



Aligned Budgeting and Digital Technology for Coherent Implementation of the SDGs

Module 4, Day 2, 13:30 – 18:00



Agenda of the Module

13:30-13:45	Intro	Introduction, existing understandings, objectives
13:45-14:10	Presentation	Key concepts: Budgeting and policy coherence
14:10-14:20	Video	Video on Integrated National Financing Frameworks
14:20-14:40	Presentation	Key concepts: Concepts of budgeting
14:40-15:00	Activity	UN-DESA Institutional Readiness Assessment Building Block 5
15:00-15:10	Break	
15:10-15:30	Activity	Round table on findings of Building Block 5
15:30-15:50	Presentation	Key concepts: SDG Budgeting (UNDP approach) and cases
15:50-16:30	Activity	Group work to develop an Action Plan for Housing
16.30-16:40	Break	
16:40-17:15	Activity	UN-DESA Institutional Readiness Assessment Building Block 6
17:15-17:30	Presentation	Digital technology and policy coherence and SDG implementation
17:30-17:45	Activity	Round table on actions for the digital government agenda
17:45-18:00	Wrap-up	Wrap-up & Action Plan

Roundtable Budgeting & digital technology for policy coherence

Participants are invited to share their understanding and experiences regarding

- financial resources mobilization, budgeting;
- digital government for sustainable, equal and inclusive public service delivery are also welcome



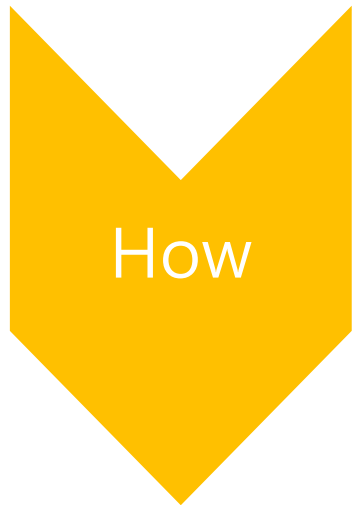
Key objectives of Module 4



Concepts



Strategy



Organization

- Understand how **budgeting** needs to change to move towards policy coherence for SDG implementation
- Explore how digitization benefits SDG delivery

What is Module 4 about?

- The budgeting process for policy coherence of SDG priorities: performance-based budgeting, integrated financial frameworks, alignment of public and private finance
- Role of the Ministry of Finance and other budget institutions
- Qualities of the political and administrative interface
- Digitalization and sustainable, inclusive and equitable public service delivery

What will be achieved through Module 4?

- To recognize the critical contributions of financing, budgeting, and digital government to policy coherence and SDG implementation
- To be aware of the complementarity of political leadership and administration of SDG implementation
- To understand the role of institutional frameworks for enabling budgeting for policy coherence
- To appreciate potential and requirements of digital transformation for sustainable service delivery
- To benefit from country experiences in the use of budgetary instruments for policy coherence

„The transformative and integrated nature of the 2030 Agenda should be reflected in the budget process. Dealing with complex, multi-sector problems requires integrated (whole of government) approaches. This applies not only to policy formulation and implementation, but also to planning and budgeting. The budget process can be a powerful tool to promote and support integrated approaches.“ (UN DESA 2019, WPSR, 2019 p. 120)

Use the power of the Budget!

Budgets are crucial for realizing plans and policies

Budget documents include all policies, instruments, priorities a government aims to implement

Budget documents are political, legal and economic tools for policy implementation

Disconnect between plans/strategies and the budget is the death for the plan

The Budget document is of high strategic significance for the government as a whole, and for the single ministries

Why is it difficult to use the power of the budget? General Challenges

- Budget allocations follow political objectives and shape who gets what
- Budgeting is deeply embedded in the institutional and governance mechanisms of a country
- Legal obligations (social programs, multi-year infrastructure, etc.) pre-structure large parts of budgets and reduce flexibility in allocations

"In many countries, the SDGs or national adaptations thereof have been integrated in sustainable development strategies and national development plans, as well as increasingly into sustainable development financing strategies that seek to mobilize resources from different actors (both public and private) in support of SDG implementation. The integration of SDGs into national budget processes has so far been more limited." (UN DESA 2019,, WPSR 2019, p. 87)

Why is it difficult to use the power of the budget? Institutional challenges

- Planning and budgeting organized in different ministries
- Limited inter-ministerial collaboration in the budgeting process, rather: single ministries negotiate with the Ministry of Finance
- Data is often not available or of poor quality
- Regulatory mechanisms (impact assessment, policy evaluation) are often weakly-connected with the budgetary cycle
- Different indicator systems in ministries makes collaboration difficult

