SAI20 SEMINAR:
THE SUPREME AUDIT INSTITUTION’S (SAI’S) CONTRIBUTION TO THE
ACCELERATION OF GLOBAL ECONOMIC RECOVERY AND THE 2030 AGENDA

Open Digital Governance in
Accelerating the Achievement of SDGs

17 June 2022

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I. Our Common Challenges

➢ Years, or even decades, of progress have been halted or reversed

➢ The pandemic has exposed and intensified inequalities within and among countries

➢ The climate crisis, the biodiversity crisis and the pollution crisis persist, despite the pandemic

➢ The COVID-19 pandemic serves as a mirror for the world - it reflects deeply rooted problems in our societies

➢ Transformational changes are needed, and the SDGs provide the road map
I. Our Common Challenges

Systemic Effects of COVID-19 on the SDGs

LEAVING NO ONE BEHIND

THE PANDEMIC IS AMPLIFYING HEALTH INEQUALITIES

OLD PERSONS (65 AND OVER)

+ 14% OF CONFIRMED CASES

BUT 80% OF DEATHS

VACCINE DISTRIBUTION

EUROPE AND
NORTHERN AMERICA
10 PER 100 PEOPLE

SUB-SAHARAN AFRICA
FEWER THAN 2
PER 1000 PEOPLE

AMONG THOSE WITH DISABILITIES
ONE IN THREE

PERSONALLY EXPERIENCE DISCRIMINATION

WITH HIGHER LEVELS AMONG WOMEN
I. Our Common Challenges

TRUST DECLINES FOR GOVERNMENT AND MEDIA; BUSINESS STILL ONLY TRUSTED INSTITUTION

Percent trust

Global 27

<table>
<thead>
<tr>
<th></th>
<th>Distress (1-40)</th>
<th>Neutral (50-59)</th>
<th>Trust (60-100)</th>
<th>Change, 2021 to 2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business</td>
<td>61</td>
<td></td>
<td></td>
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<tr>
<td>NGOs</td>
<td>59</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Government</td>
<td>62</td>
<td>-1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Media</td>
<td>50</td>
<td>-1</td>
<td></td>
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</tbody>
</table>

IN MAY 2020, GOVERNMENT MOST TRUSTED

Global 11

<table>
<thead>
<tr>
<th></th>
<th>Government</th>
<th>Business</th>
<th>NGOs</th>
<th>Media</th>
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<tbody>
<tr>
<td>65</td>
<td>62</td>
<td>62</td>
<td>62</td>
<td>56</td>
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</table>

2022 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg.
2022 Edelman Trust Barometer. Spring Update. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 11-mkt avg.
I. Our Common Challenges

CYCLE OF DISTRUST THREATENS SOCIETAL STABILITY

Government and media feed cycle of division and disinformation for votes and clicks.

NGOs and business pressured to take on societal problems beyond their abilities.

Source: 2022 Edelman Trust Barometer
II. Effective Governance as an Enabler to Address Challenges
(1) Principles of Effective Governance

① Goal 16 of the 2030 Agenda for Sustainable Development

Ⅱ. Effective Governance as an Enabler to Address Challenges
(1) Principles of Effective Governance

② 11 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

**16 PEACE, JUSTICE AND STRONG INSTITUTIONS**

Effective, accountable and inclusive institutions
### II. Effective Governance as an Enabler to Address Challenges  
#### (2) Building Blocks

