



Training Toolkit on Effective National to Local Public Governance for SDG Implementation





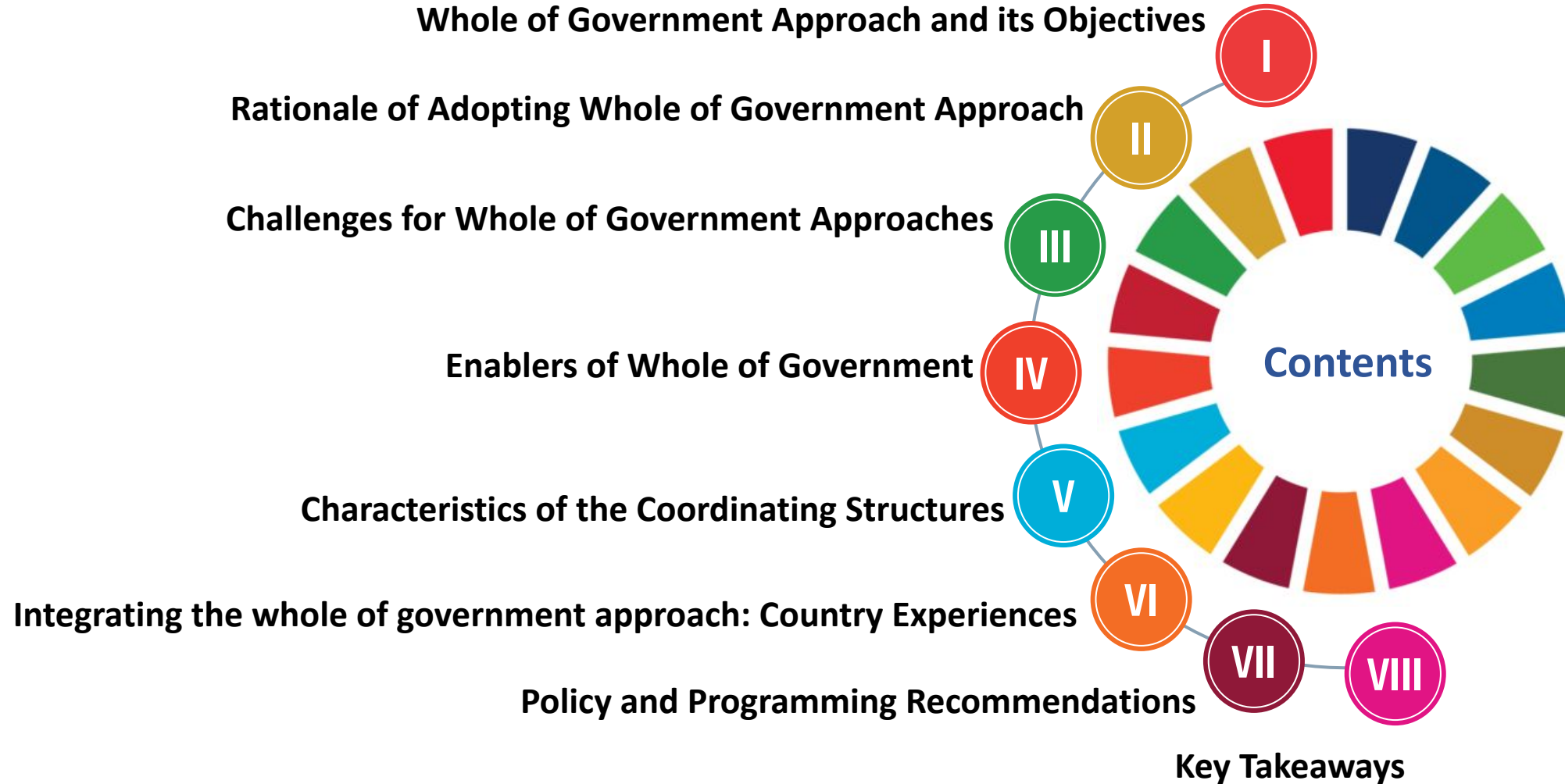
Whole-of-Government Approach

Module 2.3





Whole of Government Approach and its Objectives





Learning Outcomes



Understand the whole of government, its need for SDG implementation



Explores the barriers and enablers to whole of government work



Identify the main strengths and challenges of different coordinating structures and common features in the organization of these structures.