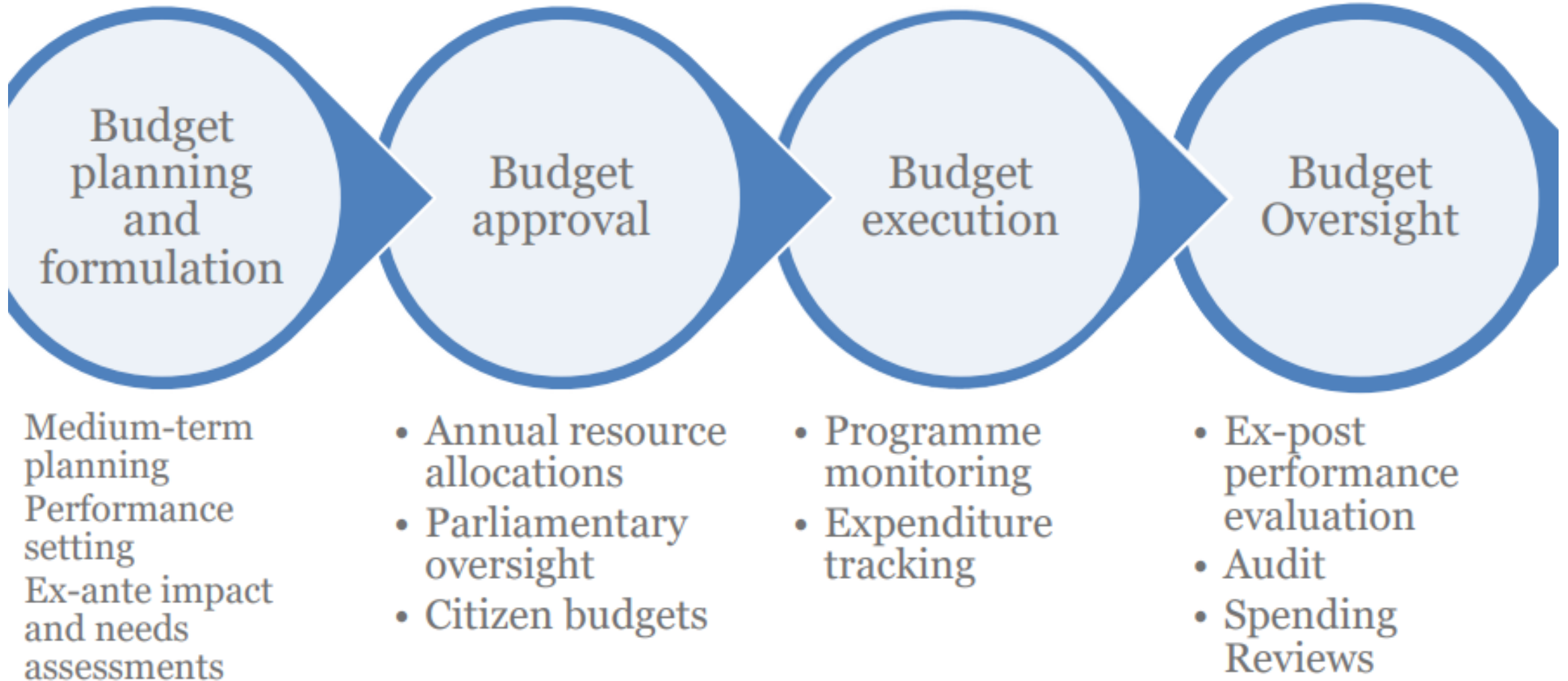
Institutional frameworks for budgeting for coherence – in the ideal world ...

- Strong institutional interlinkages among the planning, budgeting and monitoring processes to ensure sufficient resources for SDG delivery
- Focus on the outcomes of budget implementation
 - program budgeting and performance budgeting are key for establishing such linkages
- Link regulatory instruments with budgeting (assessment, evaluation, monitoring) based on high-quality data
- High institutional capacity around SDG budgeting in relevant institutions
- Key institutional principles
 - Transparency of the budget
 - access to timely and high-quality budget information to citizens, civil society and the private sector
 - Participation
 - Participatory mechanism for citizens, experts, civil society based on clear criteria and feedback mechanisms (see module 6)

Institutional frameworks for budgeting for coherence – role for the Ministry of Finance

- Active engagement of the Ministry of Finance is crucial for
 - Fiscal priorities (and their alignment with SDGs)
 - Adjustment of budget processes to ensure that cross-sectoral objectives do not get lost.
- Requires greater engagement of ministries of finance than has traditionally been the case for cross-sectoral collaboration and SDG implementation
- Key is to mobilize interest for the SDGs in the ministries of finance
- SDGs can trigger the dialogue between ministries of Finance, ministries of Planning and line ministries

The budget cycle



Budget Transparency: Standards/Instruments

Official standards/Legal instruments	
IMF Code	IMF (2014), The Fiscal Transparency Code
OECD Budget Principles	OECD (2015) Recommendation of the Council on Budgetary Governance
Other core frameworks	
GIFT High Level Principles	GIFT (2012), High-Level Principles on Fiscal Transparency, Participation, and Accountability
IBP Open Budget Survey	IBP (2017), Guide to the Open Budget Questionnaire
OECD Best Practices	OECD (2002), Best Practices for Budget Transparency
PEFA	PEFA (2016), Framework for assessing public financial management
Other international guidance, tools and professional / technical standards	
CPA Benchmarks	Commonwealth Parliamentary Association (2015), Recommended Benchmarks for Democratic Legislatures
EITI	EITI (2016, 2019), The EITI Standard
GIFT Public Participation	GIFT (2015), Principles of Public Participation in Fiscal Policy
G20 Open Data	G20 (2015), G20 anti-corruption Open Data Principles
IMF GFSM	IMF (2014), Government Finance Statistics Manual
IPSAS	IPSASB (2016), International Public Sector Accounting Standards
ISSAI	International Organisation of Supreme Audit Institutions (INTOSAI), The International Standards of Supreme Audit Institutions (ISSAI)
Open Data Charter	International Open Data Charter http://opendatacharter.net/
OECD Digital Government	OECD (2014), Recommendation of the Council on Digital Government Strategies
OECD IFI Principles	OECD (2014) Recommendation of the Council on Principles for Independent Fiscal Institutions
OECD Public Procurement	OECD (2015), OECD Recommendation of the Council on Public Procurement

Key concepts: Principles of Performance Budgeting

Transparency

to understand what is being spent and what is being bought on behalf of citizens – i.e. what public services are actually being delivered, to what standards of quality and with what levels of efficiency.

Accountability

performance objectives and targets help to hold the public administration to account for the proper use of public funds and for the achievement of goals.

Efficiency

Consistent, comparable indicators of outputs and impact, corresponding to financial allocations, facilitate assessment of efficiency

Evidence-based policy-making

linking budgets with results and impacts and “culture shift” from a traditional input-based model, towards a governance model that prioritizes performance and results.

Budgetary decision-making

facilitates the task of annual and multi-annual budgeting, including the core task of deciding on where limited resources are best (re)allocated

Concepts: Output/ Performance based categories of budgeting systems

Presentational performance budgeting,

- involves the provision of performance information in parallel with the annual budget, e.g. as a transparency exercise or for the background information of policy-makers, with no necessary expectation that the information will be taken into account in deciding upon the budget allocations;

Performance-informed budgeting,

- presents performance information in a systematic manner alongside the financial allocations, in order to facilitate policy-makers in taking account of this information, to the extent that they may deem appropriate, when deciding upon budget allocations;

Direct performance budgeting (or performance-based budgeting),

- where performance information is provided with the financial information, with the expectation that performance, relative to previously stated objectives, will have direct consequences for the budget allocations.

