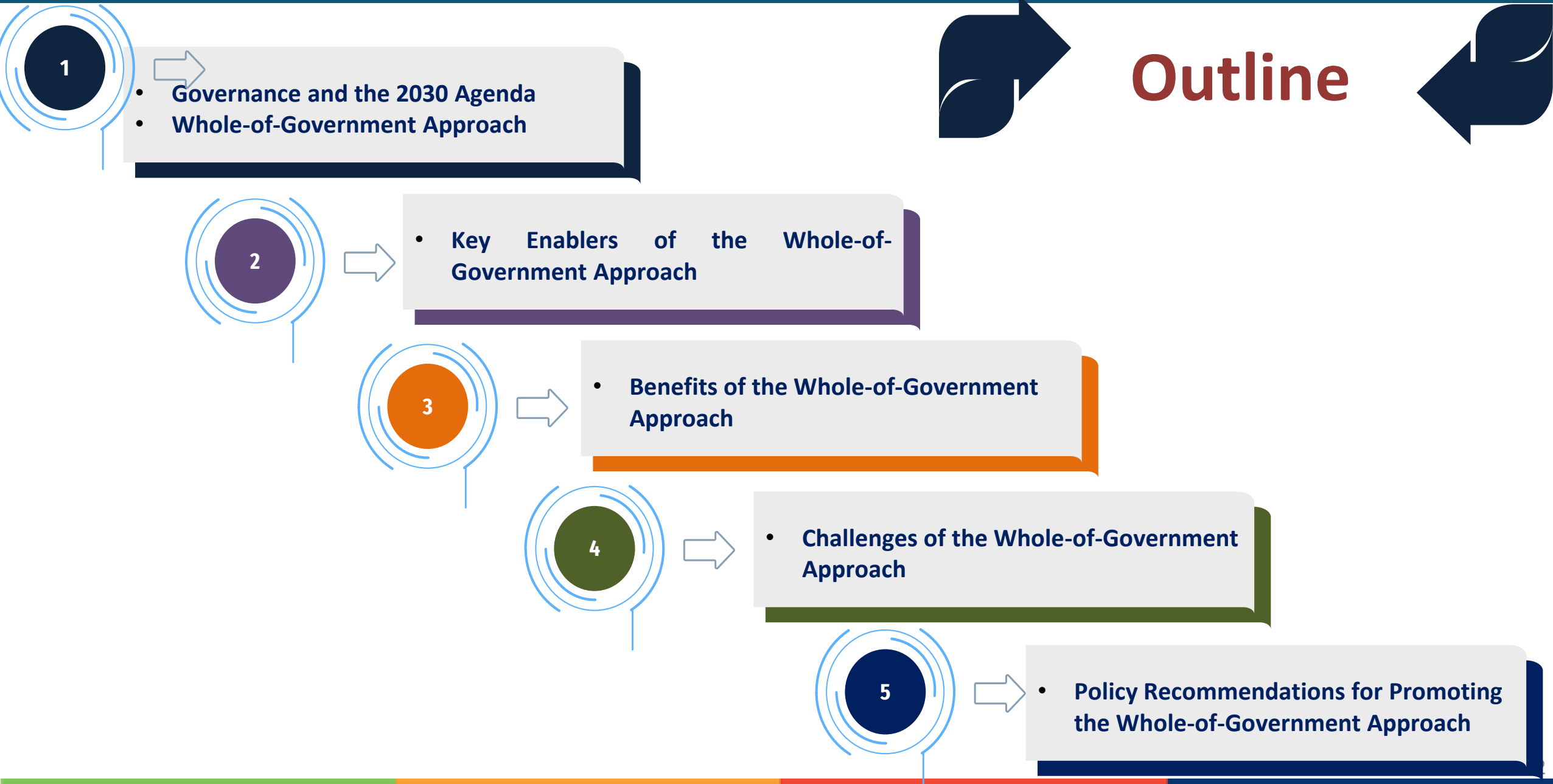# *Introduction to the Whole-of-Government Approach*
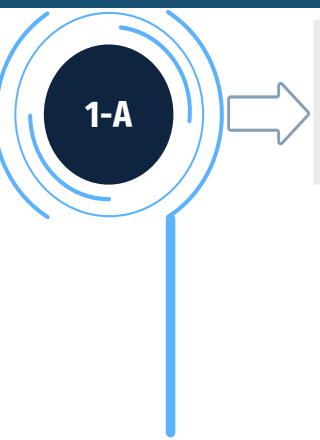
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UN Department of Economic and Social Affairs (UN DESA)