Understanding the rationale of whole of government to localizing and achieving the SDGs



I. Whole of Government Approach and its Objectives

*‘Whole-of-government’ is as 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

*“.....agencies working across portfolio boundaries to **jointly achieve integrated responses to the issues of policy development, program management and service delivery**”*

Ojo et al., page 234, 2011

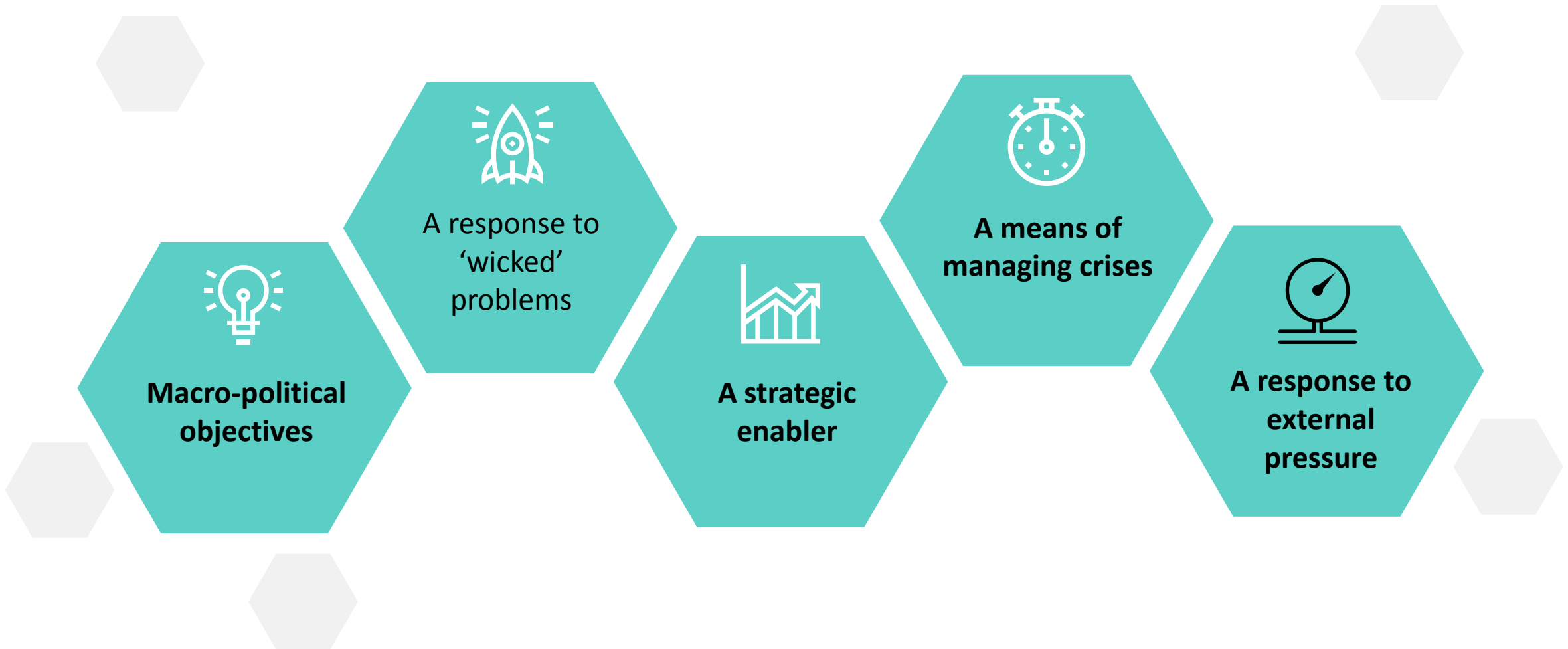
*“.....one where a government **actively uses formal and/or informal networks across the different agencies within that government** to coordinate the design and implementation of the range of interventions that the government’s agencies will be making in order to increase the effectiveness of those interventions in achieving the desired objectives”*

