

The General Assembly in resolution 75/290 B defined the theme of the 2023 HLPF under the auspices of ECOSOC to be **“Accelerating the recovery from the coronavirus disease (COVID-19) and the full implementation of the 2030 Agenda for Sustainable Development at all levels”**. The HLPF in 2023 will also review in-depth Goals 6 on clean water and sanitation, 7 on affordable and clean energy, 9 on industry, innovation and infrastructure, 11 on sustainable cities and communities, and 17 on partnerships for the Goals.

The forum will take into account the different and particular impacts of the COVID-19 pandemic across these SDGs and the integrated, indivisible and interlinked nature of the Goals.

## INPUTS FROM THE BROADBAND COMMISSION

### Introduction:

The Broadband Commission for Sustainable Development was established in 2010 by ITU and UNESCO with the aim of boosting the importance of connectivity on the international policy agenda and expanding broadband access and use in every country as key to accelerate progress towards UN SDGs.

Led by H.E. President Paul Kagame of Rwanda and Mr Carlos Slim Helù of Mexico, the ITU/UNESCO Broadband Commission for Sustainable Development is co-vice chaired by ITU’s Secretary-General and UNESCO’s Director-General and comprises over 50 Commissioners who represent a cross-cutting group of top CEO and industry leaders, senior policy-makers, and Heads of international agencies, along with academia and organizations concerned with development.

This high-level platform examines the most pertinent issues relating to global broadband connectivity and develops consensus-driven policy recommendations for achieving its 7 advocacy targets and the UN 2030 agenda. Through its Working Groups, proposed and led by Commissioners, and two annual in-person meetings, the Commission publishes its collaborative reports annually, including its flagship State of Broadband Report. These reports detail multistakeholder approaches to addressing broadband affordability, access and use. The Commission serves as a foundation for bringing the UN Secretary-General’s Roadmap for Digital Cooperation to life with its advocacy and thought leadership, including in connection with the Global Digital Compact.

**The following template could be considered in providing inputs, while taking into account your intergovernmental body’s mandate and views:**

- 1) Progress, experience, lessons learned, challenges and impacts of the COVID-19 pandemic on the implementation of SDGs 6, 7, 9, 11 and 17 from the vantage point of your intergovernmental body, bearing in mind the three dimensions of sustainable development and the interlinkages across the SDGs and targets, including policy implications of their synergies and trade-offs.**

The importance of broadband connectivity was brought into sharp focus due to the COVID-19 pandemic. The pandemic accelerated the uptake of broadband and the adoption of digital services by individuals

and businesses, the digitalization of governmental services and spread of e-commerce. Evidence suggests that much of this will be sustained post-pandemic with consequences for the design and quality of broadband networks ([State of Broadband 2022](#)).

SDG 9 (Industry, Innovation and Industrialization):

- Progress & Impacts:
  - The pandemic positively affected the uptake of broadband services, accelerating the implementation of infrastructure and digital services.
  - The pandemic led to an increase in digital financial services: four in 10 people in developing economies<sup>1</sup> made a digital payment for the first time after the start of the pandemic. The Broadband Commission's Target on increasing the use of e-finance tools, has been reached on a global basis with 64 per cent of people aged 15 years and older making or receiving digital payments in 2021 up from 52 per cent in 2017.
  - In 2020, the first year of the pandemic, the number of Internet users grew by over 11 per cent, the largest increase in a decade; in low- and middle-income countries (LMICs) Internet use went up 15 per cent. According to the latest ITU data, Internet use grew to 66 per cent of the population in 2022, reaching 5.3 billion people, up from 54 per cent in 2019. A significant part of this growth was driven by the need to use quarantine related applications such as videoconferencing for work and education as well as online shopping, access to public services and remote health consultation. At the same time, the pandemic sharply magnified the consequences of the digital divide and today 2.7 billion people are without broadband and not able to access public services or learn from home.
- Challenges:
  - The Broadband Commission Advocacy target for micro, small and medium enterprises (MSMEs) has become particularly relevant due to the pandemic. Many MSMEs, particularly in low- and middle-income nations, were caught off-guard following the introduction of quarantines. With no broadband Internet access, they were unable to pivot swiftly to online operations to sell products and services.
- Lessons Learned:
  - The pandemic shined a spotlight on the digital divide, with many unable to work from home or take part in remote education due to a lack of adequate skills, Internet access, appropriate devices and the means to pay for it.