27 April 2023

Outline

1. • **Governance and the 2030 Agenda**
   • **Whole-of-Government Approach**

2. • **Key Enablers of the Whole-of-Government Approach**

3. • **Benefits of the Whole-of-Government Approach**

4. • **Challenges of the Whole-of-Government Approach**

5. • **Policy Recommendations for Promoting the Whole-of-Government Approach**

1-A ⇒

- ## Governance and the 2030 Agenda

Political Declaration by Heads of States - "Gearing up for a decade of Action"

"We will strive to equip domestic institutions to better address interlinkages, synergies and trade-offs between the Goals and targets through a whole-of-government approach that can bring about transformative change in governance and public policy and ensure policy coherence for sustainable development."

- (para 27 (d) of the Political Declaration at the UN GA, 15 October 2019)

17 SDGs

These are a more comprehensive expansion on the 8 MDGs which were agreed by governments in 2001 and run out in 2015

169 Targets

25 September

2015 ⇒ **2016** ⟶ **2030**

The date the SDGs were formally adopted by the UN

The date the SDGs become applicable, and unlike MDGs these will be relevant to all the member states

The deadline for the full implementation of the SDGs

SUSTAINABLE DEVELOPMENT GOALS

https://www.wec.org/event/naturesdgs/

- **Governance and the 2030 Agenda**

  - *G...................................conomic, political and administrative authority to manage a country's affairs at all levels.*"

    - World Public Sector Report, 2015

  - *Governance also refers* "*to actions, processes, traditions and institutions (formal and informal) by which collective decisions are reached and implemented*"

  - UNDRR, GAR, 2019

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Target 16.6 - Develop **effective, accountable** and **transparent i**nstitutions at all levels.

Target 17.14 - Enhance **policy coherence** for sustainable alternative development.

17 PARTNERSHIPS FOR THE GOALS

- *The full realization of the SDGs and other internationally agreed development objectives will hinge in no small part on a common understanding of the **basic principles of effective governance for sustainable development.***

  - CEPA, 2018

- **CEPA proposed 11 Principles of Effective Governance for Sustainable Development; thus, *Effectiveness, Accountability* and *Inclusiveness.***

Principles of Effective Governance for Sustainable Development

Effectiveness
  » Competence
  » Sound policymaking
  » Collaboration

Accountability
  » Integrity
  » Transparency
  » Independent oversight

Inclusiveness
  » Leaving no one behind
  » Non-discrimination
  » Participation
  » Subsidiarity
  » Intergenerational equity

Image: https://publicadministration.un.org/Portals/1/Images/CEPA/booklet.pdf

Principles of effective governance for sustainable development

What are they for?
  » Building strong institutions at all levels
  » Serving as a reference point that brings together relevant standards and technical guidelines
  » Informing public sector reform initiatives for the SDGs

Where do they come from?
  » Developed by CEPA specifically for SDG implementation
  » Endorsed by the UN Economic and Social Council
  » Based on United Nations agreements

How can countries benefit from them?
  » As an analytical framework in policy formulation
  » As a guide in assessing institutional capacities, processes and culture
  » As a foundation of SDG awareness raising and training initiatives

Committee of Experts on Public Administration
CEPA is an expert body of the United Nations that studies and makes recommendations to improve governance and public administration structures and processes for development.
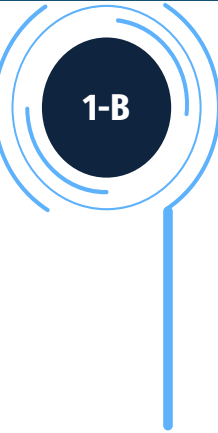
Whole-of-Government Approach

- *Refers to a process where <u>government actively uses formal and/or informal networks across the different agencies within that government</u> to <u>coordinate the design and implementation of the range of interventions</u> that the government's agencies will be making in order <u>to increase the effectiveness of those interventions in achieving the desired objectives</u>.*