<table>
<thead>
<tr>
<th>Vision</th>
<th>Structure</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Global frameworks</td>
<td>• Institutionalized arrangements</td>
</tr>
<tr>
<td>• SDG localization into national institutional frameworks</td>
<td>• Whole-of-government approach</td>
</tr>
<tr>
<td>• Breaking the silos</td>
<td>• Vertical integration</td>
</tr>
<tr>
<td></td>
<td>• Interdepartmental partnerships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>System/Strategy</th>
<th>Process</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Policy coherence</td>
<td>• Implementation</td>
</tr>
<tr>
<td>• National localization strategies</td>
<td>• Data collection &amp; management</td>
</tr>
<tr>
<td>• Local development strategies</td>
<td>• Business re-engineering processes</td>
</tr>
<tr>
<td>• Data governance</td>
<td>• Monitoring, evaluation and reporting</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>People</th>
<th>Technology</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Local ownership</td>
<td>• Digital government transformation</td>
</tr>
<tr>
<td>• Leadership</td>
<td>• Digitization of systems &amp; data</td>
</tr>
<tr>
<td>• Leaving no one behind</td>
<td>• Addressing digital divide</td>
</tr>
<tr>
<td>• Skills, Transformative mindsets</td>
<td>• Promoting digital inclusion</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Policy</th>
<th>Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Strong legal and fiscal framework</td>
<td>• Stakeholder Engagement</td>
</tr>
<tr>
<td>• Financing mechanisms</td>
<td>• Global, National &amp; Local consultation</td>
</tr>
<tr>
<td>• Information and data-sharing</td>
<td>• Solidarity</td>
</tr>
<tr>
<td>• Ensuring effective resources</td>
<td>• Public-Private-People Partnerships</td>
</tr>
</tbody>
</table>
### Effective Governance as an Enabler to Address Challenges (3) Managing VUCA

<table>
<thead>
<tr>
<th>VUCA</th>
<th>Characteristics</th>
<th>Managing VUCA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volatility</td>
<td>Change is rapid and unpredictable in its nature and extent</td>
<td><strong>Counter Volatility With Vision</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Develop a clear, shared vision</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Conduct risk analysis, build in spare capacity and devote resources to</td>
</tr>
<tr>
<td></td>
<td></td>
<td>preparedness</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Prepare a crisis management strategy</td>
</tr>
<tr>
<td>Uncertainty</td>
<td>The present is unclear, and the future is uncertain</td>
<td><strong>Meet Uncertainty With Understanding</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Collect, interpret, and share relevant information</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Engage in multi-stakeholder collaboration</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Review and evaluate your performance</td>
</tr>
<tr>
<td>Complexity</td>
<td>Many different, interconnected factors come into play, with the potential to</td>
<td><strong>React to Complexity With Clarity</strong></td>
</tr>
<tr>
<td></td>
<td>cause chaos and confusion</td>
<td>• Communicate clearly with the citizens</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Restructure, bring in or develop specialists, and increase resources</td>
</tr>
<tr>
<td></td>
<td></td>
<td>adequate to address the complexity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Identify the key stakeholders and promote collaboration</td>
</tr>
<tr>
<td>Ambiguity</td>
<td>There is a lack of clarity or awareness about situations</td>
<td><strong>Fight Ambiguity With Agility</strong></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Promote flexibility, adaptability and agility</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Encourage your people to think and work outside of their usual functional</td>
</tr>
<tr>
<td></td>
<td></td>
<td>areas</td>
</tr>
</tbody>
</table>
II. Effective Governance as an Enabler to Address Challenges

(4) Mandate of United Nations Project Office on Governance (UNPOG)

Three Key Pillars of UNPOG

- Strengthening Public Institution
- Innovative Public Service
- Engaging Whole Societies to Ensure that "No One is Left Behind"

- Capacity Development
- Research & Policy Analysis
- Networking & Outreach

www.unpog.org
II. Effective Governance as an Enabler to Address Challenges
(5) 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

https://unpan.un.org/capacity-development/curriculum-on-governance-for-the-SDGs
III. What “Open” + “Digital” Governance Entails?

(1) Digital technologies and digital government

Use of digital technologies and advancement of digital government have fundamentally changed the way public institutions operate and deliver services and engage people.

Digital government initiatives have been essential in response to the COVID-19 pandemic.

- Information sharing
- E-Participation (civic engagement and hackathons)
- E-Health (self-assessment of health status, virtual doctor, e-health services, supply of medical goods, and remote patient monitoring)
- E-Business
- Contact tracking
- Social distancing and virus tracking
- Working and learning from home
- Digital inclusion platform
- Partnerships with private sector, academia, NGOs or public sector organizations

Government as a platform with citizens - Citizens have become active participants, from passive beneficiaries, to help identify solutions to governance challenges.
III. What “Open” + “Digital” Governance Entails?

(2) Data-centric government

The 2030 Agenda has made data a focal point
- Data are key to effective decision-making
- Timely, reliable, quality and disaggregated data needed for SDG monitoring and ensure LNOB
- Much of the operational activity of government is now data-driven
- Bid data, social media, analytics and a wide range of digital technologies can be leveraged to develop cost-effective, time-saving policy solutions
III. What “Open” + “Digital” Governance Entails?

