress in digital transformation, significant disparities remain. Approximately 2.6 billion people are still offline, with challenges such as affordability and urban-rural divides exacerbating inequalities. Africa, for example, lags in the E-Government Development Index due to infrastructure deficits and skill shortages. Innovative practices from countries like Estonia, Singapore, and Denmark offer valuable lessons, demonstrating the impact of digitized government services, behavioral redesigns, and strategic foresight in driving inclusive governance.

Affordability has emerged as a critical metric in advancing digital inclusion. High costs remain a significant barrier, particularly in regions with monopolized markets and insufficient infrastructure. In Kenya, for instance, despite high mobile adoption rates, internet usage remains limited. Innovative initiatives like education broadband connectivity and rural voice infrastructure are addressing these challenges by focusing on socio-economic relevance and local needs.

Connectivity is increasingly recognized as a fundamental right, critical to achieving approximately 70% of the SDGs. However, systemic biases in AI data and fragmented digital initiatives threaten equity. Whole-of-government approaches and cross-sectoral collaboration are essential to ensure responsible and inclusive digital transformation. Digital rights, framed as common goods, must be upheld as part of democratic responsibilities, with local governments playing a pivotal role in providing equitable access and fostering thriving digital spaces.

At the same time, environmental and social risks, including e-waste, energy consumption, and AI biases, must be mitigated. Initiatives such as São Paulo's accessibility programs highlight the potential of targeted local efforts to address these challenges while prioritizing marginalized groups.

Recommendations

- Enhance Inclusivity in Digital Services: Governments should prioritize accessibility through tailored platforms and mobile applications, ensuring underserved populations can fully participate in digital public services.
- Address Gender Disparities in Digital Access: Policies must focus on reducing gender gaps by promoting affordable technologies, fostering digital literacy, and designing tools inclusively to avoid perpetuating biases.
- Invest in Digital Infrastructure and Skills Development: Expanding infrastructure and building digital competencies, particularly in regions with significant gaps, is crucial for equitable digital transformation.
- Promote Affordability and Socio-Economic Relevance: Reduce cost barriers to digital inclusion by leveraging public-private partnerships and aligning digital initiatives with local socio-economic contexts.
- Adopt Whole-of-Government Approaches: Foster collaboration across sectors to create cohesive strategies for meaningful and responsible digital transformation, emphasizing equity and sustainability.
- Mitigate Environmental and Social Risks: Address challenges like e-waste and energy consumption through targeted programs, while ensuring AI systems are designed to prioritize inclusivity and fairness.

Organizer

The Department of Economic and Social Affairs of the United Nations Secretariat (UN DESA)

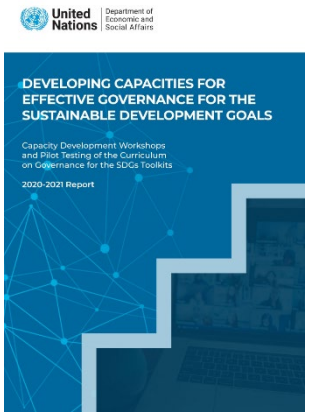
The Department of Economic and Social Affairs of the United Nations Secretariat is a vital interface between global policies in the economic, social and environmental spheres and national action. The Department works in three main interlinked areas: (i) it compiles, generates and analyses a wide range of economic, social and environmental data and information on which States Members of the United Nations draw to review common problems and to take stock of policy options; (ii) it facilitates the negotiations of Member States in many intergovernmental bodies on joint course of action to address ongoing or emerging global challenges; and (iii) it advises interested Governments on the ways and means of translating policy frameworks developed in United Nations conferences and summits into programmes at the country level and, through technical assistance, helps build national capacities.

Useful Readings and References

Report on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development

The idea of producing a publication on Changing Mindsets to Realize the 2030 Agenda for Sustainable Development was conceived in 2019 as a follow-up to the workshop on "Mobilizing and Equipping Public Servants to Realize the 2030 Agenda". The workshop brought together worldwide experts on the subject matter of changing mindsets and allowed for insightful discussions with many schools of public administration. It was organized by the United Nations Department of Economic and Social Affairs (UN DESA) during the United Nations Public Service Forum in Baku, Republic of Azerbaijan.

The publication is intended as a companion document to the Curriculum on Governance for the Sustainable Development Goals and its Toolkit on Changing Mindsets in Public Institutions to Implement the 2030 Agenda for Sustainable Development developed by UN DESA, Division for Public Institutions and Digital Government (DPIDG). UN DESA/DPIDG's mission is to support governments in strengthening their capacities to translate the Sustainable Development Goals (SDGs) and other internationally agreed goals into institutional arrangements, strategies, and programmes for effective service delivery and participatory, accountable, and inclusive decision-making processes.



Curriculum on Governance for the Sustainable Development Goals

The 2030 Agenda for Sustainable Development recognizes the need to build peaceful, just and inclusive societies that provide equal access to justice and that are based on respect for human rights (including the right to development), on effective rule of law and good governance at all levels and on transparent, effective and accountable institutions". Goal 16 of the 2030 Agenda specifically calls for effective, accountable and inclusive institutions at all levels. Indeed, institutions play a critical role in the achievement of all the Sustainable Development Goals (SDGs) and targets. However, public sector reforms needed to implement the SDGs continue to be a major and vexing challenge in many countries. The 11 Principles of Effective Governance for Sustainable Development, developed by the UN Committee of Experts on Public Administration and endorsed in

2018 by the Economic and Social Council, provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda. The Curriculum Toolkits address the 11 Principles of Effective Governance. The Curriculum on Governance for the Sustainable Development Goals aims to provide a holistic and integrated framework for capacity development in the area of governance and public institutions. It aims to promote critical understanding of sustainable development issues, enhance governance capacity, and strengthen public servants' awareness of their active role in contributing to the achievement of the SDGs.