Managerial performance budgeting,

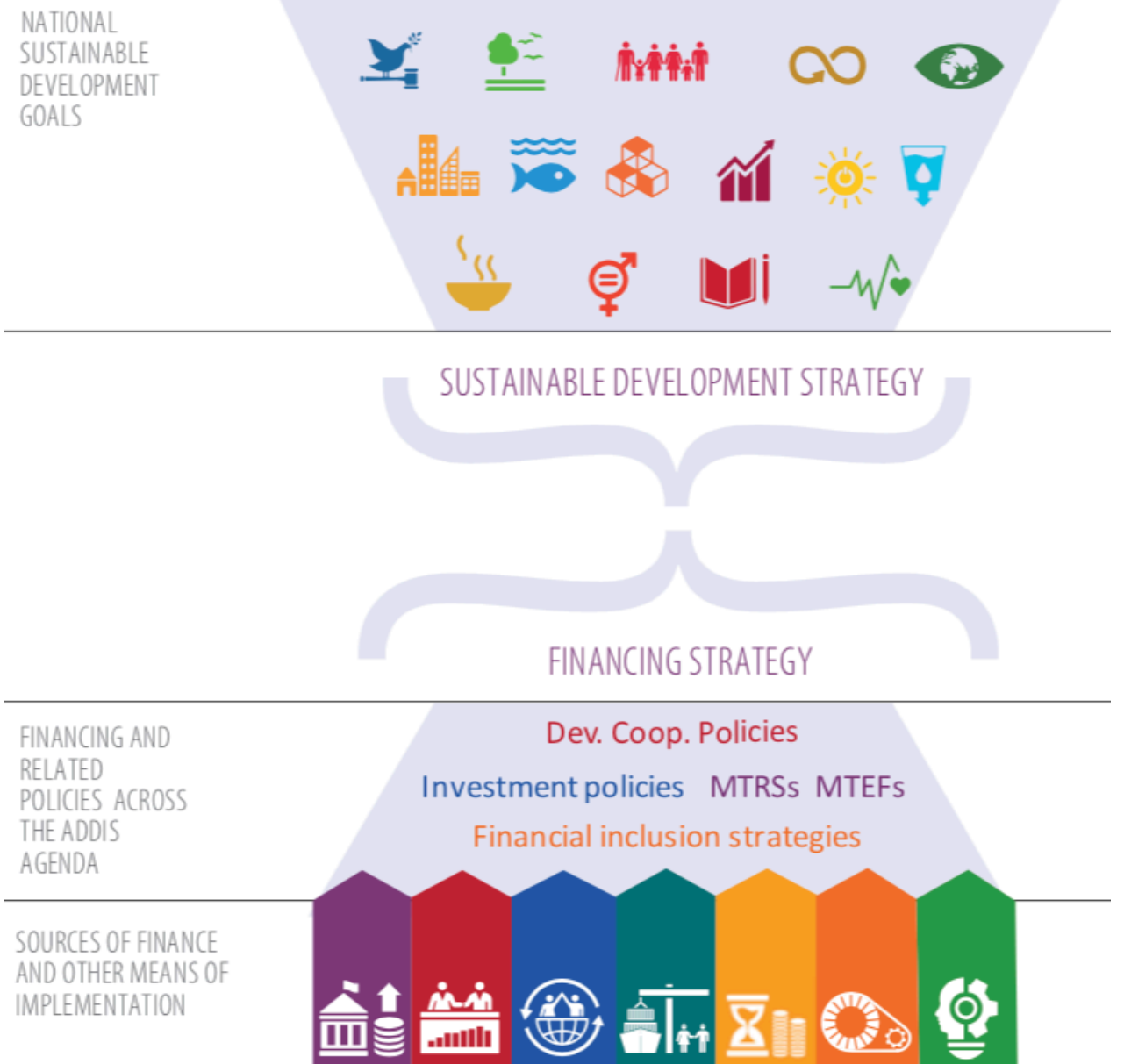
- in which performance information is generated and used for internal managerial purposes and for organizational/managerial accountability, with a lesser focus upon the linkages with budget allocations.

How to move towards budgeting for policy coherence? Recommendations by UN DESA (WPSR 2018, p. 22/23)

- Identify cross-sectoral linkages through an analysis of the budget
- Explore opportunities for “cross-sector budgeting”
- If clear linkages between program elements across sectors exist, then one might create a budget allocation for their combined effect
- Funding of the different program elements could depend on their contribution to the integrated objective as strong incentive for program managers to reflect on linkages and explore possible synergies
- Example: Mexico was able to track the total spending on gender issues in all sectors in a given year.

“To make tracking easier, countries can implement systematic tagging of the budget with cross-sectoral themes or topics – the SDG targets obviously being prime candidates.” (UN DESA WPSR 2018, p. 23)

Concepts: Integrated National Financing Framework



Source: UN Inter-agency Task Force 2019, p. 13

Linking Finance with Results: Integrated National Financing Frameworks



You also could please watch the video via the link: <https://www.youtube.com/watch?v=KFCMz-6Scgg>

Building Blocks to Operationalize Integrated Financing Frameworks I



Source: UN Inter-agency Task Force 2019, p. 16

Building Blocks to Operationalize Integrated Financing Frameworks II

Assessment and diagnostics

assessment of financing and resource needs, assessment of flows, assessment of risks, diagnostic to identify policy, institutional and capacity binding constraints

Financing strategy

define a strategy on priority financing policy actions, encompassing, but focused and sequenced

Mechanisms for monitoring, review and accountability

basis for informed policy making, facilitates learning, adaptation of instruments and policies, to mitigate risks

Governance and coordination frameworks

Ownership and political commitment and high-level government coordination mechanisms and engagement of all stakeholders

Individual Activity:
Readiness Assessment on
Institutional Arrangements
for Policy Coherence

*Fill out Building Block
5 of the Readiness
Assessment*

*Financing for Policy
Coherence*

How to integrate SDGs in budgeting process in practice (UNDP) I

"... if and when the SDGs become part of the countries policy frameworks, it is crucial that such policy mainstreaming is followed by the SDGs integration into the countries budgetary frameworks" (UNDP 2018, p. 7).