OECD, 2006





I. Whole of Government Approach and its Objectives (Cont.)

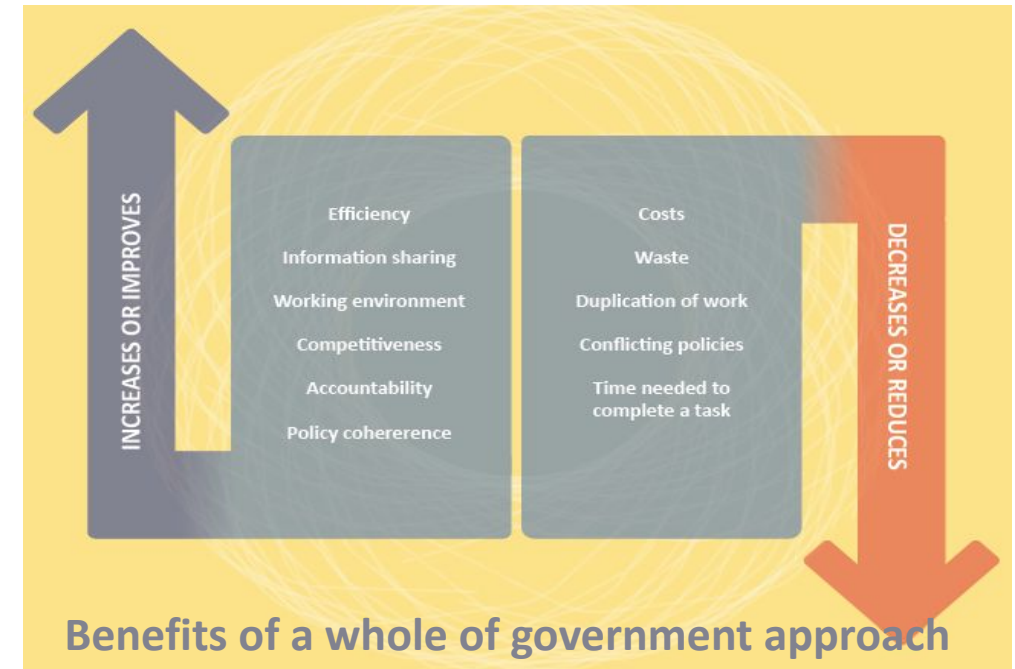


Source: Colgan, A., Kennedy, L.A. and Doherty, N. (2014) A Primer on implementing whole of government approaches. Dublin: Centre for Effective Services.



II. Rationale of Adopting Whole of Government Approach

The rationale for **whole of government** work is to **eliminate ‘silos’**, or departments working in isolation from one another, and achieve seamless government.



These benefits are achieved through the ability to **combine resources, to tackle problems early** and through other **practical benefits associated with whole of government working**, such as timely information-sharing.

https://www.researchgate.net/profile/Lisa_Kennedy3/publication/279172816_A_Primer_on_Implementing_Whole_of_Government_Approaches/links/558aa1e508aea162bfd9c74a/A-Primer-on-Implementing-Whole-of-Government-Approaches.pdf