SDG 11 (Sustainable Cities):

- Progress & Impacts:
  - Greater use of digital technologies during COVID-19 led to an increase in electricity use. Electricity use increased in 2020 among ICT companies, despite a 0.9 per cent global drop in electricity generation, the first decline since 2009.

---

<sup>1</sup> <https://www.broadbandcommission.org/publication/state-of-broadband-2022/>

- Challenges:
  - GHG emissions in the ICT sector also grew but at a slower rate than previous years implying that grids are increasing their share of renewable energy. Further widespread use of digital technologies had an enabling effect for users through the avoidance of emissions. Broadband enables emission reductions across different sectors. GSMA has estimated that the use of mobile technology enabled a reduction of GHG emissions of around 2 135 million tonnes in 2018.
- Lessons Learned:
  - Sustainable solutions for the expansion of access and use of broadband must be considered as the global digital transformation advances.
  - ICT companies need to do everything they can to reduce and eliminate their operational GHG emissions. This includes adopting concrete targets in line with the Intergovernmental Panel on Climate Change (IPCC) recommendations for minimizing the rise in temperature to 1.5°C.

#### SDG 17 (Partnerships):

- Progress & Impacts:
  - The Broadband Commission has successfully facilitated multistakeholder partnerships since its inception in 2010. Spanning across sectors, including CEOs & industry leaders, policymakers, academics and civil society experts, the Commission produces consensus-driven policy recommendations for delivering on its 7 Broadband Advocacy Targets. COVID-19 brought the importance of broadband for maintaining everyday life activities to the forefront, making the partnerships and outputs of the Commission event more relevant and bringing Commissioners together to develop solutions to the challenges brought about by COVID-19.
  - Since the pandemic, the Broadband Commission has examined broadband affordability, access and use through a post-COVID lens, creating new and innovative partnerships for addressing barriers to connectivity, including through the following [Working Groups](#):
    - Virtual health and care
    - Online and hybrid education
    - Epidemic management
    - Data for learning
    - AI capacity building for civil servants
    - School connectivity
    - 21<sup>st</sup> Century financing for broadband development
- Challenges:
  - The urgency of the pandemic has required fast action in response, challenging stakeholders to develop new partnerships faster than before.
  - The surging demand for nationwide digital transformation is clearly beyond any single ministry or government's task alone but requires the participation and contribution from various sectors and stakeholders. ITU's Fifth Generation collaborative regulation (G5) is an acknowledgement that ICT policy not only needs to keep up with technological change, but it also needs to integrate all sectors. It recognizes that

regulation has to be a collaborative process across institutions and stakeholders to foster a digital economy. Not only does this involve cooperation with ICT-related institutions such as broadcasting, data protection and cybersecurity agencies, but also with ministries responsible for sectors such as finance, energy, transport, health, education, environment and economic development. In this way, awareness can be raised, expertise shared and quick movement towards the digital economy accomplished.

- Lessons Learned:
    - To transition smoothly to a more connected post-pandemic world, two things need to occur. First is a conducive regulatory environment for broadband services to attract the vast investment needed to support a more digital world. Second are strategies and policies to enable broadband adoption and accelerate digital inclusion. The pandemic brought into sharp focus the digital divide with many unable to work from home or take part in remote education due to a lack of adequate skills, Internet access, appropriate devices and the means to pay for it.
- 2) Three key areas where transformative actions for accelerated progress have been successful, and three key areas where support is most urgently needed, with regard to the cluster of SDGs under review in July 2023.**

#### Success

1. Broadband Infrastructure and services uptake (SDG 9) - The pandemic accelerated the uptake of broadband and the adoption of digital services by individuals and businesses, the digitalization of governmental services and spread of e-commerce. Evidence suggests that much of this will be sustained post-pandemic with consequences for the design and quality of broadband networks.
2. Increasing access to e-education and digital skills development – youth empowerment (SDG 4)- The pandemic brought into sharp focus the digital divide with many unable to work from home or introduce or take part in remote education due to a lack of adequate skills, Internet access, appropriate devices and the means to pay for it.
3. Increase in digital financial services (SDG 9)

#### Support

1. Gender Equality – equal access and education (SDG 5)
2. Affordability – innovative financing models (SDG 17)
3. Sustainability - impact of ICTs on climate change (SDG 11)

- 3) Examples of specific actions taken to recover from the COVID-19 pandemic that also accelerate progress towards multiple SDG targets, including actions identified by your intergovernmental body, building on interlinkages and transformative pathways for achieving SDGs.**