  - *OECD 2007*

- *The **<u>Whole-of-Government approach</u>** is <u>recognized in the declaration for 2030 Agenda</u> which states that the SDGs are '**integrated** and **indivisible** and **balance** the <u>three dimensions</u> of sustainable development: the **economic**, **social** and **environmental**'*

  - *UN DESA*

- *Basically, the term "**Whole-of-Government**" describes **<u>co-operation</u>** and **<u>co-ordination</u>** <u>among **different parts of government**</u>.*

1-B ➡ • **Whole-of-Government Approach**

Elements, Principles and Concerns of the Whole-of-Government Approach

	Elements		
	Governance	**Administration and Organization**	**Delivery**
Concerns	Establishing relationships Determining membership Sharing decision power Creating agreements Ensuring agreements compliance Establishing rules to guide behavior	Defining roles and responsibilities Defining accountability procedures Assuring coordination Providing interoperation guidelines Monitoring individual and shared goals	Supporting flexibility Supporting integration
Principles	Trust Shared objectives Balancing shared and individual objectives Mutual reinforcement	Sharing with peers Peer learning Reciprocity	

Source: Ojo, Janowski, & Estevez (2011).

- **Key Enablers of the Whole-of-Government Approach**

- *Leadership and political will & commitment*
- *Clear mandate, shared vision and institutional arrangements*
- *Collaborative culture*
- *Legal and regulatory frameworks*
- *Clear and effective communication and information sharing chann*
- *Effective governance and management structures*
- *Adequate financial and human resources*
- *Monitoring and evaluation systems to measure the impact*

- **<u>Benefits</u> of the Whole-of-Government Approach**

  - <u>*Enhanced policy coherence*</u> *and <u>coordination</u> across govt. agencies*
  - *<u>Improved inter-ministerial coordination</u>*
  - *Facilitated <u>cross-sectoral collaboration</u>*
  - *Improved <u>efficiency and effectiveness in service delivery</u>*
  - *Improved <u>decision-making and resource allocation</u>*
  - *Better <u>utilization of expertise and knowledge</u> across govt. agencies*
  - *<u>Increased public trust and confidence</u> in government agencies*

- **Challenges of the Whole-of-Government Approach**

- *Fragmented government structures*
- *Political instability*
- *Siloed mentality, organizational cultures and competing priorities*
- *Limited capacity and resources*
- *Inadequate institutional arrangements and lack of clarity on roles and responsibilities*
- *Limited understanding for interagency collaboration*
- *Resistance to change and a reluctance to embrace new ways*
- *Limited awareness of the WoG Approach*

Innovation Cases on the Whole-of-Government Approach

Estonia's e-Residency Program

✓ **Estonia's e-Residency program** is a **whole-of-government approach** to creating a digital society.

✓ **Estonia** was the first country to **offer e-Residency in 2014. It** remains the **most popular programme of its kind.**

✓ **The program allows individuals to become e-residents of Estonia and gain access to the country's digital infrastructure, such as its digital ID system, banking services, and business registration.**

✓ **This program is an innovative approach to building a digital society that aims to attract talent and entrepreneurs from around the world.**

Republic of Estonia. (2022). e-Residency. https://e-resident.gov.ee/

Australia's Digital Transformation Agency

✓ **The Digital Transformation Agency (DTA)** in Australia is a **whole-of-government approach** to digital transformation.

✓ **The DTA provides guidance and support to government agencies to help them transform their services and operations using digital technology.**

✓ **This approach is an innovative way to improve government services and make them more efficient and effective.**