Report on Innovation and Digital Government for Public Service Delivery

This report summarizes presentations and outcomes of a facilitated online training workshop on Innovation, Digital Government and Public Service Delivery for Sustainable Development, which was jointly organized by the United Nations Department of Economic and Social Affairs, through the Division for Public Institutions and Digital Government (UN DESA/DPIDG) and the SIDS Unit of the Division for Sustainable Development Goals (DSDG), in collaboration with the Caribbean Centre for Development Administration (CARICAD) and the Caribbean Community (CARICOM), and with the participation of the United Nations Economic Commission for Latin America and the Caribbean (UN ECLAC), among others.

UN E-Government Survey 2024

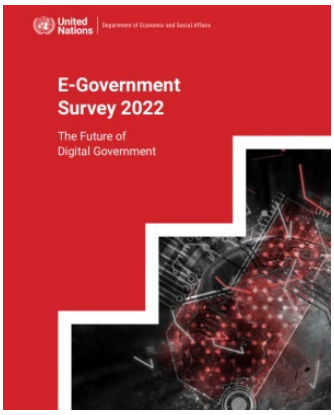
This thirteenth edition of the United Nations E-Government Survey, released in 2024, provides a comprehensive assessment of the digital government landscape across all 193 Member States. The 2024 Survey highlights a significant upward trend in the development of digital government worldwide, with increased investment in resilient infrastructure and cutting-edge technologies. The global average value of the E-Government Development Index (EGDI) shows substantial improvement, with the proportion of the population lagging in digital government development decreasing from 45.0 per cent in 2022 to 22.4 per cent in 2024. This progress underscores the continuing positive trend of digital transformation and its potential impact on achieving the Sustainable Development Goals.

Despite significant progress in digital government development, the EGDI averages for the African region, least developed countries, and small island developing States remain below the global average, underscoring the need for targeted efforts to bridge existing gaps.

At the local level, the Survey continues to assess city portals using the Local Online Services Index (LOSI). The LOSI findings reflect steady progress but also highlight persistent disparities between national and local e-government performance, pointing to the need for focused initiatives to strengthen digital government at the municipal level.

This edition introduces the new Digital Government Model Framework, providing countries with a comprehensive road map for the effective planning, implementation and assessment of digital government initiatives.

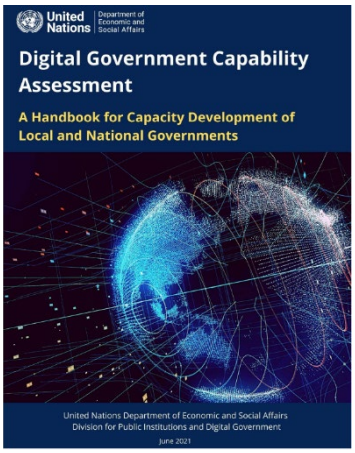
A short addendum explores the integration of AI in digital government development, emphasizing the importance of maximizing benefits and minimizing risks to achieve balanced governance



UN E-Government Survey 2022

The United Nations E-Government Survey 2022 is the 12th edition of the United Nations' assessment of the digital government landscape across all 193 Member States. The E-Government Survey is informed by over two decades of longitudinal research, with a ranking of countries based on the United Nations E-Government Development Index (EGDI), a combination of primary data (collected and owned by the United Nations Department of Economic and Social Affairs) and secondary data from other UN agencies.

This edition of the Survey includes data analysis in global and regional contexts, a study of local e-government development based on the United Nations Local Online Service Index (LOSI), consideration of inclusion in the hybrid digital society, and a concluding chapter that outlines the trends and developments related to the future of digital government. As wish all editions, it features extensive annexes on its data, methodology and related pilot study initiatives.



Digital Government Capability Assessment Handbook

The Digital Government Capability Assessment (DGCA) is a six-dimension framework of enablers to engage governments in discussions towards digital government transformation. Considering that digital government requires a multifaceted response from governments, the dimensions of the DGCA contain various statements which could guide governments in understanding gaps and policy entry points.

Completing a DGCA will help civil servants build new understanding of the level of digital government capability that exists in a country as a foundation for continued efforts to innovate and lead in the area of digital government and public service delivery. A DGCA is not meant to be used to benchmark capability, but rather to develop an understanding of current capability and to inform decision making about where investments are needed to increase innovation and digital government capability leading to improvements in public service delivery.

Resolution adopted by the General Assembly on 25 September 2015: Transforming our world: the 2030 Agenda for Sustainable Development

This Agenda is a plan of action for people, planet and prosperity. It also seeks to strengthen universal peace in larger freedom. We recognize that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.

All countries and all stakeholders, acting in collaborative partnership, will implement this plan. We are resolved to free the human race from the tyranny of poverty and want and to heal and secure our planet. We are determined to take the bold and transformative steps which are urgently needed to shift the world on to a sustainable and resilient path. As we embark on this collective journey, we pledge that no one will be left behind.

CEPA Strategy Guidance Notes

UN DESA's work is supported by a growing series of strategy guidance notes on the many facets of effective governance for sustainable development which embody the knowledge and experience of hundreds of committed expert practitioners and academics from around the world. UN DESA gratefully acknowledges their very generous contribution of time and effort to thinking deeply about how to build effective, accountable and inclusive institutions at all levels and deliver on the shared vision for people and planet embodied in the 2030 Agenda.