The Broadband Commission's [COVID-19 Agenda for Action for faster and better recovery](#), was issued in 2020 as a repository of tangible actions based on the three pillars of **resilient connectivity, affordable access, and safe use of online services** for informed and educated societies, to mitigate the impact of the COVID-19 pandemic and ease the immediate adverse impacts for economies and societies. These proposed immediate actions to address the acute phase of the current pandemic and to save lives will need to be followed by mid- and longer-term strategies to ensure faster global recovery by minimizing the social and economic impact of COVID-19 and to prepare for future global challenges. Better recovery will depend on a commitment to our common responsibility to collaborate, partner and develop more inclusive and sustainable models for preventive and post-crisis development and preparedness for future crises. Some examples of the actions for the mid-term include:

- Acceleration and implementation of digital cooperation and digital strategies and policies, including emergency health response, safer use policies, and strategies to promote greater digital inclusion, and identifying gaps for effective response and better preparedness.
- Emphasizing and promoting the ongoing importance of connectivity for education, access to information and online user empowerment through media and information literacy.
- Implementation of agile and flexible regulatory measures to support inclusive and competitive digital environment.
- Adoption of strategies aimed at promoting universal, affordable broadband connectivity, by mobilizing public and private funding and investment, especially in Least Developed Countries, Landlocked Developing Countries and Small Island Developing States.

The Broadband Commission issues also annual **State of Broadband report**, which is a unique, global snapshot of broadband network access and affordability also providing a set of policy recommendations collaboratively agreed by the Members. The 2022 Report, [Accelerating Broadband for New Realities](#), examines how COVID-19 has spotlighted the need for a multilateral, collaborative regulatory regime to advance global digital transformation.

The recommendations from the report highlight that transition smoothly to a more connected post-pandemic world, two things need to occur:

- First is a conducive regulatory environment for broadband services to attract the vast investment needed to support a more digital world.
- Second are strategies and policies to enable broadband adoption and accelerate digital inclusion. The pandemic brought into sharp focus the digital divide with many unable to work from home or take part in remote education due to a lack of adequate skills, Internet access, appropriate devices and the means to pay for it.

Each year, the Commission continues to facilitate [Working Groups](#) around the most pertinent issues around broadband access, affordability and use which directly impact the achievement of the UN SDGs. The work of the selected groups that cover topics related to recovery from Covid-19 pandemic:

- A) [Virtual health and care](#): This group was launched to examine virtual health and care in context of the COVID-19 pandemic. It reviewed trends, forecasts, and the key role of policy in

influencing adoption, challenges, and ways of overcoming them, and produced six key policy pillars for a virtual health and care policy maturity framework.

- B) **Digital Learning**: This group was organized to address concerns with education's digital transition and provided enabling strategies for hybrid learning as well as framing for future developments and puts forth recommendations to provide informed and contextualized guidance to policymakers and other education stakeholders who aim to implement new learning strategies, while also acknowledging the benefits and risks of hybrid learning, which arose in response to quarantines imposed because of the pandemic.
- C) **Connectivity for MSMEs**: Many MSMEs, particularly in low- and middle-income nations, were caught off-guard following the introduction of quarantines. With no broadband Internet access, they were unable to pivot swiftly to online operations to sell products and services. This group seeks to define the opportunity and challenges of getting more micro-, small- and medium-sized enterprises (MSMEs) in low- and middle-income countries (LMICs) online and engaging in online trade.
- D) **AI Capacity building for civil servants**: A rapid global digitalization began accelerated by the COVID-19 pandemic. This left countries that did not already have digital skills further behind. This group assessed the critical capacity needs for public sector digital transformation, including from a developing country perspective and developed a competency framework for civil servants, spelling out the Artificial Intelligence and Digital Transformation Competencies needed today.

Moreover, the Broadband Commission issued the [Manifesto 2020](#) (*Global Goal of Universal Connectivity Manifesto*) which calls on the global community to recognize digital connectivity as the foundational element of the United Nations 2030 Agenda for Sustainable Development. The Manifesto affirms the commitment of the Broadband Commission to mobilize efforts to achieve the 'Global Goal of Universal Connectivity' in support of the UN Secretary-General's Roadmap for Digital Cooperation and other connectivity initiatives.