- Experience shows that in practical terms non-systemic responses and long-term solutions are pursued in parallel

SHORT-TERM SOLUTIONS

Rapid and non-systemic response to integrate SDGs in planning, budgeting, monitoring, reporting and administrative frameworks. Employing what is possible here and now.

LONG-TERM SOLUTIONS

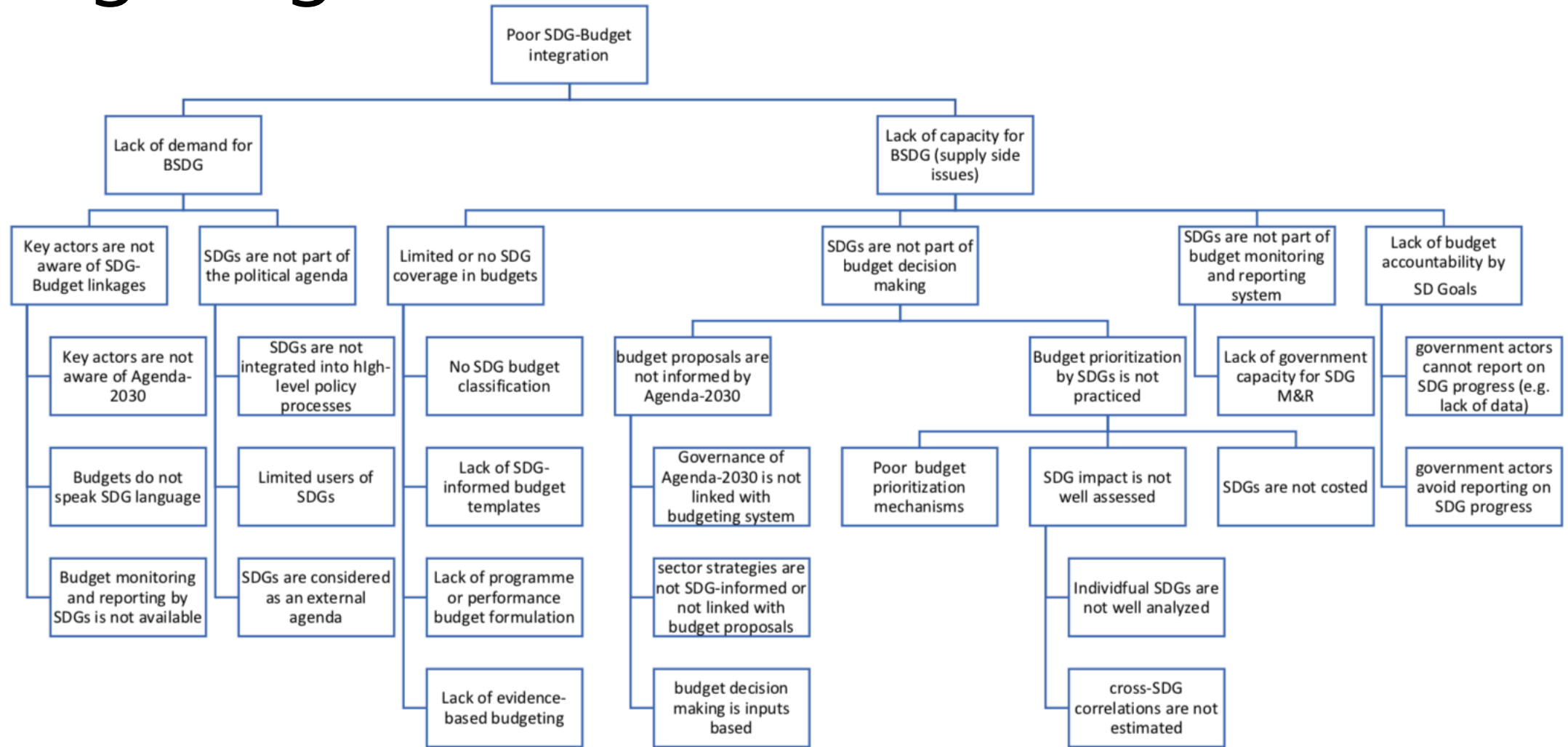
Planning, budgeting, monitoring, reporting and administrative systems adapted to Agenda-2030. Capacity building, scrupulous and comprehensive reforms required

How to integrate SDGs in budgeting process in practice (UNDP) II

- UNDP approach
 - Emphasizes the significance of the context of each country to move to SDG budgeting
 - Outlining criteria to make decisions for moving towards SDG budgeting
 - Distinguishes demand vs supply side problems for moving towards SDG budgeting and suggest demand/supply tools to address them