In reading these strategy guidance notes, individuals in government ministries and agencies who are less familiar with a topic will be able to understand the fundamentals. Those who have taken initial steps with limited follow-through or impact will be able to identify how to adjust elements of their practice to achieve better results and to better embed and institutionalize the strategy in their organizations. Finally, those who are more advanced will be able to recognize the practices which contribute to its success.

Webinar Series Booklet

The 2024 Webinar Series on Effective Governance and the Quintet of Change for the Implementation of the Sustainable Development Goals (SDGs) is organized by the United Nations Department of Economic and Social Affairs, Division of Public Institutions and Digital Government (UN DESA/DPIDG), through its Programme Management and Capacity Development Unit. The Webinar Series aims at addressing contemporary challenges and opportunities in public administration, including around the key thematic areas of the UN 2.0 Quintet of Change. Through a series of six dynamic webinars, spread out throughout 2024, this series will explore topics such as changing mindsets in public institutions, innovation and digital government, strategic foresight, transparency and accountability, leaving no one behind and localization of the SDGs. Presentations will be based on the Curriculum on Governance for the SDGs developed by UN DESA/DPIDG. The 11 Principles of Effective Governance for Sustainable Development, which were developed by the United Nations Committee of Experts on Public Administration and endorsed by the United Nations Economic and Social Council in 2018, will also be highlighted. Each webinar will feature expert presentations, case studies, and real-world

examples, providing participants with practical insights and actionable strategies. The relevant Strategy Guidance Notes to operationalize the principles of effective will be highlighted.

More information on the is available here: Webinar Series Booklet

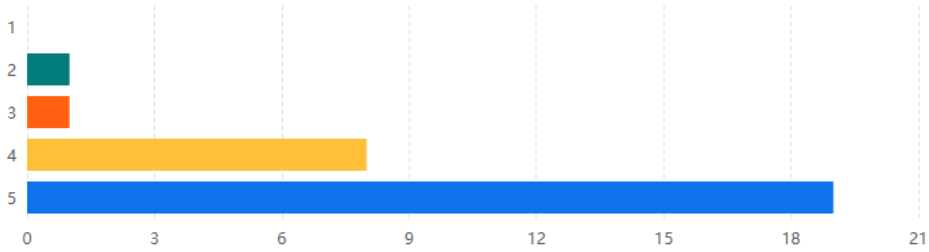
Participant feedback Surveys

Webinar 2 on Innovation and Digital Government, Wednesday, 29 May 2024

1. How well did the webinar address the approaches to fostering innovation and digitalization in the public sector context? (Rating scale) *

(29/29) 100% answered

5: Very well 1: Not well

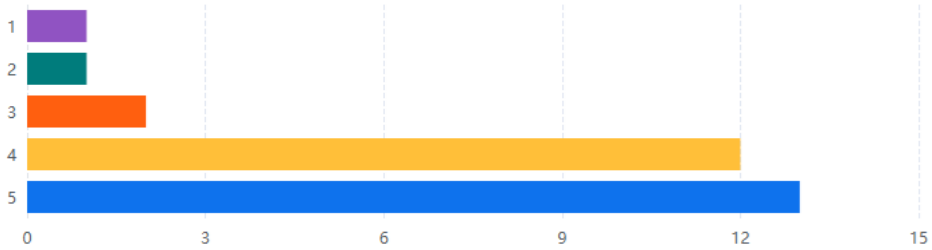


Options	Responses
5	19/29 (66%)
4	8/29 (28%)
3	1/29 (3%)
2	1/29 (3%)
1	0/29 (0%)

2. Did the content provide clear and practical insights into the conditions for successful innovation in digital transformation in the age of AI? (Rating scale) *

(29/29) 100% answered

5: Very well 1: Not well

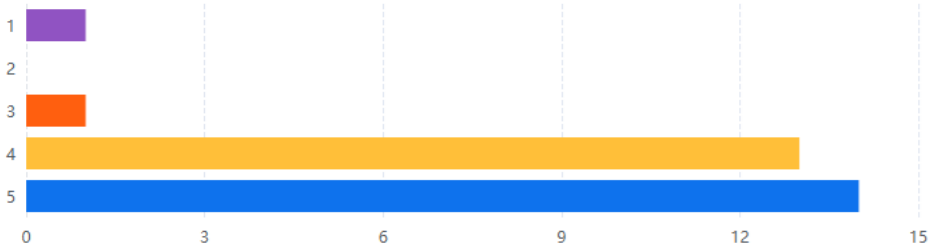


Options	Responses
5	13/29 (45%)
4	12/29 (41%)
3	2/29 (7%)
2	1/29 (3%)
1	1/29 (3%)

3. Were the skills required for promoting innovation and digitalization in the public sector effectively discussed? (Rating scale) *

(29/29) 100% answered

5: Very effectively 1: Not effectively

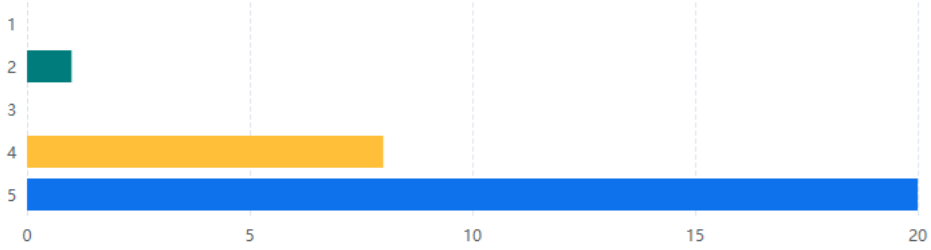


Options	Responses
5	14/29 (48%)
4	13/29 (45%)
3	1/29 (3%)
2	0/29 (0%)
1	1/29 (3%)

4. How would you rate the overall quality and effectiveness of the webinar? (Rating scale) *

(29/29) 100% answered

5: Very high 1: Very low



Options	Responses
5	20/29 (69%)
4	8/29 (28%)
3	0/29 (0%)
2	1/29 (3%)
1	0/29 (0%)

5. What aspects of the webinar did you find most beneficial, and why? (Long answer) *

(29/29) 100% answered

Anonymous

Loved Mr Adil Khan's views, very interesting.

