



**United
Nations**

Department of
Economic and
Social Affairs



Introduction to **Whole-of-Government** Approach

Enhancing the capacity of local and regional governments for delivering the SDGs through a Whole-of Government approach, smart cities, enhanced infrastructure asset management and resilience, monitoring & evaluation and innovative finance and partnerships

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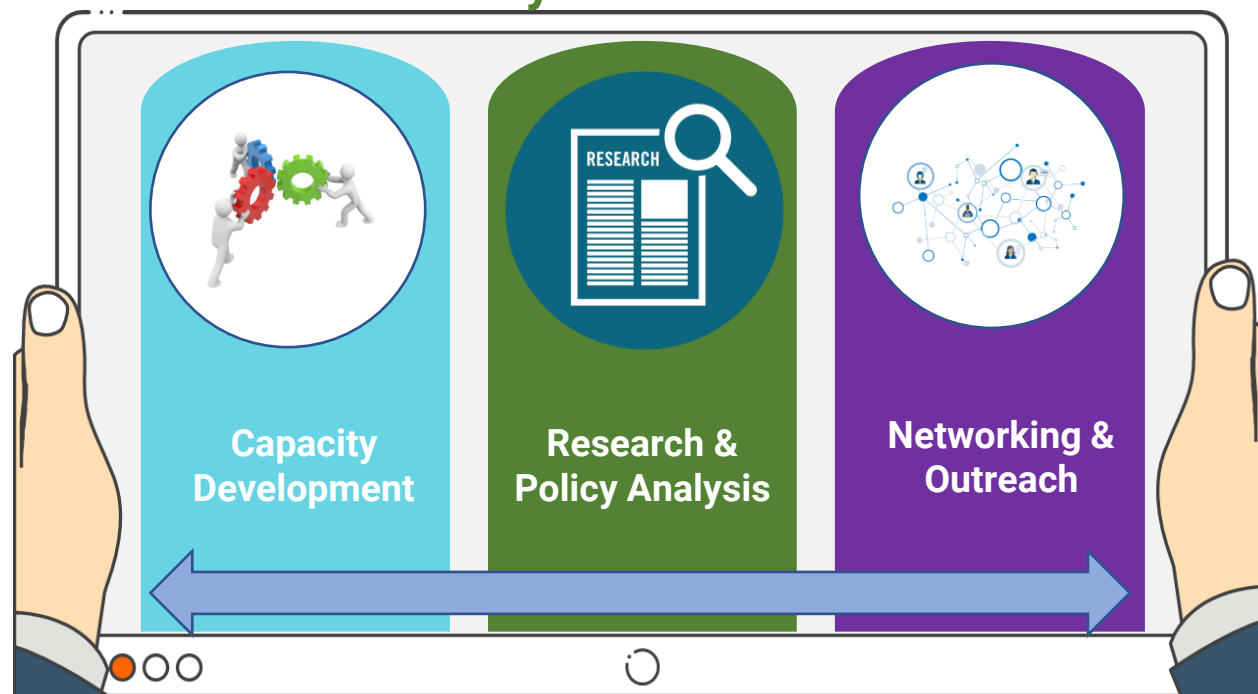


1. Mandate of United Nations Project Office on Governance (UNPOG)

Strengthening the capacities of public administration to translate SDGs into institutional arrangements, strategies and programmes at country-level and implement the 2030 Agenda.