Digital Transformation Agency. (2022). About the DTA.
https://www.dta.gov.au/about-dta
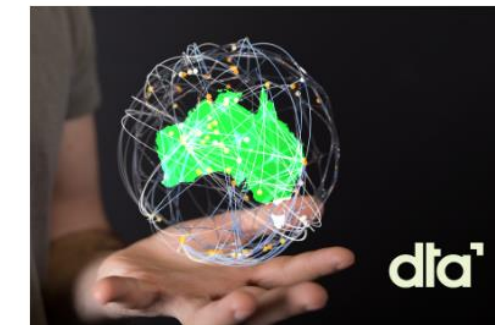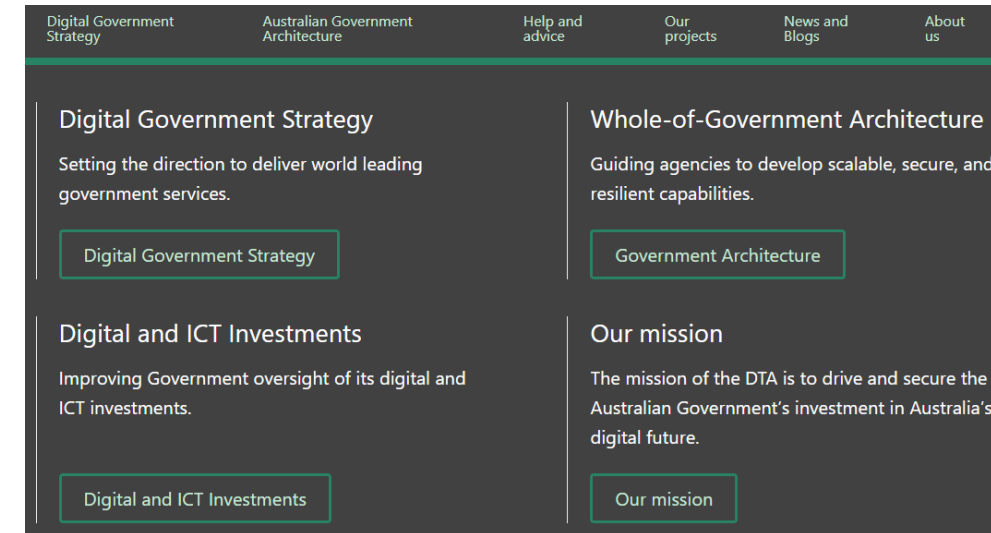
Korea's Green New Deal (GND) – Republic of Korea

Korea's Green New Deal
Towards a Low-carbon Society

2. Overview of the Korean New Deal
Expediting the great transformation towards
- a sustainable and innovative country, and
- an inclusive country that focuses on people

✓ **Korea's Green New Deal (GND) is <u>an ambitious plan to tackle climate change</u> and <u>promote sustainable development</u>.**

✓ **It is a <u>comprehensive and integrated approach</u> that involves the entire government, including <u>multiple ministries and agencies</u>, as well as the private sector and civil society.**

✓ **Announced in <u>July 2020</u>, it plans to <u>invest total 160 trillion won (about US$144 billion) to create 1,901,000 jobs by 2025</u>.**

✓ **The New Deal <u>aims to transform the economy to make it greener, with more digital services and stronger safety nets</u>.**

Source. https://www.greenclimate.fund/sites/default/files/event/koreas-green-new-deal-moef-international-conference-green-new-deal.pdf

Main policies of the Korean New Deal

Digital New Deal
Promote digital innovation and dynamics in the economy

Industrial & technological integration & innovation

Green New Deal
Accelerate transition towards low-carbon and eco-friendly economy

Increase investment in human resources to create new jobs

Increase investment in human resources to create new jobs

Stronger Safety Net
Strengthen basis for a people-centered and inclusive country

Fiscal Investment
Create new markets & demand

Institutional Improvement
Accelerate innovation and investment in the private sector

Seoul Metropolitan Government's E-government Services – Republic of Korea

SEOUL SOLUTION

✓ The **Seoul Metropolitan Government has been implementing various e-government services to enhance public service delivery** and promote citizen participation.

✓ These services include **online portals for various administrative services, mobile applications for public transportation and cultural events, and social media channels for citizen engagement.**

✓ The **government has also established a digital innovation center to support the development of new e-government services.**

Innovative e-government services in Seoul. https://www.seoulsolution.kr/en

Kenya's Vision 2030

✓ In 2008, the Kenyan government launched <u>Vision 2030</u>, which is a <u>long-term development plan to transform the country</u> into a middle-income, industrialized nation.

✓ The plan involves a **whole-of-government approach**, with <u>multiple government departments and agencies</u> working together to implement the program.