As stated in the Manifesto, the COVID-19 crisis has dramatically illustrated the vital importance of broadband networks and services in driving robust, resilient and well-functioning societies and economies. Lack of affordability, constrained access to infrastructure and devices, poor digital skills and/or the absence of relevant content mean they, and billions of other marginalized people struggling with poor connectivity, are unable to leverage the power of digital transformation in a way that could catalyze seismic shifts in development outcomes. The work and accomplishments of the Broadband Commission over the past decade establish an important precedent for these actions and serve as a solid foundation for bringing the UN Secretary-General's Roadmap for Digital Cooperation to life around its three fundamental pillars.

The Commission is convinced that achieving affordable universal connectivity is essential for achieving the 17 Sustainable Development Goals (SDGs) and making good on our pledge to Leave No-one Behind.

- 4) **Assessment of the situation in the mid-point of the implementation of the 2030 Agenda and the SDGs, against the background of the COVID-19 pandemic and within the respective areas addressed by your intergovernmental body, and policy recommendations, commitments and cooperation measures for promoting a sustainable, resilient and inclusive recovery from the pandemic while advancing the full implementation of the 2030 Agenda.**

There is a mixed picture in regard to progress towards the Broadband Commission's Advocacy Targets and 2030 Agenda. The pandemic brought into sharp focus the digital divide with many unable to work from home or take part in remote education due to a lack of adequate skills, Internet access, appropriate devices and the means to pay for it. [The Broadband Commission's 2022 State of Broadband Report](#) draws conclusions and provides policy recommendations for advancing the implementation of the 2030 Agenda:

- As the pandemic recedes, working from home will continue to persist in some form. Although experience during the pandemic suggests that networks handled the increase in traffic generated from households, they were not originally designed for this. It is likely that with permanent flexible working in place, demand will increase for connectivity. It will be necessary to leverage different technologies, working together to deliver the best services to all and to enable people to work from anywhere in the world and on the move.
- Governments wishing to reduce the cost of broadband access can resort to a variety of measures, from adopting policies that incentivize the provision of more affordable services, to promoting public-private partnerships as appropriate and creating an enabling investment environment. Governments may also consider reducing sector specific taxes or subsidizing access to free or low-priced devices, as well as free connection in public administration facilities such as libraries, hospitals or schools, or at other public hot spots. Measures to ensure affordable access to universal meaningful connectivity will ideally form part of more comprehensive broadband strategies.
- COVID-19 disrupted educational systems across the world. Millions of school children were unable to continue their studies due to a lack of household equipment for remote learning. Unlike work from home flexibility that will survive post-pandemic, most educators agree that online learning is not an equivalent substitute for the in-school presence of children. Nevertheless, home connectivity is an important complement for remote learning in the event of future pandemics, school closures for other reasons (e.g. inclement weather) or studies and homework outside of school. Governments and the private sector need to take steps to ensure that all students have the necessary digital environment to support remote learning.
- COVID-19 provided a sharp illustration of limitations of the online economy in many LMICs. Many struggled due to a lack of online retail platforms for goods and services and ability to make digital payments. This is a reflection of a wider digital malaise in some countries where governments have struggled to diversify and digitize their economies in a meaningful way. One reason is the ICT sector has often been stuck in a silo with a single responsible ministry and little interaction with other sectors. Awareness and expertise about digitalization has remained

limited in many sectors. Now that governments are aware of how ICTs helped mitigate the economic disruption caused by COVID-19, there is an opportunity to move rapidly to spur digital adoption across all economic sectors. Another reason to accelerate digitalization is that countries with better broadband infrastructure were more successful in mitigating the economic consequences of the pandemic.