Three Key Pillars of UNPOG



www.unpog.org



2. Localizing the SDGs



“process of adapting, implementing and monitoring the SDGs at the local level”
(UN-Habitat, UNDP & GTF, 2015)

11 SUSTAINABLE CITIES
AND COMMUNITIES



how local and regional governments can support the achievement of the SDGs at national level through action from the bottom up

how the SDGs can provide a framework for local development policy

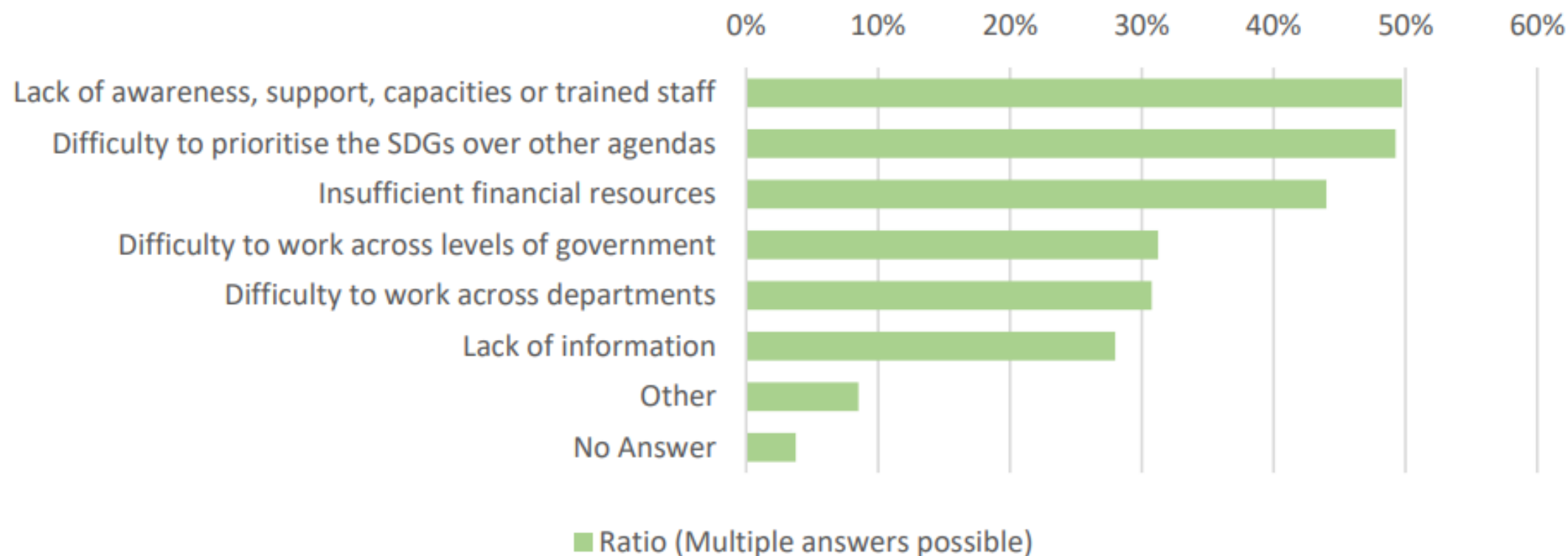
Localizing
SDGs
Matters

All of the SDGs have targets directly related to the **responsibilities of local and regional governments**, particularly to their role in delivering basic services



2. Localizing the SDGs (Cont.)

Main challenges in implementing the SDGs at local and regional level



Source: CoR-OECD Survey (2019) The key contribution of regions and cities to sustainable development





2. Localizing the SDGs (Cont.)

SDG Localization Strategy



Source: [Global Taskforce of Local and Regional Governments, 2016](#)





3. Whole-of-Government Approaches – An Overview

Principles of Effective Governance for Sustainable Development

Effectiveness	Accountability	Inclusiveness
<ul style="list-style-type: none">• Competence• Sound Policy Making• Collaboration	<ul style="list-style-type: none">• Integrity• Transparency• Independent Oversight	<ul style="list-style-type: none">• Leaving no one behind• Subsidiarity• Non-discrimination• Intergenerational Equity• Participation

- Collaboration, coordination, integration and dialogue across levels of government and functional areas
- Network-based governance
- Multi-stakeholder partnerships

The whole of government approach

- Entails from fragmented and silo-based sector strategies to **a holistic approach**
- Requires bringing together relevant actors