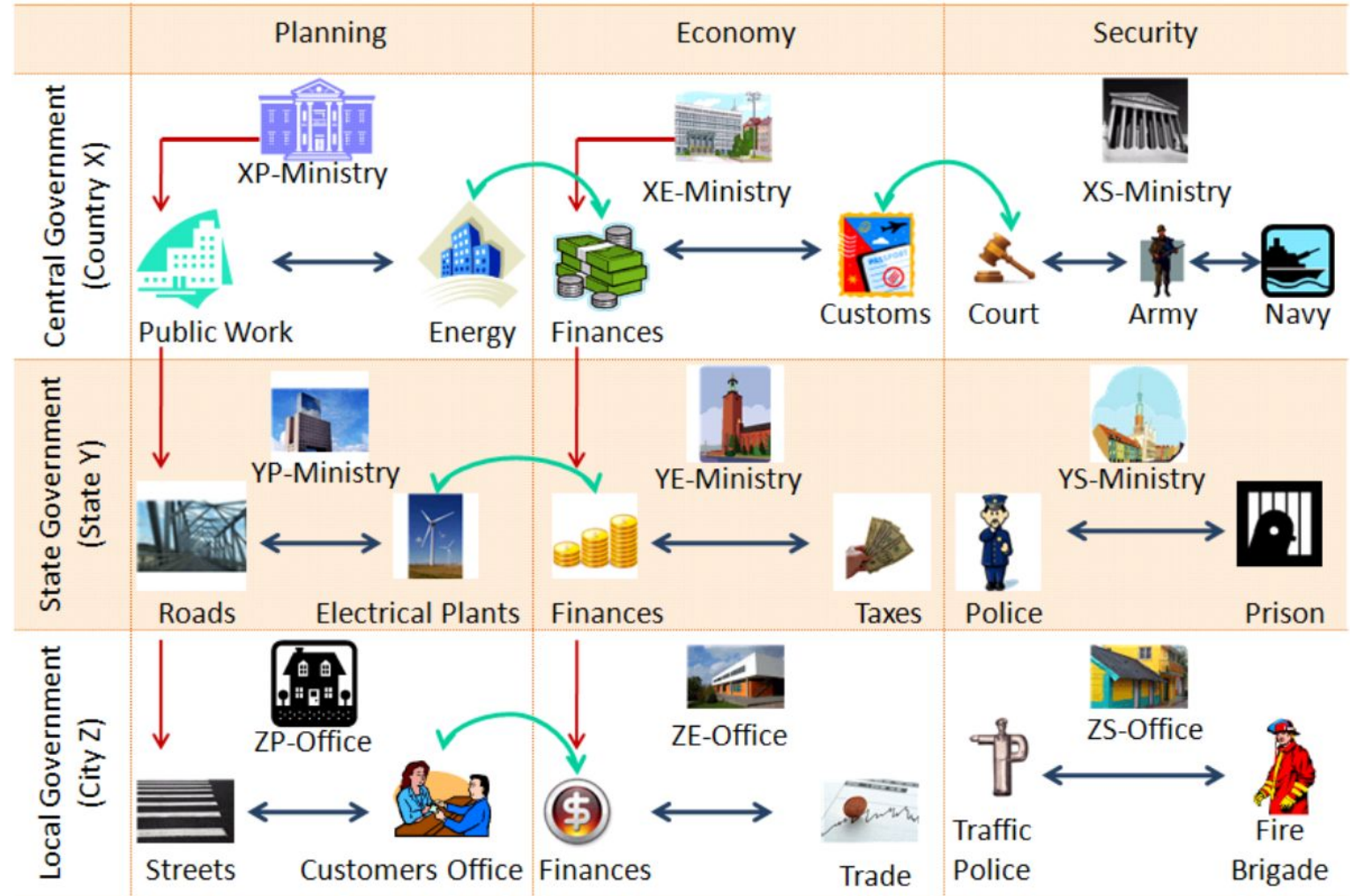
Whole-of-Government- Example

Consider a typical view of government - different administrative levels and sectors/lines of business.

Networks can be formed at different levels [Hunt 2005]

- Intradepartmental
- Interdepartmental
- Intergovernmental
- Inter-sectoral

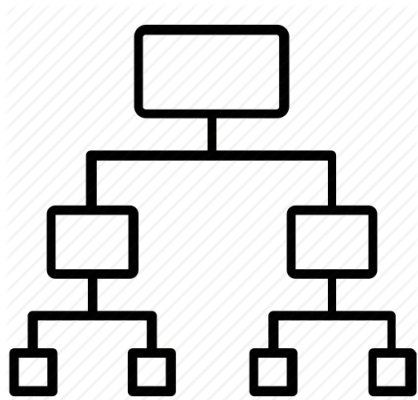
It results in a functional rather than organizational view of government.