Anonymous

Linking concepts to real-world practices

Anonymous

Public services can be improved in developing countries by digital mindset tool.

Anonymous

Role of AI in public service delivery because this is primarily core area of State in public governance

Anonymous

I found the discussion on the innovation mindset interesting as it was not regularly mentioned in those webinars I attended previously.

Anonymous

6. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Long answer) *

(29/29) 100% answered

Anonymous

More case study examples

Anonymous

NA

Anonymous

No

Anonymous

Strengthening local Governance for upkeep the constitutional spirit and serve the last person in a que

Anonymous

It would be better if the presentations from different speakers can interact with each other.

Anonymous

None

6. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Long answer) *

(29/29) 100% answered

Anonymous

How to address and change systemic processes and practices in organizations and governments including the UN System

Anonymous

More insights from practitioners prespectves

Anonymous

Perhaps the schedule.

Anonymous

Ethics in AI for Governments

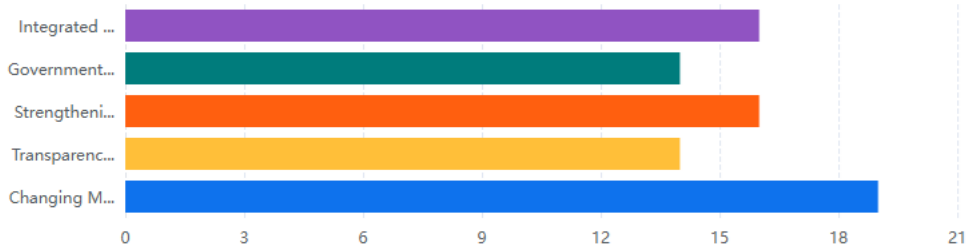
Anonymous

No

< 1 2 >

7. What kind of support would you request for your government from UNDESA? (Multiple choice) *

(29/29) 100% answered



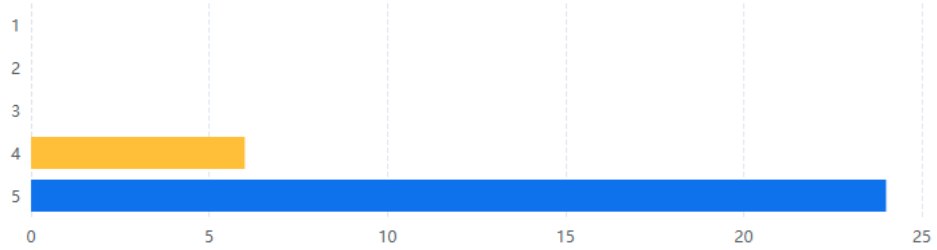
Options	Responses
Changing Mindsets in Public Institutions	19/29 (66%)
Transparency, Accountability and Ethics in public Institutions	14/29 (48%)
Strengthening Institutional Arrangements; Effective National to Local Government	16/29 (55%)
Government Innovation to LNOB, Innovation and Digital Government for Public Service Deli...	14/29 (48%)
Integrated Policies and Policy Coherence for the SDGs	16/29 (55%)

Webinar 3 on Transparency, Accountability, and Ethics in Public Institutions, Wednesday, 19 June 2024

1. In general, how well did the webinar address issues related to fostering transparency, accountability and ethics in public institutions? (Rating scale) *

(30/30) 100% answered

5: Very well 1: Not well

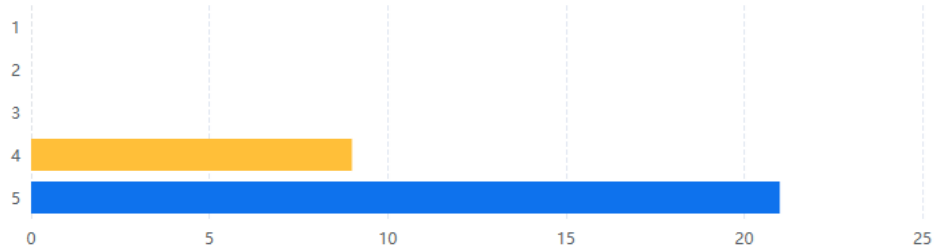


Options	Responses
5	24/30 (80%)
4	6/30 (20%)
3	0/30 (0%)
2	0/30 (0%)
1	0/30 (0%)

2. Did the content provide clear and practical insights on issues related to fostering transparency, accountability and ethics in public institutions that will be useful to me? (Rating scale) *