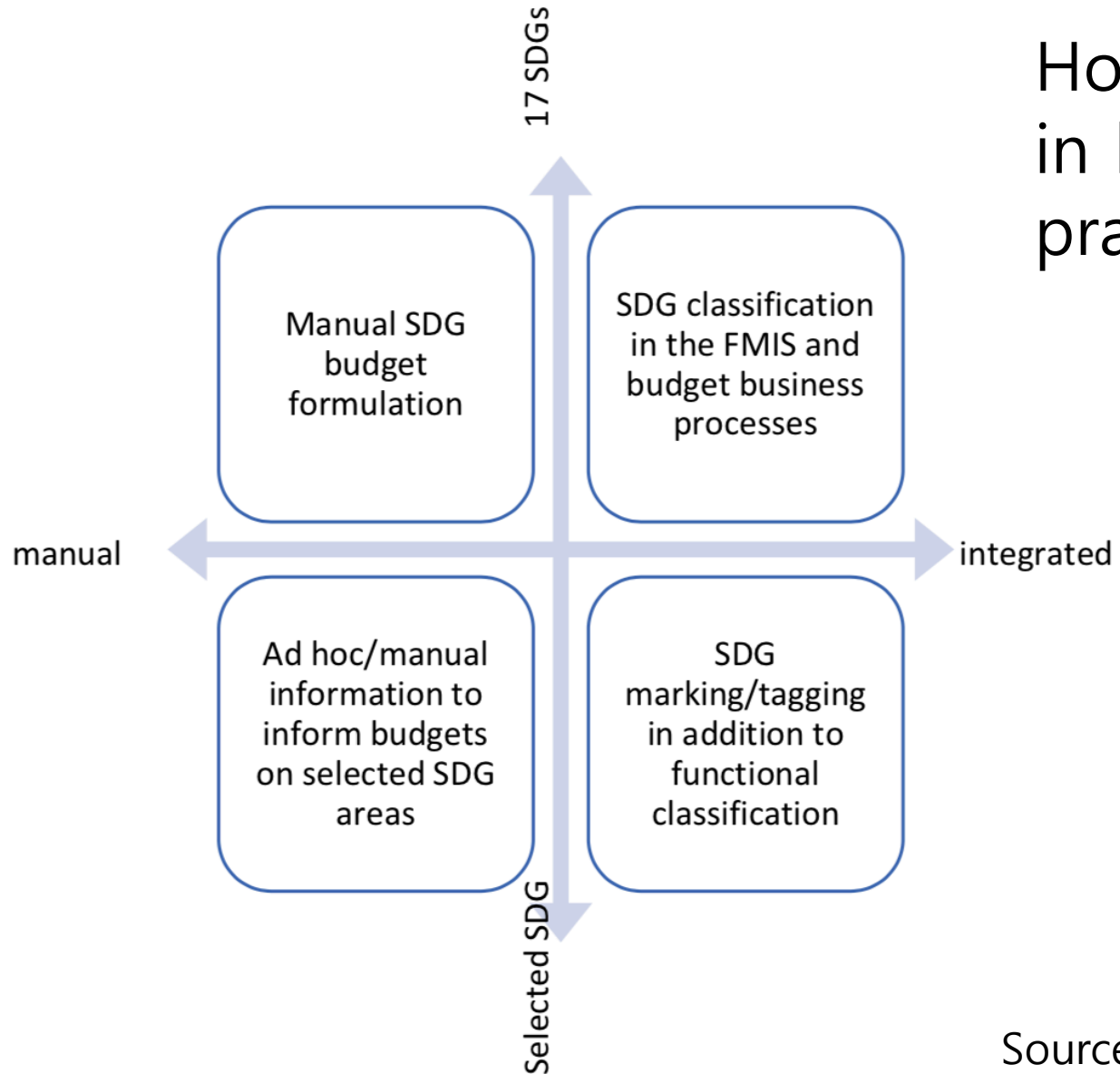
„In sum, in our opinion there is no universal solution with one-size-fits-all for Budgeting for SDGs. Each country context must be considered (...)” (UNDP 2018, p. 16).

Budgeting for SDGs: The Problem Tree



Source: UNDP (2018, p. 20)

How to integrate SDGs in budgeting process in practice (UNDP) III



Two dimensions for deciding on how to integrate SDGs in budgeting

- (1) One, few, all SDGs?
- (2) Is it possible to adopt critical budget process or would manual integration be more feasible?

Source: UNDP (2018, p. 21)

How to integrate SDGs in budgeting process in practice (UNDP) IV

1. Demand-side

- 1.1. SDG advocacy to budget decision makers (e.g. MPs, Senators) and other key stakeholders (SAI).
- 1.2. Mapping SDGs with the national development agenda (with an assumption that then it will be picked by the budgeting system).
- 1.3. Development of an SDG Citizen's budget – a simplified and brief budget information for ordinary citizen on SDG related allocations and expected results.
- 1.4. Institutionalization of SDG-Budget bridging process
 - 1.4.1. Facilitation of an SDG Task Force in the Budget Cabinet and/or Parliament Budget Committee
 - 1.4.2. Establishment of SDG budgeting units in MOFs or aligning job descriptions to reflect SDGs
 - 1.4.3. Capacity building on SDG costing and budgeting in Line Ministries
- 1.5. Engaging Civil Sector Organizations in SDG Budget Monitoring
 - 1.5.1. Support in SDG monitoring, reporting and statistics, including transparency and outreach of SDG data for research institutions, CSO, universities

Source: UNDP (2018, p. 22)

How to integrate SDGs in budgeting process in practice (UNDP) V

Source: UNDP (2018, p. 22)

2. Supply-side

- 2.1. Adjusting budget calls (circulars) to reflect on SDGs while justifying the budget proposals
- 2.2. Simple checklist of SDG relevance during budget formulation stage (Nepal's example of project prioritization).
 - 2.2.1. As a variation, the checklist can be a little more elaborated and incorporate weights aligned with SDGs
- 2.3. Coding of individual cross-cutting issues (e.g. CC, gender)
- 2.4. SDG classification
- 2.5. Development of Selected SDG Financing Frameworks and integrating those into existing strategic budgeting processes (e.g. MTEF)
- 2.6. Ad hoc SDG budget execution reporting (will be non-systemic if no SDG coding exists, but still possible)
- 2.7. Cross-cutting research to inform on effectiveness and efficiency of budget interventions (specific budget lines) on selected SDGs (e.g. Pakistan's CC-MPI-Budget analysis)
- 2.8. Integration of SDG targets in budget programmes (for countries with performance and programme-based budgeting practices)
- 2.9. Capacity building and assistance with SDG costing (applicable to any country context but exact approach may vary dependent on overall budgeting and SDG specific budgeting practices)
- 2.10. Contribute to better and more comprehensive assessment of budget allocations on SDG targets and impact (better works in programme-based budgeting environment)
- 2.11. Assisting in incorporating SDG targets in sector strategic plans (in those countries where strategic plans are well linked with budgets)
- 2.12. Engaging Civil Sector Organizations in SDG Budgeting
 - 2.12.1. Capacity building of CSOs in SDG costing, and CSO-Government cooperation modalities