<https://www.w3.org/egov/IG/slides/2012-03-20/Ojo-slides-v4.pdf>



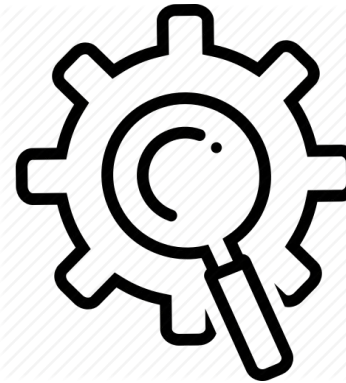
III. Challenges for Whole of Government Approaches



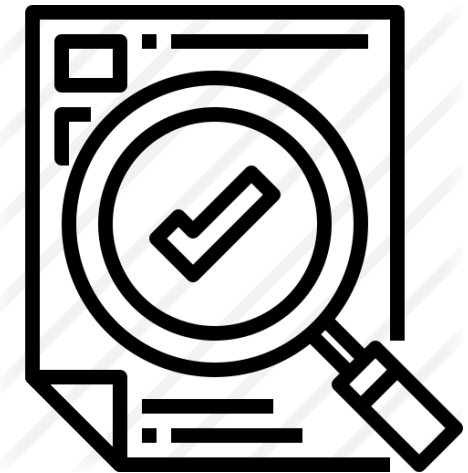
Structural Challenges



Cultural Challenges



Practical Challenges



Evaluation Challenges

Source: Colgan, A., Kennedy, L.A. and Doherty, N. (2014) A Primer on implementing whole of government approaches. Dublin: Centre for Effective Services.



IV. Enablers of Whole of Government

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

supports for capacity-building

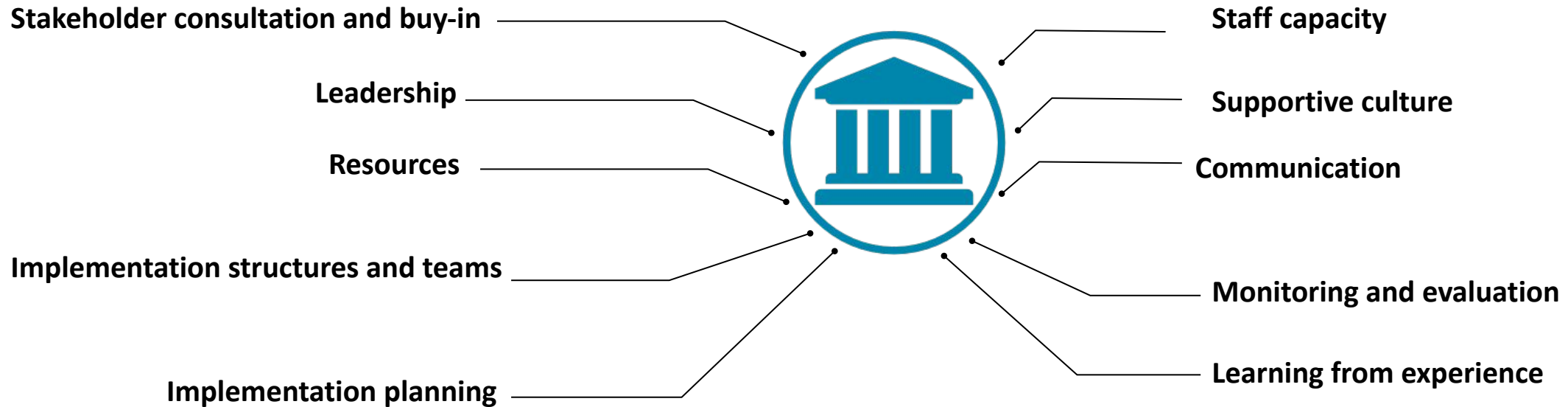
Source: Colgan, A., Kennedy, L.A. and Doherty, N. (2014) A Primer on implementing whole of government approaches. Dublin: Centre for Effective Services.