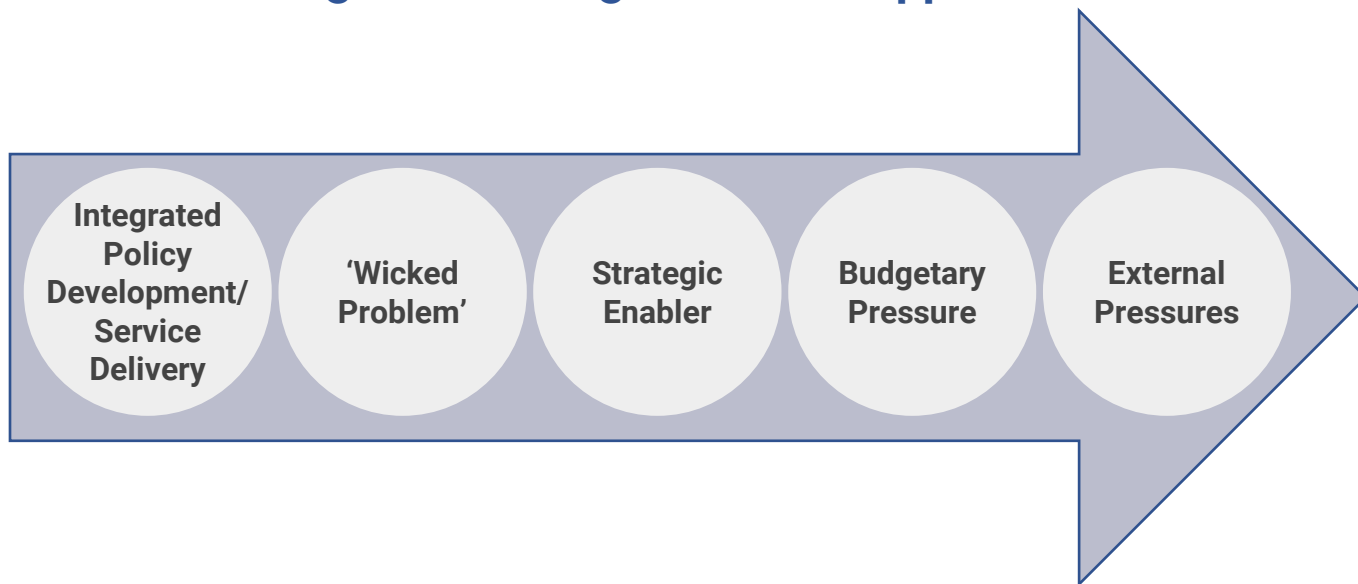


3. Whole-of-Government Approaches – An Overview (Cont.)

A whole-of-government is an overarching term for a group of responses to the problem of increased fragmentation of the public sector and public services and a wish to increase integration, coordination and capacity.