(30/30) 100% answered

5: Very well 1: Not well

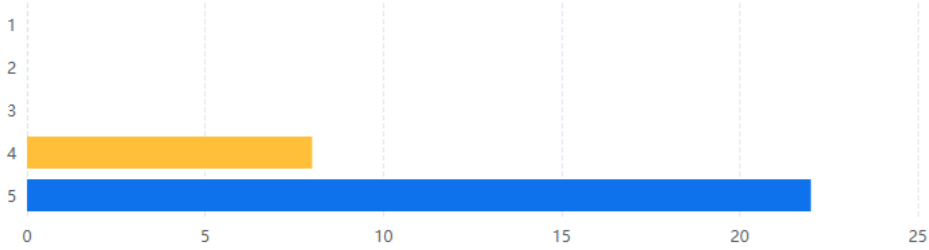


Options	Responses
5	21/30 (70%)
4	9/30 (30%)
3	0/30 (0%)
2	0/30 (0%)
1	0/30 (0%)

3. How would you rate the overall quality of the webinar? (Rating scale) *

(30/30) 100% answered

5: Very high 1: Very low



Options	Responses
5	22/30 (73%)
4	8/30 (27%)
3	0/30 (0%)
2	0/30 (0%)
1	0/30 (0%)

4. What aspects of the webinar did you find most beneficial, and why? (Long answer) *

(30/30) 100% answered

Anonymous

The practical example of how authorities were brought to account for the exercise equipment scandal. I found it beneficial as it can be replicated anywhere.

Anonymous

Interactive Nature

Anonymous

transparency and accountability stood out of course. But I was mostly intrigued by the presentation of ms. Anni Haataja, in particular her comment about the public servant internalizing integrity.

Anonymous

The lecture because it provides more context to transparency and accountability

Anonymous

Techniques using technology in solving the corruption

Anonymous

4. What aspects of the webinar did you find most beneficial, and why? (Long answer) *

(30/30) 100% answered

Anonymous

Anti corruptions law

Anonymous

The sharing of speakers + q&a

Anonymous

I like the quick presentations. They are digestible.

Anonymous

the clear statistics and approach dealing with the corruption practices.

Anonymous

NA

‹ 1 2 ›

5. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Long answer) *

(30/30) 100% answered

Anonymous

resources management,

Anonymous

Roles of CSO & international bodies in combatting corruption

Anonymous

Would appreciare if a maximum of questions could be answered

Anonymous

SDGs and Public Administration

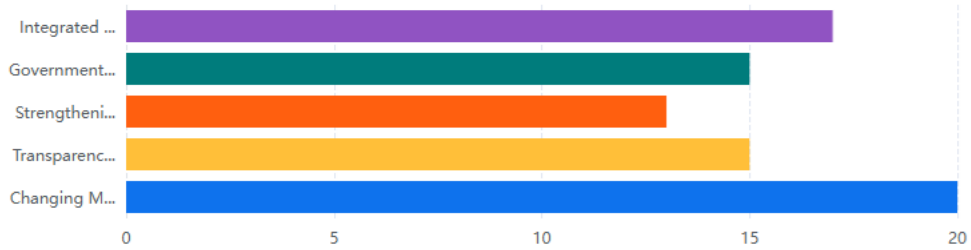
Anonymous

I would suggest more interactions with the participants using digital tools to allow sharing POV on the topic (e.g. wooclap or Mentimeter).

Anonymous

6. What kind of support would you request for your government entity from UN DESA? (Multiple choice) *

(30/30) 100% answered



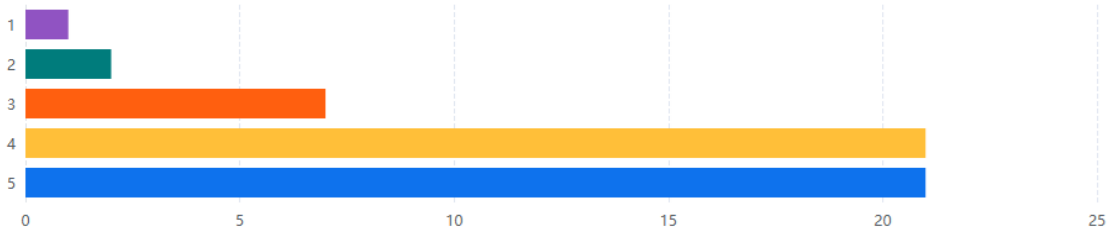
Options	Responses
Changing Mindsets in Public Institutions	20/30 (67%)
Transparency, Accountability and Ethics in public Institutions	15/30 (50%)
Strengthening Institutional Arrangements; Effective National to Local Government	13/30 (43%)
Government Innovation to LNOB, Innovation and Digital Government for Public Service Deli...	15/30 (50%)
Integrated Policies and Policy Coherence for the SDGs	17/30 (57%)

Webinar 4 on Sound Policy Making and Strategic Foresight, Wednesday, 11 September 2024

1. In general, how well did the webinar address issues related to governance systems in public institutions? (Rating scale) *

(52/52) 100% answered

5: Very well 1: Not well

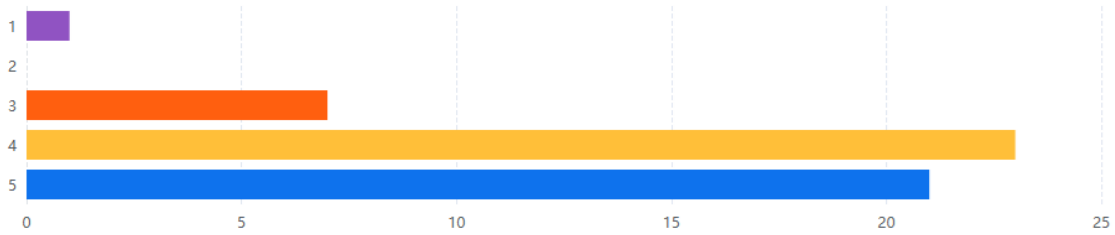


Options	Responses
5	21/52 (40%)
4	21/52 (40%)
3	7/52 (13%)
2	2/52 (4%)
1	1/52 (2%)