✓ The Vision 2030 was developed through consultations with stakeholders and experts.

Kenya's Vision 2030 (https://vision2030.go.ke/)

SEEING THE VISION THROUGH

#NaonaMapya County Engagement

twitter.com/KenyaVision2030
facebook.com/KenyaVision2030
instagram.com/KeVision2030

Smart Nation SINGAPORE

Singapore's Whole-of-Government Approach to Smart Nation

99% of our government services are digital from end to end!
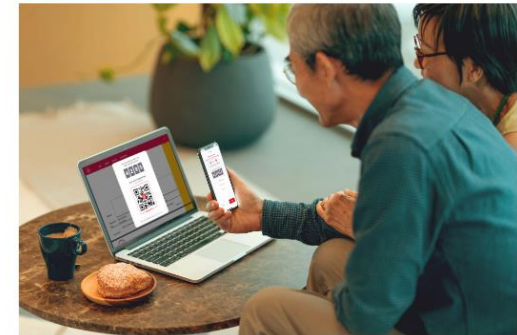
See how we have progressed as a Digital Government

✓ **The Smart Nation initiative in Singapore is a whole-of-government approach to digitize and modernize the country's infrastructure and services.**

✓ **This approach involves collaboration between various government agencies to provide citizens with seamless, efficient services.**

Smart Nation Singapore. https://www.smartnation.gov.sg/

TRANSFORMING SINGAPORE THROUGH TECHNOLOGY

REPORT A GOVERNMENT DATA INCIDENT
Help safeguard our ICT systems

BECOME A SMART NATION AMBASSADOR
Join us on our transformative journey

PICK UP NEW TECH SKILLS ↗
Check out our webinars

BOOK A GUIDED TOUR OF THE SMART NATION CITYSCAPE EXHIBITION ↗
Register for a slot here

- **<u>Policy Recommendations</u> for Promoting the Whole-of-Government Approach**

  - *Establishing and strengthening <u>clear governance structures and guidelines</u>*
  - *<u>Leadership and political will</u> to support inter-agency collaboration*
  - *Strengthening <u>legal and regulatory frameworks</u>*
  - *Developing a <u>clear shared vision, strategy and goals</u>*
  - *Providing <u>adequate financial and human resources</u>*
  - *Developing <u>training programs and capacity-building initiatives</u> to enhance capacities*
  - *Addressing <u>resistance to change</u>*
  - *Developing a <u>comprehensive implementation plan</u>*
  - *Promoting <u>cross-functional and cross-departmental working groups</u>*
  - *Developing <u>monitoring and evaluation frameworks</u> to track progress and assess the impact*

Curriculum on Governance for the Sustainable Development Goals

PURPOSE

- *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.*
- *Develop the knowledge and capacities required to implement the 2030 Agenda*

- *Curriculum is available here:* **https://bit.ly/3KRkbNc**

For details on UN DESA/DPIDG Toolkits, please contact: *unpan@un.org*.

CHANGING MINDSETS IN PUBLIC INSTITUTIONS TO IMPLEMENT THE 2030 AGENDA FOR SUSTAINABLE DEVELOPMENT — UN DESA

UN DESA — TRANSPARENCY, ACCOUNTABILITY AND ETHICS IN PUBLIC INSTITUTIONS

INSTITUTIONAL ARRANGEMENTS AND GOVERNANCE CAPACITIES FOR POLICY COHERENCE — UN DESA

UN DESA — EFFECTIVE NATIONAL TO LOCAL PUBLIC GOVERNANCE FOR SDG IMPLEMENTATION

GOVERNEMENT INNOVATION FOR SOCIAL INCLUSION OF VULNERABLE GROUPS — UN DESA

UN DESA — RISK-INFORMED GOVERNANCE AND INNOVATIVE TECHNOLOGY FOR DISASTER RISK REDUCTION AND RESILIENCE

INNOVATION AND DIGITAL GOVERNMENT FOR PUBLIC SERVICE DELIVERY — UN DESA

UN ESCAP UN DESA — E-GOVERNEMENT FOR WOMEN'S EMPOWERMENT

United Nations | Department of Economic and Social Affairs

Thank you

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