Minimal (requires less complicated systems)	Intermediate	Maximal (requires advanced systems)
Who will be the primary users and beneficiaries of SDG budgeting?		
Limited number of users (the Cabinet, Finance Ministry and/or SDG relevant working group)	All domestic stakeholders including parliaments, SAI, CSOs and other stakeholders take part in either budget formulation and/or budget reporting and accountability for SDGs	All domestic stakeholders and international audience (cross-country comparable data)
Who will be mainly responsible for implementation of the SDG budgeting process?		
Centralized: central unit responsible for Financing for SDGs (e.g. finance/planning ministry)	Centralized plus line ministries relevant to selected SDGs	Decentralized (deconcentrated): all line ministries and other stakeholders drive SDG budgeting
What is covered by SDG budgeting?		
Selected SDG areas and SDG targets (as per government desire/choice)	Information on cross-cutting SDGs (e.g. poverty, climate change, biodiversity, gender equality) supplements the existing functional classification. As a result, complete SDGs information is available either via existing classification or supplemental SDG budget coding. (if these systems are not in the same FMIS, then accuracy and timeliness of information is compromised).	Full SDG coverage: All SDG indicators and targets are explicitly reflected in budgets as part of the same budget information system
When in the budget cycle will SDG information be used?		
At the end of budget formulation process – reflecting SDG information in final budget documents (after the budget decisions are made): thus, SDG budgeting is used solely for information purposes and is not driving budget decisions	During the budget formulation process: may have limited influence on budget decisions but still in the budget formulation process.	Before the budget formulation process (e.g. at strategic budget allocations stage, or in Medium-Term Budget Frameworks: as a result, strategic budget allocations are fully SDG-informed) and then throughout the rest of the budget cycle
How will the PFM business processes adapt to SDG budgeting?		
Basic/manual checklist of SDG relevance for selected budget proposals to support decision making. The depth of analysis is limited as budgets lines are not mapped with SDGs, but this option is very easy to implement in any country.	Mapping of budget lines with SDGs is done. SDG information is used at both budget formulation and budget reporting stages, but the process is ad hoc, so risks of quality and timeliness of information exist.	SDG information is integrated into fiscal management information systems (FMIS), so the information on SDG linkage is supplied to budget decision makers before budget decisions are made and for the rest of the budget cycle. Also, reporting is done on an automatic basis, as part of the FMIS produced report.

How to integrate SDGs in budgeting process in practice (UNDP) VI

Options for countries to adopt SDG budgeting

Source: UN DESA 2019, p. 94)

How to integrate SDGs in budgeting process in practice (UNDP) VII

Box 3.4. UNDP's SDG Budget Integration Index

The SDG Budget Integration Index is a diagnostic tool to assess the budget cycle in a given country in order to identify PFM system gaps where SDGs are not integrated in budgeting processes. The tool assesses: policy-budget linkages (whether SDG policy papers that should influence budgets are properly costed and are measurable); PFM Systems (whether budget processes such as prioritization, coding and reporting are informed by the SDGs); and budget accountability for SDGs (whether budget actors account for SDG performance and measuring the roles of non-executive actors, such as parliaments and CSOs). Using this diagnostic tool should help governments and UNDP to find critical entry points for making the national budget more SDG-oriented. Apart from its primary functions of providing a stocktaking analysis, identifying priority areas for reforms and measuring of progress, the SDG Budget Integration Index will also allow cross-country comparisons to be made. The Budget Integration Index has been piloted and used for one of the SDGs – SDG 13 on climate change. Nepal and Pakistan have successfully assessed the level of integration of SDG 13 in their national budget systems.

Source: UNDP (2018).

Source: UN DESA WPSR 2019, p. 94)

Integrated Finance Framework in practice. The Philippines

- The Philippines will establish a Sub-Committee on the SDGs, which will be subsumed under the Development Budget Coordinating Committee (DBCC). The Sub-Committee will be chaired by the National Economic and Development Authority (NEDA) with the Department of Budget and Management (DBM) as Co-Chair.
- This institutional strategic arrangement will provide a platform to link planning and budgeting to ensure that SDG-supportive programs and projects are adequately funded. The Philippines shall sustain its cooperation and partnership with international development and funding organizations. These partnerships will be crucial for capacity building and technology transfers in line with the SDGs.
- Domestic resources dominate the Philippines' financing landscape. Domestic public financing and domestic private investment each account for over a third of all resources. Domestic private investment, although significant, has remained constant as a proportion of GDP since 2010, and could be further leveraged. Recent trends in business practice around corporate social value and inclusive business models point to the potential of local private actors to contribute to the SDGs, if the enabling environment is strengthened (Sustainability Reporting Guidelines for Publicly Listed Companies).
- The Philippines is the largest recipient of remittances in the ASEAN. As such, directing these funds to SDG-supportive activities is imperative. The Overseas Filipino Remittances for Development (OFReD) has been established to support policies that transform overseas remittances for development, savings and investments, and build a viable collective remittance fund.

Budgeting for SDGs: Work in Progress in Palau

Palau's national budget process is structured around a Medium Term Budget Framework, which specifies Key Results Areas (KRAs). The KRAs are used by government agencies in the development of their sector-specific work plans and annual budget requests. The Bureau of Budget and Planning (BBP) is currently working to integrate the National SDG Framework into the KRAs. Palau has organized two national meetings to discuss integration of the SDGs into the national budget.

Budgeting as a tool for SDG Implementation in Finland and Norway

In September 2018, the Ministry of Finance of **Finland** presented its 2019 State Budget to the Parliament with a comprehensive sustainable development consideration. The budget focuses on carbon-neutrality and sustainable resource consumption and production in particular. Budgetary allocation and allocation impacts on climate action, bio-economy, circular economy, clean-tech innovations and sustainable public procurement, as well as international environmental agreements, development co-operation and climate investments will be studied carefully as part of the budget. This exercise is an important step in mainstreaming sustainable development into all sectoral policies and financial instruments. In addition, the government has launched work on a phenomenon-based approach to budgeting that will allow more tailored solutions that consider cross-sectoral, transboundary and intergenerational policy impacts.

In **Norway**, responsibility for each of the 17 SDGs is allocated to a specific ministry, which reports on progress for its respective goals in its budget proposal. The reports are included in the national budget white paper presented to the Parliament annually- along with the state budget. This mechanism enables the SDGs to be fully integrated into the regular budget process – and ministries to be accountable for results.

Group Activity:
Prepare the
„Action Plan Better
Housing for Citizens“
for Inclusion in the
Next Annual Budget

Three Working Groups

Specifying the Dimensions of Better Housing: Which Ministries and Agencies need to be at the table?