2. Did the content provide clear and practical insights on issues related to governance systems in public institutions that will be useful to me? (Rating scale) *

(52/52) 100% answered

5: Very well 1: Not well

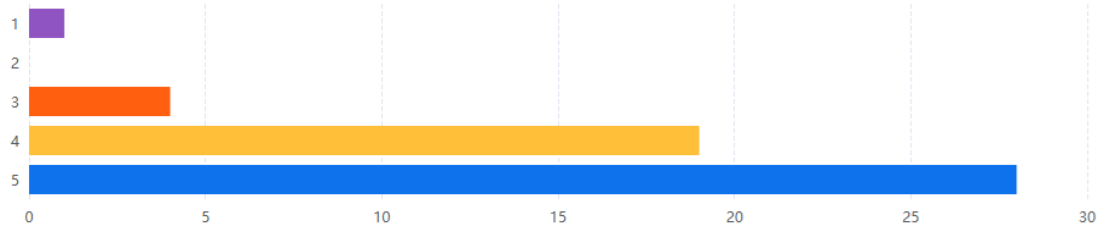


Options	Responses
5	21/52 (40%)
4	23/52 (44%)
3	7/52 (13%)
2	0/52 (0%)
1	1/52 (2%)

3. How would you rate the overall quality of the webinar? (Rating scale) *

(52/52) 100% answered

5: Very high 1: Very low



Options	Responses
5	28/52 (54%)
4	19/52 (37%)
3	4/52 (8%)
2	0/52 (0%)
1	1/52 (2%)

4. What aspects of the webinar did you find most beneficial, and why? (Long answer) *

(52/52) 100% answered

Anonymous
Online platform and availability of resources

Anonymous
Foresight examples as they showed applications of foresight

Anonymous
Combination of a general explanation and practical cases.

Anonymous
clear content, concise and informative presentations

Anonymous
outstanding

Anonymous
Predictions and reality

4. What aspects of the webinar did you find most beneficial, and why? (Long answer) *

(52/52) 100% answered

The clarification that that foresight does not presume an ability to make infallible scientific predictions and I appreciated references to thinking about the future in terms of what is possible.

Anonymous
Reflections n on Singapore strategies

Anonymous
Science_ practice dimensions

Anonymous
I enjoyed the presentation on the basic concepts of strategic foresight, but it did not go deeper than I expected.

Anonymous
The challenges on creating impactful policies despite the political landscape of the country.

Anonymous
The first 2 exposers and Singapure's case

5. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Long answer) *

(52/52) 100% answered

Anonymous
None

Anonymous
NA

Anonymous
Not at this time.

Anonymous
more on the DGS's realization within a limited-resource settings

Anonymous
future outlook on pandemic

Anonymous
Importance of leadership in implementing plans effectively.

5. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Long answer) *

(52/52) 100% answered

Anonymous
I suggest "The delivery of strategic plans for SDGs" which could be explored in terms of (i) strategic issues, (ii) the mechanics of strategic coordination, (iii) the creation of strategic agility

Anonymous
Nil

Anonymous
Focus local cases and different countries

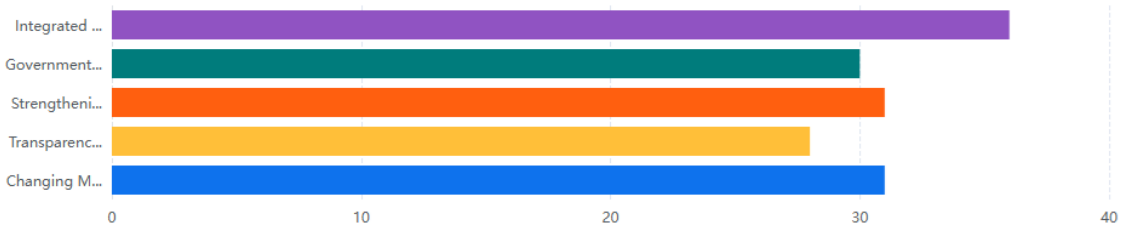
Anonymous
I would like the presenters to go deeper in some of the topics. You should probably limit the number of the presenters.

Anonymous
There must be a constant monitoring Report on the status of SGDs per country and region.

Anonymous

6. What kind of support would you request for your government entity from UN DESA? (Multiple choice) *

(52/52) 100% answered



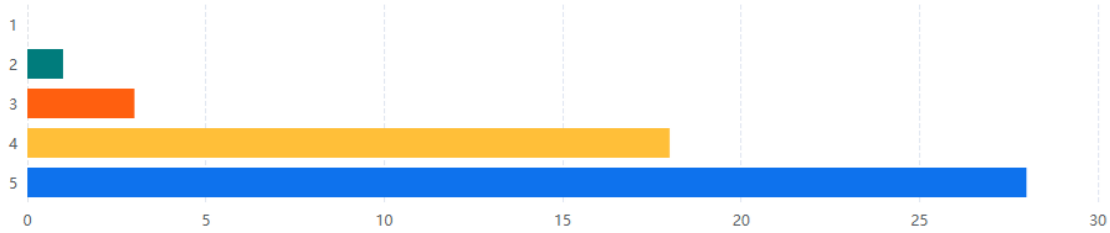
Options	Responses
Changing Mindsets in Public Institutions	31/52 (60%)
Transparency, Accountability and Ethics in public Institutions	28/52 (54%)
Strengthening Institutional Arrangements; Effective National to Local Government	31/52 (60%)
Government Innovation to LNOB, Innovation and Digital Government for Public Service Delivery	30/52 (58%)
Integrated Policies and Policy Coherence for the SDGs	36/52 (69%)