Ling, 2002

Factors driving a whole of government approach



Benefits of a whole of government approach

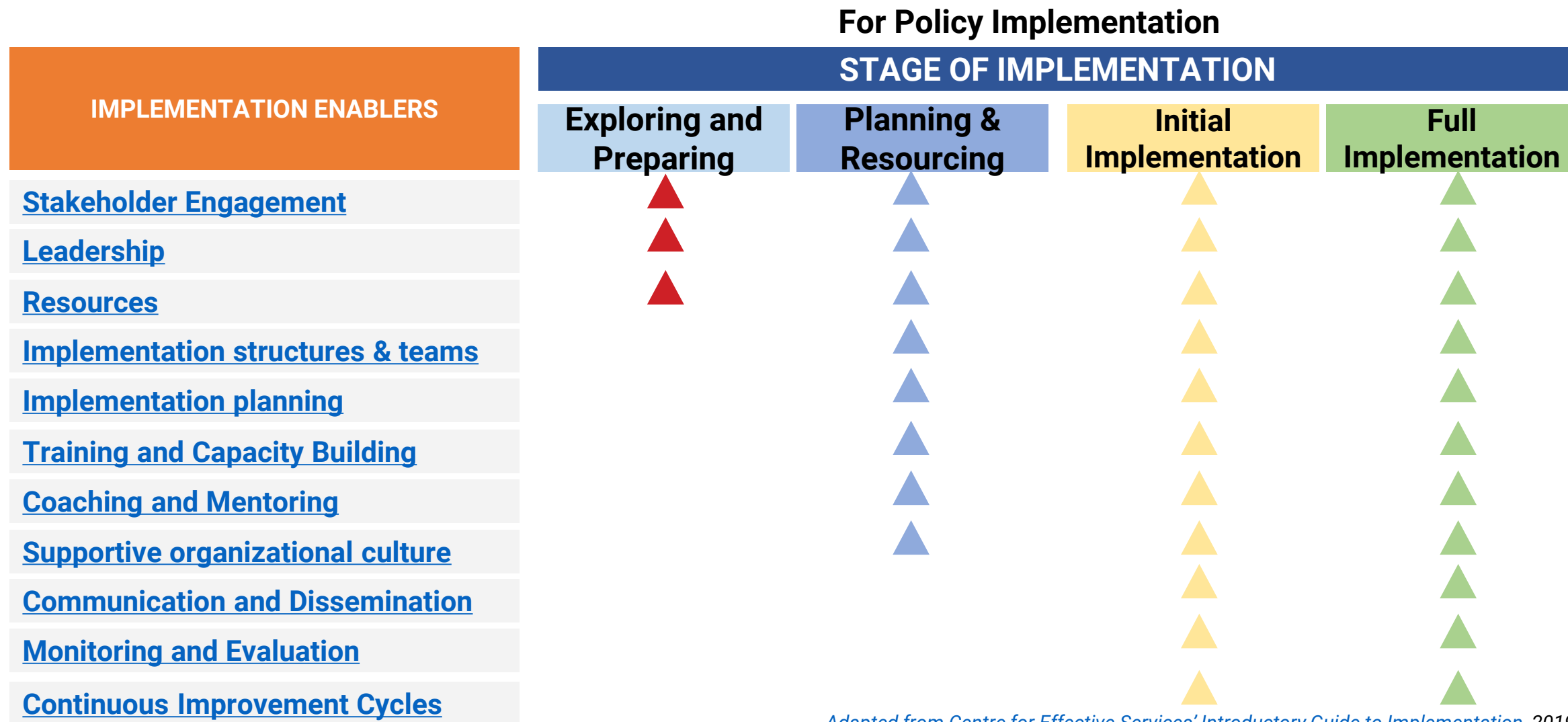


Source: Colgan, A., Kennedy, L.A. and Doherty, N. (2014).





4. Enablers of Whole-of-Government



Adapted from Centre for Effective Services' Introductory Guide to Implementation, 2019





4. Enablers of Whole-of-Government (Cont.)

Infrastructures

Structures

- interdepartmental committees;
- taskforces;
- interdepartmental partnerships;
- cross-departmental partnerships;
- special purpose agencies

Political and administrative leadership

- the ability to shape policy implementation processes to be a better fit for community needs by reshaping mandates, systems, structures and programmes
- focus on building and sustaining relationships, managing complexity and interdependence, and managing multiple and conflicting accountabilities

Work processes

- accountability systems,
- budgets
- information management
- management of critical gaps

Culture and capacities

- organizational culture can support or frustrate the achievement of joined-up organizational goals
- networking skills
- ability of public servants to analyze and shape their external environments and the main stakeholder interests
- Collaboration capacity

Support for capacity building

- Development of a collaborative mindset
- Flourishing organizational capacity
- prioritize joint training and networking initiatives
- Greater staff mobility,
- Support for managing cultural differences
- Access to a panel of learning and development consultants

Source: Colgan, A., Kennedy, L.A. and Doherty, N. (2014)