- The surging demand for nationwide digital transformation is clearly beyond any single ministry or government's task alone, but requires the participation and contribution from various sectors and stakeholders. ITU's Fifth Generation collaborative regulation (G5) is an acknowledgement that ICT policy not only needs to keep up with technological change, but it also needs to integrate all sectors. It recognizes that regulation has to be a collaborative process across institutions and stakeholders to foster a digital economy. Not only does this involve cooperation with ICT-related institutions such as broadcasting, data protection and cybersecurity agencies, but also with ministries responsible for sectors such as finance, energy, transport, health, education, environment and economic development. In this way, awareness can be raised, expertise shared and quick movement towards the digital economy accomplished.
- Protecting personal data is critical. Many data protection frameworks are inadequate, lacking clear implementation processes such as a data protection authority; they often do not require user consent for personal information to be used nor do they specify controls for transferring personal data abroad. Efforts are needed for countries to create adequate data protection laws or update their existing laws to bring them into conformity with best practices.
- ICT companies need to do everything they can to reduce and eliminate their operational GHG emissions. This includes adopting concrete targets in line with the Intergovernmental Panel on Climate Change (IPCC) recommendations for minimizing the rise in temperature to 1.5°C.
- There is a need for massive investment in broadband to bring it up to speed with the new post-COVID-19 world. Higher capacity and lower latency are needed to support videoconferencing for those who can work from home as well as remote learning in the event of future pandemics or other disruptions to school learning. The pandemic also magnified the existing digital divide and need to build out broadband infrastructure where there is no access. To facilitate this, governments could allocate sufficient amounts of spectrum on a competitive basis, prioritizing the larger benefits of investment in connectivity rather than the collection of high spectrum fees. In addition, governments could make licensed spectrum available on a flexible use and technology-neutral basis and not dictate technologies/architectures to be used.
- Measurement of global advocacy targets would benefit from greater clarity and scope. More can be done to collect and publish granular, reliable and gender-disaggregated data related to infrastructure deployments as well as Internet adoption and use in accordance with international guidelines and standards. This can include the disaggregation of Internet use by MSMEs or vulnerable groups such as persons with disabilities or the elderly. Moreover, more research to better understand the context, circumstances and needs of individuals and MSMEs



not yet using the Internet can be conducted or supported. These data and insights are key in setting policy priorities, targets and budgets. Measurement of broadband metrics merits more focus as a result of the pandemic and the likely aftermath. Indicators that were not prominently analysed before having now become more relevant. This includes household indicators such as the percentage with computers and Internet access or Internet-enabled handsets. Both merit additional granularity such as the type of computer the household has as well as the type of Internet access and breakdowns by household demographics. of asymmetrical broadband speed information is also important given the new significance of upload speeds.

#### **5) Key messages for inclusion into the Political Declaration of the September 2023 SDG Summit.**

The Broadband Commission in its [Manifesto 2020](#) (*Global Goal of Universal Connectivity Manifesto*) calls on the global community to recognize digital connectivity as the foundational element of the United Nations 2030 Agenda for Sustainable Development. The Manifesto affirms the commitment of the Broadband Commission to mobilize efforts to achieve the ‘Global Goal of Universal Connectivity’ in support of the UN Secretary-General’s Roadmap for Digital Cooperation and other connectivity initiatives.

‘Building Back Better with Broadband’ will help us accelerate progress towards the SDGs and re-energize the commitment of world leaders in this crucial Decade of Action. The time is now. This Broadband Commission’s Manifesto is a rallying cry, calling for collaboration in:

- Establishing a baseline for universal digital connectivity
- Identifying and supporting public-private financing of universal broadband, pioneering innovative hybrid and/or complementary, replicable and sustainable financing and investment models for all types of networks, and catalyzing impactful partnerships
- Advocating for enabling ICT regulatory environments, ICT capacity building and online safety and security, especially for children, as integral to efforts to achieve the Global Broadband Targets 2025 and the SDGs.

Based on the set of the policy recommendations from the State of Broadband report:

- 1. Set a conducive regulatory environment for broadband services that will attract the vast investment needed to support a more digital world.**
  - Adopting an enabling ICT regulatory environment (such as appropriate digital policy, plan, strategy or regulations) that incentivizes and accelerates investment in digital infrastructure access, and ICT skills and use, enabling broadband adoption and accelerate digital inclusion and incentivizes the provision of more affordable services.
  - Governments wishing to reduce the cost of broadband access can resort to a variety of measures, from adopting policies that incentivize the provision of more affordable services, to promoting public-private partnerships as appropriate and creating an enabling investment environment. Governments may also consider reducing sector

specific taxes or subsidizing access to free or low-priced devices, as well as free connection in public administration facilities such as libraries, hospitals or schools, or at other public hot spots. Measures to ensure affordable access to universal meaningful connectivity will ideally form part of more comprehensive broadband strategies.

- Protecting personal data is critical. Many data protection frameworks are inadequate, lacking clear implementation processes such as a data protection authority; they often do not require user consent for personal information to be used nor do they specify controls for transferring personal data abroad. Efforts are needed for countries to create adequate data protection laws or update their existing laws to bring them into conformity with best practices.