Assessing the Sources of Financing: Options of Resource Mobilization

Allocation of Authority for Implementation

Options of establishing a cross-sectoral budget

Followed by Roundtable

Reporting from WGs and Agreement on Action Plan

Digital Government Transformation in support of SDG

“Digital government transformation that supports sustainable development should be based on an eco-system approach that leverages systems thinking and integrated approaches that can address the interlinkages among the SDGs in delivering services ...It should be collaborative since providing integrated digital services requires a high degree of coordination among ministries and agencies and new mindsets in government and society.”

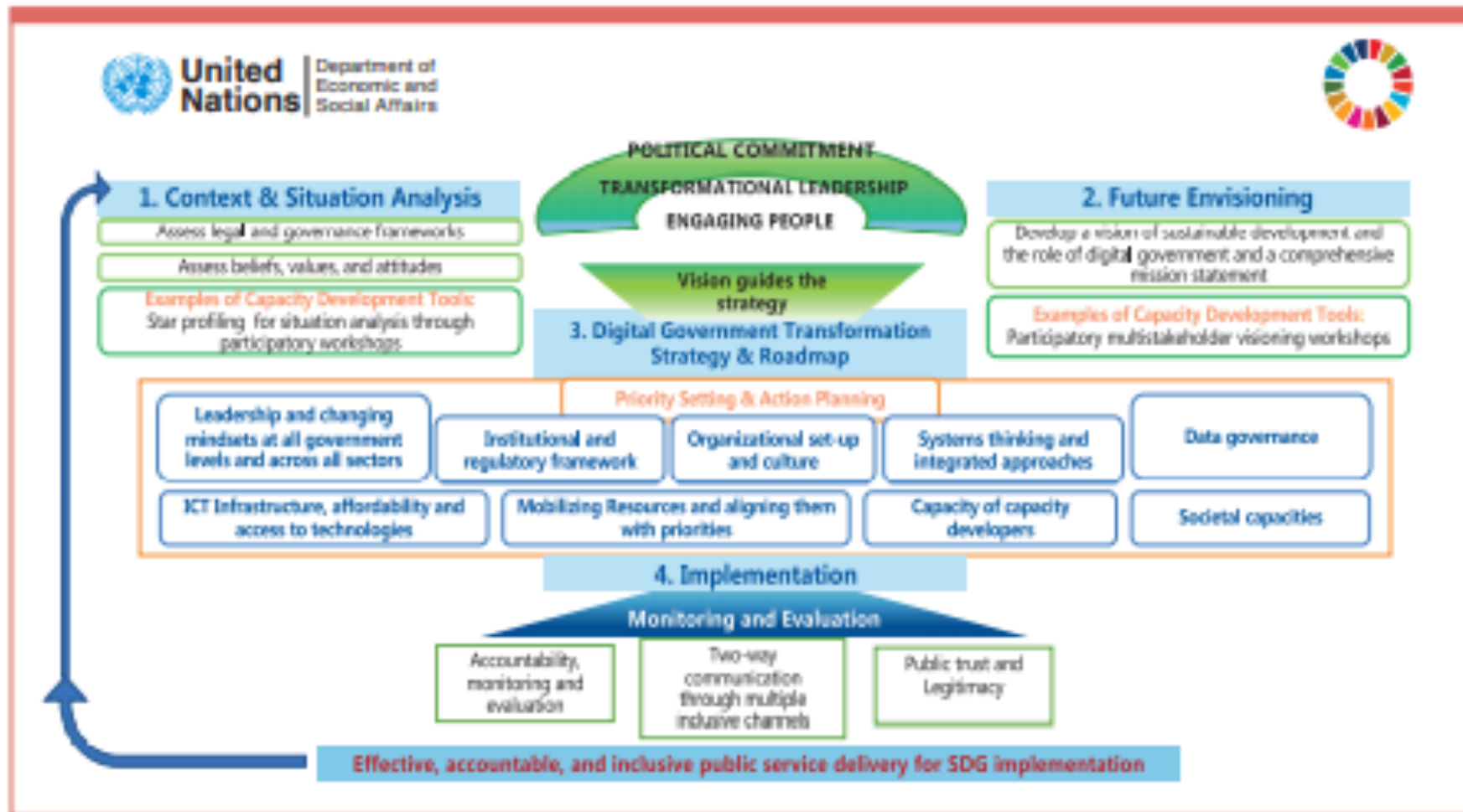
UNDESA E-government Survey 2020, p.180)

Individual Exercise Readiness Assessment

*Participants are invited
to fill out Building Block
6 of the Institutional
Readiness Assessment*

*Use of digital
technology and data for
policy coherence*

A holistic approach to digital government transformation and capacity development