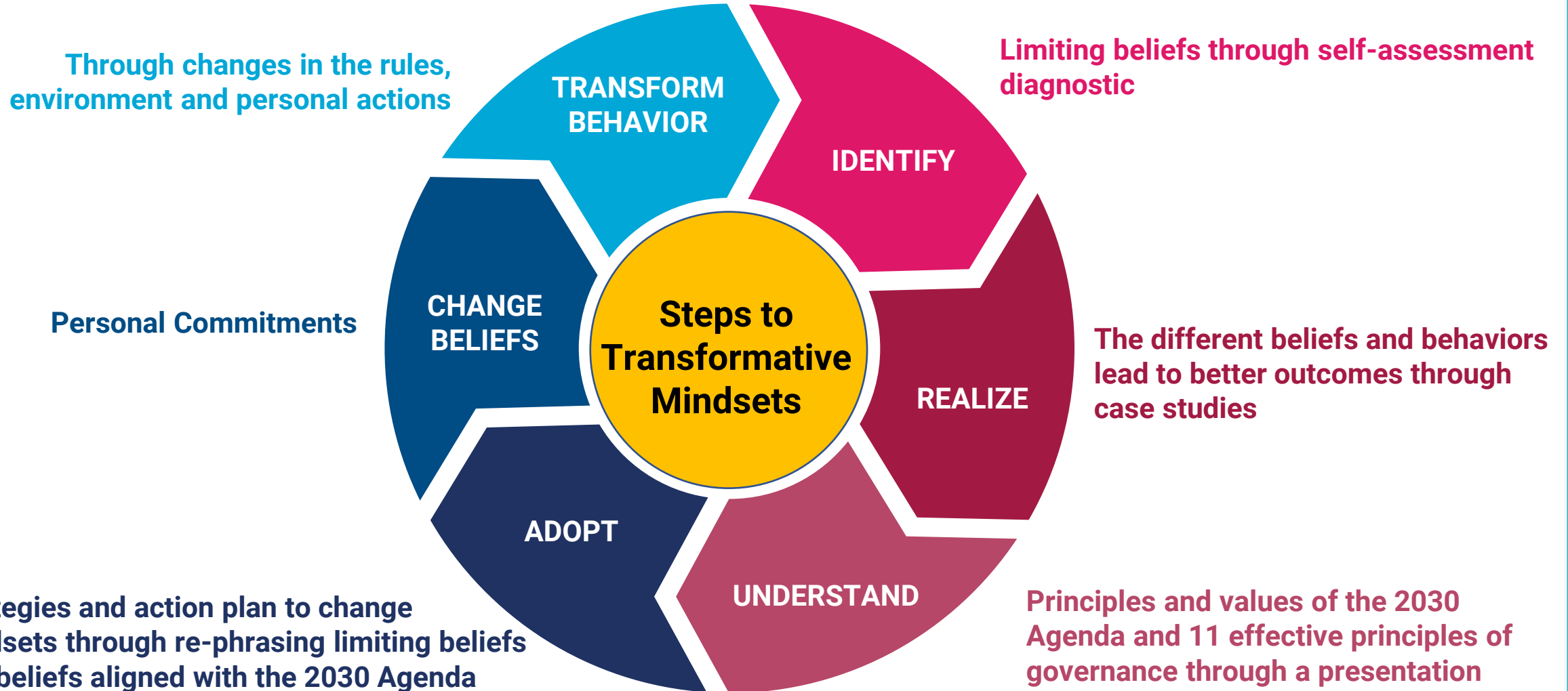


5. Whole-of-Government Approach for SDG Localization

VUCA	Characteristics	Managing VUCA
Volatility	Change is rapid and unpredictable in its nature and extent	Counter Volatility With Vision <ul style="list-style-type: none"> • Develop a clear, shared vision • Conduct risk analysis, build in spare capacity and devote resources to preparedness • Prepare a crisis management strategy
Uncertainty	The present is unclear, and the future is uncertain	Meet Uncertainty With Understanding <ul style="list-style-type: none"> • Collect, interpret, and share relevant information • Engage in multi-stakeholder collaboration • Review and evaluate your performance
Complexity	Many different, interconnected factors come into play, with the potential to cause chaos and confusion	React to Complexity With Clarity <ul style="list-style-type: none"> • Communicate clearly with the citizens • Restructure, bring in or develop specialists, and increase resources adequate to address the complexity • Identify the key stakeholders and promote collaboration
Ambiguity	There is a lack of clarity or awareness about situations	Fight Ambiguity With Agility <ul style="list-style-type: none"> • Promote flexibility, adaptability and agility • Encourage your people to think and work outside of their usual functional areas



5. Whole-of-Government Approach for SDG Localization (Cont.)



Source: UN DESA





5. Whole-of-Government Approach for SDG Localization (Cont.)

Vision

- Global frameworks
- SDG localization into national institutional frameworks
- Breaking the silos

Structure

- Institutionalized arrangements
- Whole-of-government approach
- Vertical integration
- Interdepartmental partnerships

System/ Strategy

- Policy coherence
- National localization strategies
- Local development strategies
- Data governance

Process

- Implementation
- Data collection & management
- Business re-engineering processes
- Monitoring, evaluation and reporting

People

- Local ownership
- Leadership
- Leaving no one behind
- Skills, Transformative mindsets

Technology

- Digital government transformation
- Digitization of systems & data
- Addressing digital divide
- Promoting digital inclusion

Policy

- Strong legal and fiscal framework
- Financing mechanisms
- Information and data-sharing
- Ensuring effective resources

Partnership

- Stakeholder Engagement
- Global, National & Local consultation
- Solidarity
- Public-Private-People Partnerships