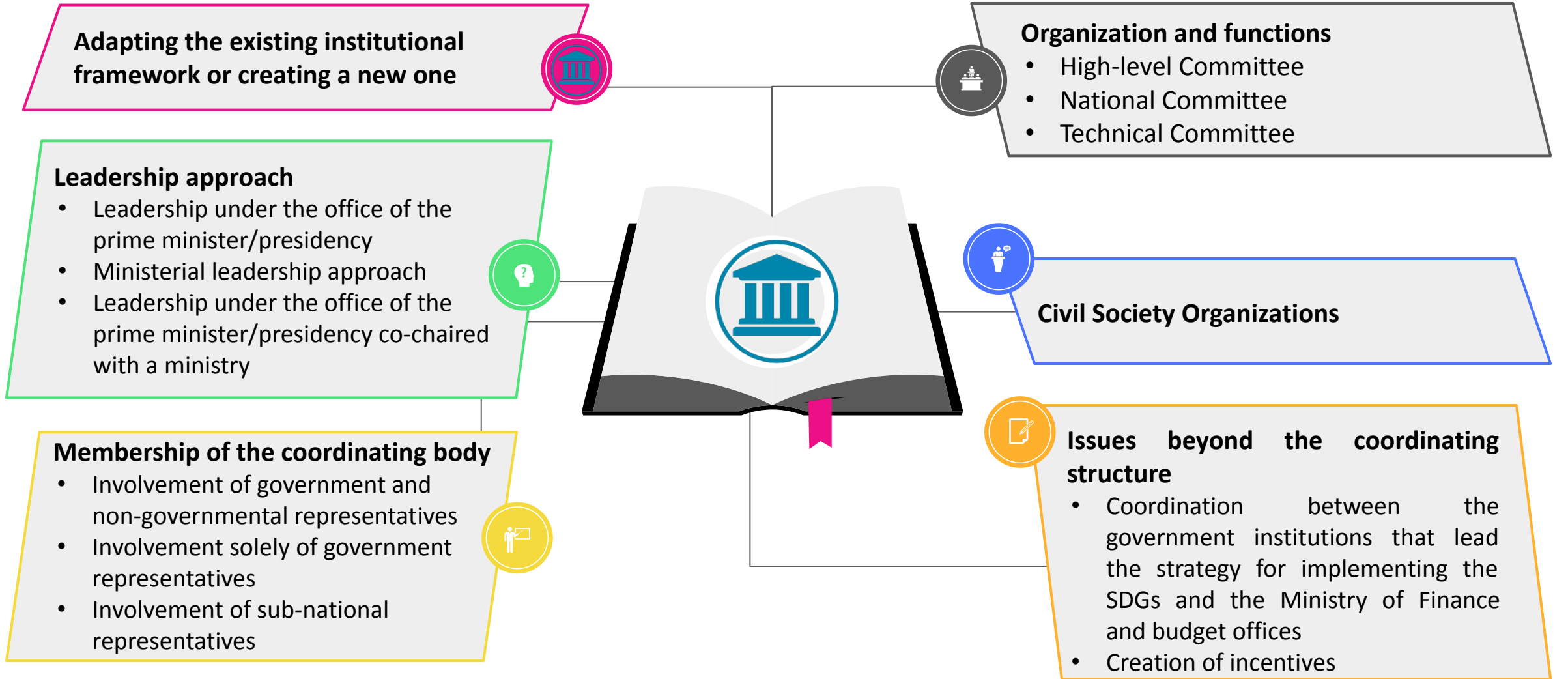
IV. Enablers of Whole of Government (Cont.)