Webinar 5 on Localization of the SDGs, Wednesday, 18 September 2024

1. In general, how well did the webinar address issues related to decentralization and localization of the SDGs? (Rating scale) *

(50/50) 100% answered

5: Very well 1: Not well

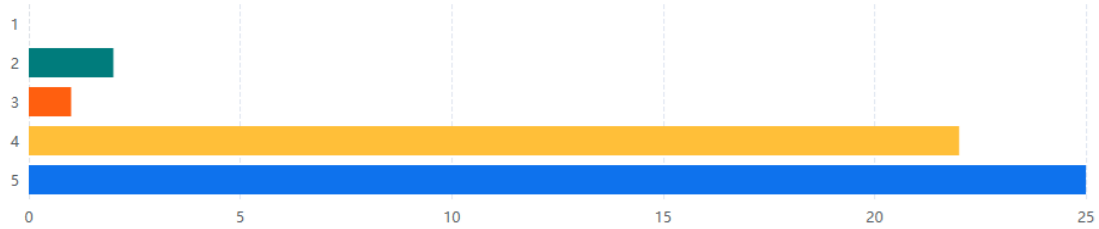


Options	Responses
5	28/50 (56%)
4	18/50 (36%)
3	3/50 (6%)
2	1/50 (2%)
1	0/50 (0%)

2. Did the content provide clear and practical insights on issues related to decentralization and localization of the SDGs that will be useful to me? (Rating scale) *

(50/50) 100% answered

5: Very well 1: Not well

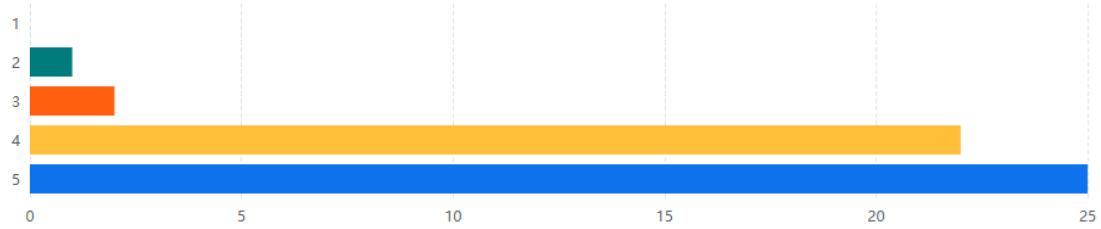


Options	Responses
5	25/50 (50%)
4	22/50 (44%)
3	1/50 (2%)
2	2/50 (4%)
1	0/50 (0%)

3. How would you rate the overall quality of the webinar? (Rating scale) *

(50/50) 100% answered

5: Very high 1: Very low



Options	Responses
5	25/50 (50%)
4	22/50 (44%)
3	2/50 (4%)
2	1/50 (2%)
1	0/50 (0%)

4. What aspects of the webinar did you find most beneficial, and why? (Short answer) *

(50/50) 100% answered

Anonymous
pannel discussions

Anonymous
perhaps presentations and topics could be shared prior

Anonymous
The discussion - its short and precise

Anonymous
Monitoring, because through that implementing organisations can refocus. Also the issue of participatory budgeting because it enhances transparency and accountability by, and to all, or most involved

Anonymous
Examples

Anonymous

5. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Short answer) *

(50/50) 100% answered

Anonymous
Nothing special.

Anonymous
Great webinar

Anonymous
None

Anonymous
Localising the Sis Transitions pathways at the sub-national level

Anonymous
I suggest to include examples and have a percentage to each example to calculate about SDGs.

Anonymous
Mainstreaming

5. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Short answer) *

(50/50) 100% answered

Anonymous

Allow more time for the speakers like 10 minutes

Anonymous

It can be a specific plan of action for each of the SDGs to effectively realize these goals