5. Whole-of-Government Approach for SDG Localization (Cont.)

Policy Recommendations

Ensuring policy coherence in SDG implementation

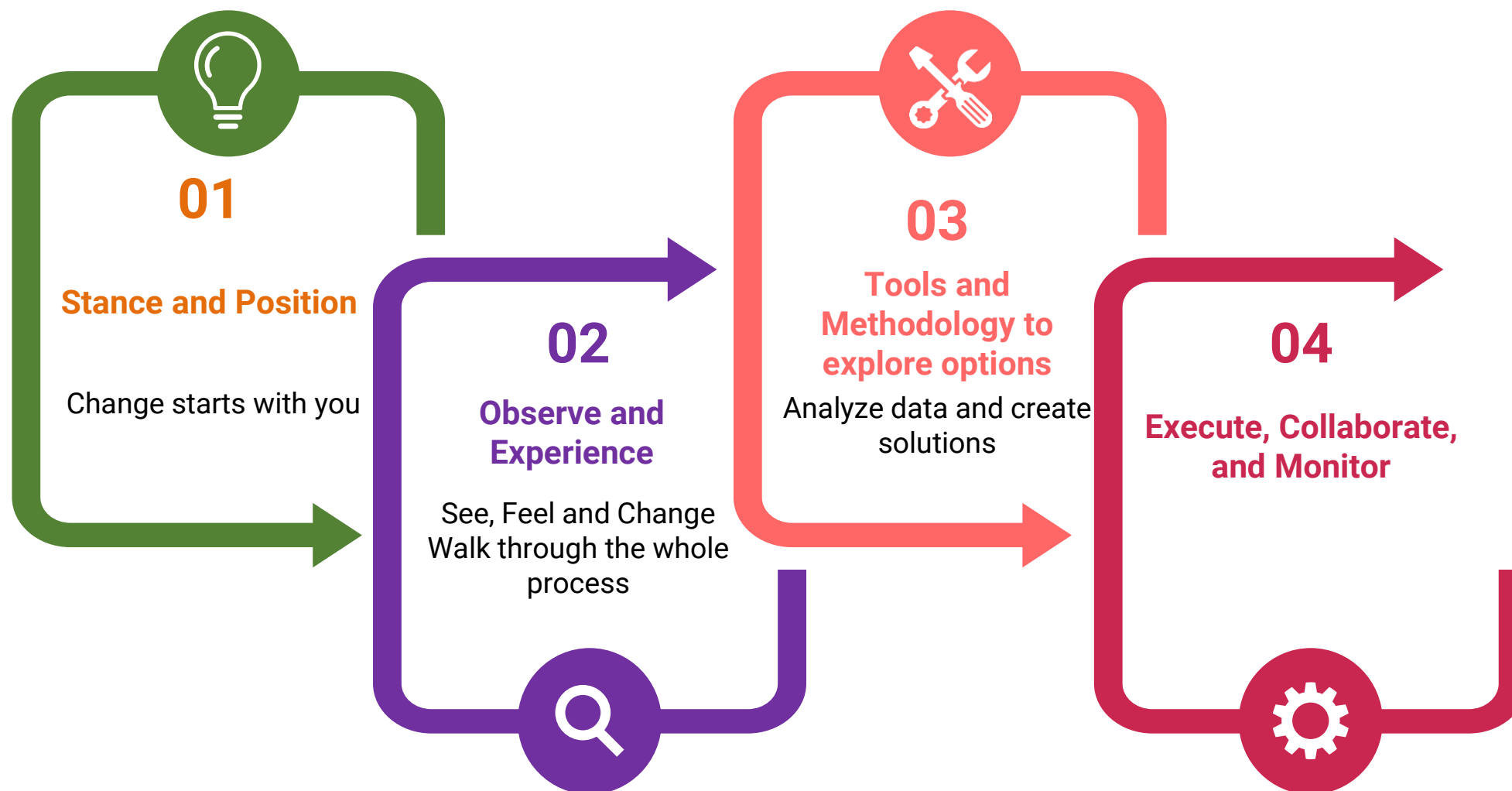
- Reform institutional arrangements to work across sectors both vertically and horizontally.
- Political leadership is needed to promote and incentivize coordination and collaboration across institutions at all levels.
- Prioritize investing in capacities of the government and other stakeholders to work collectively.

Involving sub-national stakeholders

- Privilege local-level consultation mechanisms on SDG prioritization, planning and monitoring.
- LRGs should use the opportunity of localizing the SDGs to pursue open government initiatives.
- LRGs need to establish local SDG implementation plans linked to national SDG/development plans.
- Local government and statistics offices need to establish baselines and monitor locally, drawing on sources of data relevant to local priorities.



6. Step-by-Step Actions





7. Curriculum on Governance for the SDGs



Public Servants' Mindsets to Implement the 2030 Agenda for Sustainable Development

UN DESA | DPIDG
Training of Trainers | English



Transparency, Accountability and Ethics In Public Institutions

UN DESA | DPIDG
Training of Trainers | English



Effective National to Local Public Governance For SDG Implementation

UN DESA | DPIDG | UNPOG
Training of Trainers | English



Institutional Arrangements and Governance Capacities for Policy Coherence

UN DESA | DPIDG
Training of Trainers | English



Innovation and ICT for Public Service Delivery

UN DESA | DPIDG
Training of Trainers | English



Government Innovation for Social Inclusion of Vulnerable Groups

UN DESA | DPIDG | UNPOG
Training of Trainers | English



Risk-informed Governance and Innovative Technology for Disaster Risk Reduction and Resilience

UN DESA | DPIDG | UNPOG
Training of Trainers | English



Digit4sd: Digital Government Implementation

UN DESA | DPIDG
Training of Trainers | English



E-government for Women's Empowerment

UN ESCAP & UN DESA | DPIDG | UNPOG
Training of Trainers | English



Integrated Policies and Policy Coherence for the SDGs

UNITAR, ECLAC & UN DESA | DPIDG | DSDG
Training of Trainers | English



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Thank you!

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