Implementation of whole of government policy





V. Characteristics of the Coordinating Structures





VI. Integrating the whole of government approach: Country Experiences

Belize: A strategy for strengthening cross-sectoral coordination



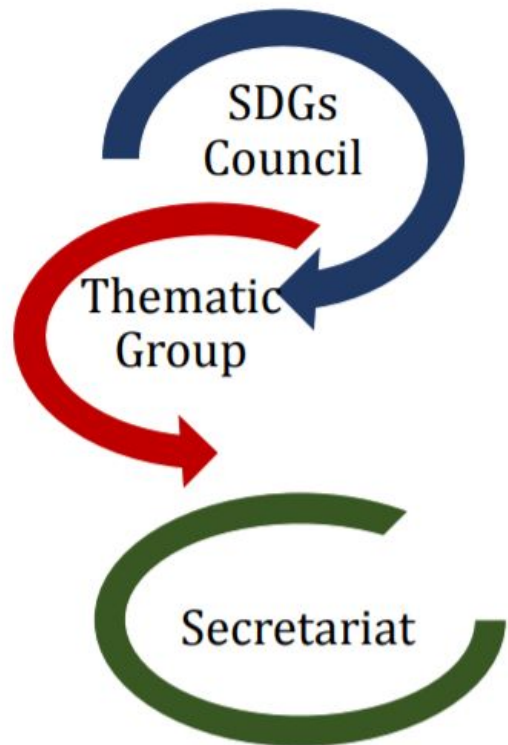
The objective of the Horizon 2030 Framework is to clearly establish a set of long-term development goals, targets, and indicators that will guide concerted action by all stakeholders involved in the development, implementation, and monitoring and evaluation of both long term and intermediate sector programs and Government's long- and medium-term development strategies.



VI. Integrating the whole of government approach: country experiences

Georgia: An evolving institutional landscape to implement and review the 2030 Agenda

Architecture and Institutional Setting: Sustainable Development Goals Council of Georgia