Reference:

[https://www.broadbandcommission.org/wp-content/uploads/dlm\\_uploads/2023/01/2022-Target-Guide-Update.pdf](https://www.broadbandcommission.org/wp-content/uploads/dlm_uploads/2023/01/2022-Target-Guide-Update.pdf)

<https://www.broadbandcommission.org/recommendations/>

<https://broadbandcommission.org/publication/state-of-broadband-2022/>

## 2. **Incentivize and accelerate investments in broadband:**

- Promote more diversified sources of financing for digital infrastructure, identify and support public-private financing of universal connectivity, pioneer innovative hybrid and/or complementary, replicable and sustainable financing and investment models for all types of digital networks.
- Use of universal service funds to develop broadband
- Update ICT regulations to promote more investment and market approaches for sustainability
- Expand initiatives to map network coverage and infrastructure needs, to develop priority lists for investment
- Incentivize and accelerate broadband investment
- Promote advanced market commitments for rural broadband access
- Incentivize Public & Private Partnerships

Reference:

<https://www.broadbandcommission.org/recommendations/>

<https://broadbandcommission.org/publication/state-of-broadband-2022/>

## 3. **Close ICT data gaps:**

- More can be done to collect and publish granular, reliable and gender disaggregated data related to infrastructure deployments as well as Internet adoption and use in accordance with international guidelines and standards. This can include the disaggregation of Internet use by MSMEs or vulnerable groups such as persons with disabilities or the elderly. Moreover, more research to better understand the context, circumstances and needs of individuals and MSMEs

not yet using the Internet can be conducted or supported. These data and insights are key in setting policy priorities, targets and budgets.

- Measurement of broadband metrics merits more focus as a result of the pandemic and the likely aftermath. Indicators that were not prominently analysed before have now become more relevant. This includes household indicators such as the percentage with computers and Internet access or Internet-enabled handsets. Both merit additional granularity such as the type of computer the household has as well as the type of Internet access and breakdowns by household demographics. Collection of asymmetrical broadband speed information is also important given the new significance of upload speeds.

Reference:

[https://www.broadbandcommission.org/wp-content/uploads/dlm\\_uploads/2023/01/2022-Target-Guide-Update.pdf](https://www.broadbandcommission.org/wp-content/uploads/dlm_uploads/2023/01/2022-Target-Guide-Update.pdf)

<https://www.broadbandcommission.org/recommendations/>

<https://broadbandcommission.org/publication/state-of-broadband-2022/>

**4. Develop Digital skills/capacity and promote digital inclusion for a sustainable digital economy:**

- Include in broadband plans efforts on digital inclusion, measures to protect children online, a focus on limiting environmental impacts and addressing climate, and public access initiatives. The pandemic brought into sharp focus the digital divide with many unable to work from home or take part in remote education due to a lack of adequate skills, Internet access, appropriate devices and the means to pay for it.
- Integrate gender in national broadband plans & strategies and undertake action plans to advance gender equality in access to broadband
- Address environmental impacts of digital infrastructure and the potential of connectivity in addressing the climate emergency
- Ensure public confidence in participating online by considering increasing efforts to prevent cybercrime & cybersecurity incidents
- promote ICT capacity building and online safety and security, especially for children, as integral to efforts to achieve the SDGs.

Reference:

[https://www.broadbandcommission.org/wp-content/uploads/dlm\\_uploads/2023/01/2022-Target-Guide-Update.pdf](https://www.broadbandcommission.org/wp-content/uploads/dlm_uploads/2023/01/2022-Target-Guide-Update.pdf)

<https://www.broadbandcommission.org/recommendations/>

<https://broadbandcommission.org/publication/state-of-broadband-2022/>

**5. Develop capacities of policymakers and civil servants to engage in the digital transformation**

- Raise awareness of artificial intelligence and digital transformation competencies. These competencies are foundational for successfully implementing digital transformation in government and creating an enabling environment for digital transformation in society through improved digital governance.

- Contextualize, localize, and adapt AI and digital transformation competencies. Competencies need be contextualised, localised and adapted for their specific context, based on the analysis of capacity building needs at individual, team, department, and government levels.
- Develop digital transformation-related capacity-building programs and trainings, as part of national digital transformation initiatives.
- Facilitate knowledge exchange and mutual learning through multi-lateral cooperation. Create coalitions and platforms for exchanging good practices on AI and digital transformation-related capacity building at the national, regional, and international levels.

Reference:

<https://www.broadbandcommission.org/wp-content/uploads/2022/09/Artificial-Intelligence-and-Digital-Transformation-Competencies-for-Civil-Servants.pdf>

<https://broadbandcommission.org/publication/state-of-broadband-2022/>