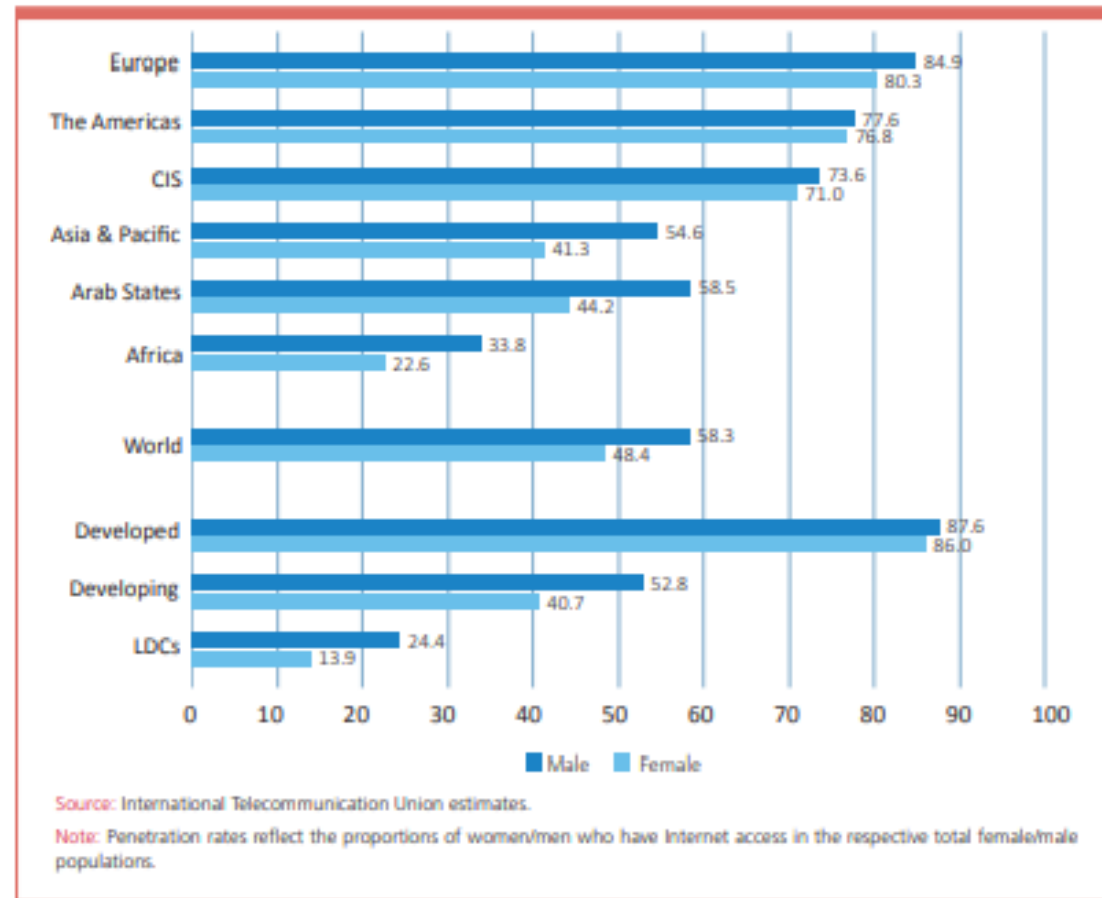
Roadmap and Implementation Plan

- 1. Vision, leadership and mindsets:** Strengthen transformational leadership, build digital capacity and change mindsets at the individual and institutional levels.
- 2. Institutional and regulatory framework:** Establish a comprehensive legal and regulatory framework and development of an integrated institutional ecosystem.
- 3. Organizational set-up and culture:** Transform the organizational set-up and culture.
- 4. Systems thinking and integration:** Promote systems thinking and the development of integrated approaches to policymaking and service delivery.
- 5. Data governance:** Ensure the strategic and professional management of data to address data priorities and enable data-driven policymaking.
- 6. ICT infrastructure and affordability and access to technology:** Provide access to high-speed Internet and safe and secure access to new technologies for all.
- 7. Resources:** Mobilize resources and align priorities, plans and budgeting, including through public-private partnerships.
- 8. Capacities of capacity developers:** Enhance the capacities of schools of public administration, capacity-building entities and mechanisms.
- 9. Societal capacities:** Develop capacities at the societal level to bridge the digital divide and ensure digital inclusion.

The Benefits of Digital Technologies for SDG Delivery

Health (SDG 3)	E-health applications quickly transmit data between medical units and also provide the opportunity for rural patients to benefit from remote diagnosis.
Education (SDG 4)	E-teaching and e-learning provide for flexibility and the opportunity to access teaching materials provided by leading education institutes.
Gender equality (SDG 5)	New communication channels enhance women's participation in the workforce and everyday life and provide access to education, finance and social networks.
Jobs and growth (SDG 8)	The generation of new online services contributes to job creation.
Environment and climate change (SDGs 13, 14 and 15)	Digital technologies provide global data on weather, water flows, forest reserves, oceans, seas and climate.
Peace, justice and strong institutions	Digital technologies can enable registration of children at birth, promote access to public information, and improve transparency of public institutions, thus improving access,

Internet penetration rates men and women by region or country grouping, 2019.



Box 7.4 Republic of Korea: National Information Resources Service



The National Information Resources Service (NIRS) is the world's first pan-governmental data centre responsible for integrating and managing the data and information of central government institutions. Consolidating information resources once separately managed by individual government departments in one centralized place, NIRS was set up to address challenges associated with the operation of isolated information systems, including the inefficient use of information resources, duplication in ICT investments, the lack of IT expertise, and wide exposure to security risks. The four main functions of this government-wide data centre are as follows:

- (1) integrating, operating and managing 1,230 digital government services linked to 45 central government institutions and controlling about 45,000 government information resources, including servers and storage;
- (2) consolidating and retrieving information through the government-exclusive G-Cloud to facilitate interdepartmental information sharing and optimize resource utilization;
- (3) operating Hye-An, the pan-governmental big data portal, for all government officers to support science- and data-driven government policymaking; and
- (4) protecting national information resources against cyberthreats through an integrated security management system using artificial intelligence technologies.

Sources: Republic of Korea, National Information Resources Service (www.nirs.go.kr).

Box 7.6 Digital Kazakhstan: providing civil servants with digitalization training

Key to the success of any government digitalization effort is building the capacities of those who train and educate the users of ICT-based programmes. Digital Kazakhstan coordinates ongoing training programmes that strengthen the capacities of chief digital officers and IT specialists at all levels of government to provide government employees with the ICT skills and support they need to contribute to digital government transformation. The training workshops focus on economic sectors, new technology trends and project management skills. So far, civil servants have been able to participate in training programmes at Nazarbayev University in Kazakhstan, the Academy of Public Administration under the President of the Republic of Kazakhstan, the e-Governance Academy in Estonia, and the e-Government Leadership Centre in Singapore. Central to this programme of continuing education is the commitment to building the capacities of capacity builders through public and private partnerships. The objective is to ensure that individual digital government experts and leaders internalize and are able to develop in others the strategic mindsets and competencies for today and the future. Transformational leadership must be developed at the individual level so that public servants possess the skills and strategies needed to address rapidly evolving and increasingly complex issues and can also build digital, institutional, organizational and societal capacities.

Sources: United Nations Public Service Awards database (<https://publicadministration.un.org/en/UNPSA>); Digital Kazakhstan, "About the program" (<https://digital.kz.kz/en/about-the-program>).

Actions for change



Roundtable:

What are priority actions for advancing the digital government agenda for policy coherence and SDGs in your country?

Lead questions

- What should be priority public services of transformation for policy coherence?
- How to finance the transformation?
- Who should be the driver(s)?

Wrap up

Reflections on the Day

Among making finance,
budgeting, regulating and
digitization more SDG prone
– what would be the
priorities and why?



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