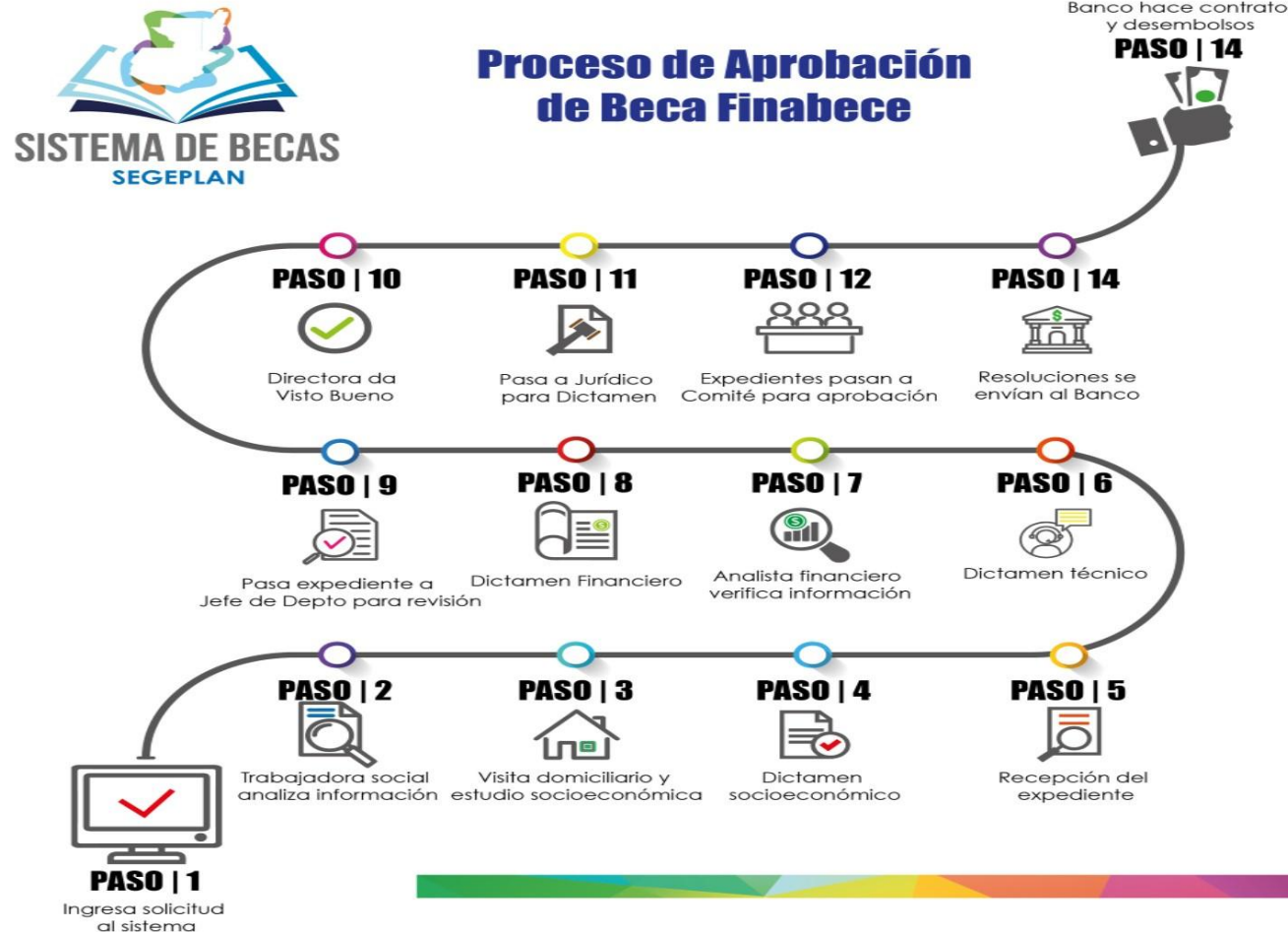
Thematic Working Groups

Social Inclusion	<ul style="list-style-type: none"> • Poverty eradication, employment, food, water, equality
Economic Development	<ul style="list-style-type: none"> • Economic growth, macroeconomic policy, ODA, inequality
Democratic Governance	<ul style="list-style-type: none"> • Peace, human rights, gender equality, anti-corruption
Sustainable Energy & Environment Protection	<ul style="list-style-type: none"> • Land degradation, climate change, biodiversity, access to electricity



VI. Integrating the whole of government approach: country experiences

Guatemala: A strategy for coordinating different levels of government





VI. Integrating the whole of government approach: country experiences

Mongolia: Aligning policies to the 2030 Agenda and strengthening policy coherence





VII. Policy and Programming Recommendations



1

Ensuring policy coherence in SDG implementation

- Governments need to 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.
- Governments, UN agencies and donors need to prioritize investing in capacities of the government and other stakeholders to work collectively.

2

Involving sub-national stakeholders

- Governments should privilege local-level consultation mechanisms on SDG prioritization, planning and monitoring.
- Regional and local governments should use the opportunity of localizing the SDGs to pursue open government initiatives.
- Sub-national governments 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.

3

- > Cross-cutting role of digital technologies
- > Providing supports
- > Performance management systems
- > Leadership
- > New Ways of thinking
- > Managing 'gaps'
- > Establish communication networks
- > Structures that align with purpose
- > Networked governance
- > Culture
- > New work processes



Group Discussion

What coordinative mechanisms (such as vertical and horizontal coordination) are in place to implement SDGs? Is it functional?

What are the main challenges in vertical and horizontal coordination and how your country is addressing these challenges?

Is the government aligning its national or sectoral strategies to the SDGs and setting whole-of-government plans for implementation at the domestic and international levels?





VIII. Key Takeaways

The rationale for whole of government work is to eliminate 'silos', or departments working in isolation from one another, and achieve seamless government.

The integrated character of the SDGs requires governments to work across policy domains, stakeholders and governance levels to address complex interlinkages between the SDGs as well as to assess cross-border and intergenerational policy effects and to create synergies for sustainability.

An integrated involvement of the whole of government in SDG implementation can help to create and/or improve national capacity for policy coherence.

Engaging actors across policy domains to promote cross-sectoral and vertical collaboration enables complex interlinkages to be considered systematically and cross-border and intergenerational impacts to be assessed.

Involving sub-national and local stakeholders can help to raise awareness at the sub-national level and motivate stakeholders at this level to become engaged in implementing the 2030 Agenda

The creation of a coordinating structure to incorporate the SDGs into the actions of all areas of government and to bring various government institutions together to develop and implement integrated policies is one of the most formal mechanisms for adopting the whole of government approach

Involving government actors in identifying and aligning national priorities with the 2030 Agenda as part of the review process can help government actors to better understand how, by participating in achieving the 2030 Agenda, they can advance their own sectoral and local agendas.





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- Ling, T. (2002) 'Delivering joined-up government in the UK: Dimensions, issues and problems', Public Administration, Vol. 80, No. 4, pp. 615-42.
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**Thank
you**