Anonymous

None at the moment

Anonymous

Xx

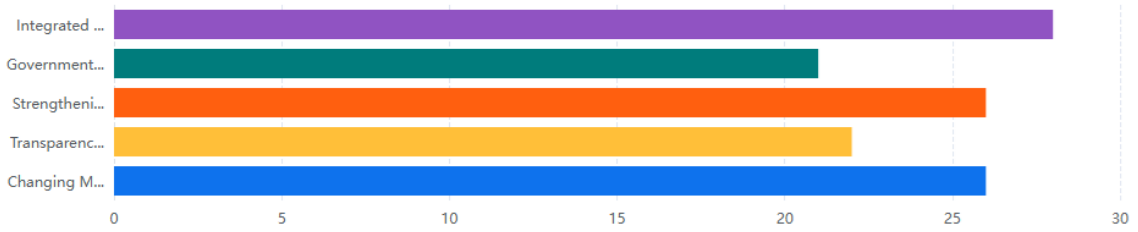
Anonymous

Discussion on localization of SDGs related to climate change

‹ 1 2 3 4 ›

6. What kind of support would you request for your government entity from UN DESA? (Multiple choice)

(50/50) 100% answered



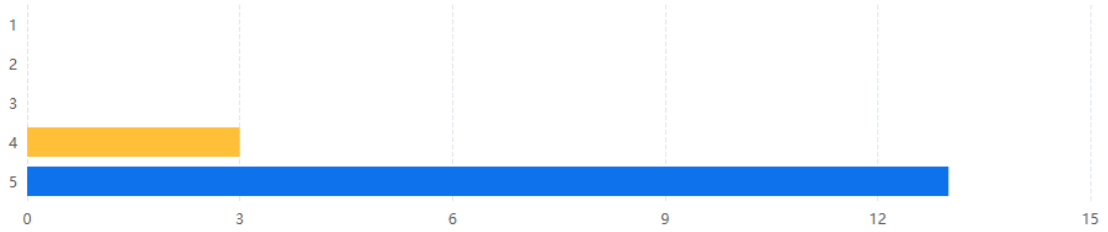
Options	Responses
Changing Mindsets in Public Institutions	26/50 (52%)
Transparency, Accountability and Ethics in public Institutions	22/50 (44%)
Strengthening Institutional Arrangements; Effective National to Local Government	26/50 (52%)
Government Innovation to LNOB, Innovation and Digital Government for Public Service Delivery	21/50 (42%)
Integrated Policies and Policy Coherence for the SDGs	28/50 (56%)

Webinar 6 on Leaving No One Behind, Wednesday, 13 November 2024

1. In general, how well did the webinar address issues related to leaving no one behind with a focus on digital inclusion? Select a score between 1 - 5 (Rating scale) *

(16/16) 100% answered

5: Highest 1: Lowest

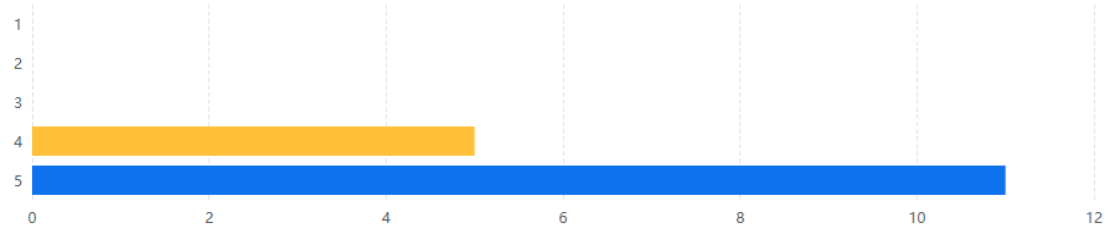


Options	Responses
5	13/16 (81%)
4	3/16 (19%)
3	0/16 (0%)
2	0/16 (0%)
1	0/16 (0%)

2. Did the content provide clear and practical insights on issues related to leaving no one behind with a focus on digital inclusion? Select a score between 1 - 5 (Rating scale) *

(16/16) 100% answered

5: Highest 1: Lowest

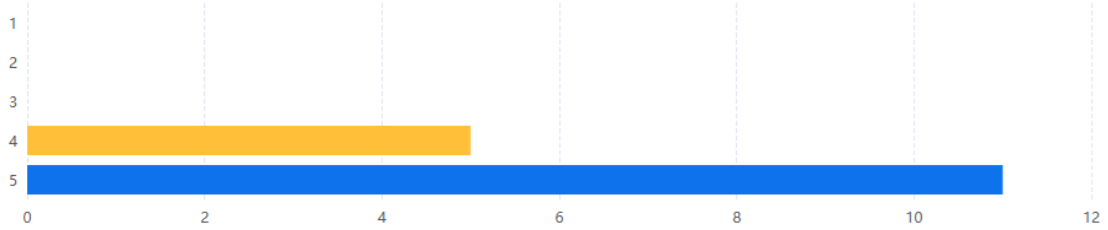


Options	Responses
5	11/16 (69%)
4	5/16 (31%)
3	0/16 (0%)
2	0/16 (0%)
1	0/16 (0%)

3. How would you rate the overall quality of the webinar? Select a score between 1 - 5 (Rating scale) *

(16/16) 100% answered

5: Highest 1: Lowest



Options	Responses
5	11/16 (69%)
4	5/16 (31%)
3	0/16 (0%)
2	0/16 (0%)
1	0/16 (0%)

4. What aspects of the webinar did you find most beneficial, and why? (Long answer)

(10/16) 63% answered

Anonymous

Share the local level of technological challenges and innovative solutions.

Anonymous

Digital transformation to difference sectoral from global to local level and vulnerable communities inclusion, leaving no one behind as well as empower vulnerables through digital inclusion.

Anonymous

outstanding

Anonymous

Digital inclusivity as an accelerator for achievement as of SDGs targeting the female gender and the rural communities

Anonymous

It shows disparity in digital inclusion across the globe and need for partnership to close the gap is essential

Anonymous

5. Do you have any suggestions for topics or improvements for future webinars on similar themes? (Long answer)

(8/16) 50% answered

Anonymous

future outlook

Anonymous

Financing gaps on sdgs

Anonymous

The topics are well place and reveals current realities of country context analysis and the efforts of UN agencies to close the gad is great

Anonymous

More invitation like this.

Anonymous

Climate Change

Anonymous

N/A

6. What kind of support would you request for your government entity from UN DESA? Choose one or more area: (Multiple choice)

(15/16) 94% answered

Options	Responses
Changing Mindsets in Public Institutions	8/15 (53%)
Transparency, Accountability and Ethics in public Institutions	10/15 (67%)
Strengthening Institutional Arrangements; Effective National to Local Government	8/15 (53%)
Government Innovation for Leaving no one behind, Innovation and Digital Government for Public Service Delivery	9/15 (60%)
Integrated Policies and Policy Coherence for the SDGs	12/15 (80%)