(3) Data-centric government

Figure 4. Opportunities of a data-driven public sector

<table>
<thead>
<tr>
<th>Anticipatory governance</th>
<th>Design and delivery</th>
<th>Performance management</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Forecasting to proactively identify developments and future needs</td>
<td>• Better predicting policy solutions</td>
<td>• More efficient use of resources</td>
</tr>
<tr>
<td>• Foresight to prepare for multiple plausible alternative outcomes</td>
<td>• Engaging with citizens as co-value creators</td>
<td>• Increase in resources</td>
</tr>
<tr>
<td></td>
<td>• Responding better to citizens’ needs</td>
<td>• Higher quality and evaluation</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Continuous improvement</td>
</tr>
</tbody>
</table>

OECD Working Papers on Public Governance No. 33 [https://doi.org/10.1787/09ab162c-en](https://doi.org/10.1787/09ab162c-en)
III. What “Open” + “Digital” Governance Entails?

(4) Data-centric government

Data grows rapidly, will reach 175 zettabytes in 2025

Paradoxes around data:
1. Data is not only an input; but also output of e-government
2. Data is used in both front and back office of e-government
3. Some data are used; many are not, including those generated through e-services
4. Data is not used optimally; some are misused
5. While there is a lack of data, there is also data and information overload
6. Government’s triple role: producer, consumer and regulator of data

Note: One zetta is a 1 followed by 21 zeroes
III. What “Open” + “Digital” Governance Entails?

(5) Data for SDG Implementation

1. **NO POVERTY**
   - Spending patterns on mobile phone services can provide proxy indicators of income levels

2. **ZERO HUNGER**
   - Crowdsourcing or tracking of food prices listed online can help monitor food security in near real-time

3. **GOOD HEALTH AND WELL-BEING**
   - Mapping the movement of mobile phone users can help predict the spread of infectious diseases

4. **QUALITY EDUCATION**
   - Citizen reporting can reveal reasons for student drop-out rates

5. **GENDER EQUALITY**
   - Analysis of financial transactions can reveal the spending patterns and different impacts of economic shocks on men and women

6. **CLEAN WATER AND SANITATION**
   - Sensors connected to water pumps can track access to clean water

7. **AFFORDABLE AND CLEAN ENERGY**
   - Smart metering allows utility companies to increase or restrict the flow of electricity, gas or water to reduce waste and ensure adequate supply at peak periods

8. **DECENT WORK AND ECONOMIC GROWTH**
   - Patterns in global postal traffic can provide indicators such as economic growth, remittances, trade and GDP

9. **INDUSTRY, INNOVATION AND INFRASTRUCTURE**
   - Data from GPS devices can be used for traffic control and to improve public transport

10. **REDUCED INEQUALITY**
    - Speech-to-text analytics on local radio content can reveal discrimination concerns and support policy response

11. **SUSTAINABLE CITIES AND COMMUNITIES**
    - Satellite remote sensing can track encroachment on public land or spaces such as parks and forests

12. **RESPONSIBLE CONSUMPTION AND PRODUCTION**
    - Online search patterns or e-commerce transactions can reveal the pace of transition to energy efficient products

13. **CLIMATE ACTION**
    - Combining satellite imagery, crowd-sourced witness accounts and open data can help track deforestation

14. **LIFE BELOW WATER**
    - Maritime vessel tracking data can reveal illegal, unregulated and unreported fishing activities

15. **LIFE ON LAND**
    - Social media monitoring can support disaster management with real-time information on victim location, effects and strength of forest fires or haze

16. **PEACE, JUSTICE AND STRONG INSTITUTIONS**
    - Sentiment analysis of social media can reveal public opinion on effective governance, public service delivery or human rights

17. **PARTNERSHIPS FOR THE GOALS**
    - Partnerships to enable the combining of statistics, mobile and internet data can provide a better and real-time understanding of today’s hyper-connected world
III. What “Open” + “Digital” Governance Entails?

(6) Main characteristics of Open digital Governance – digital inclusión, OGD, data protection

**Digital inclusion:** Make digital citizen engagement inclusive.

**Digital transformation for open government:** Use of digital tools for monitoring of public services should be augmented with adequate feedback and redress mechanisms.

**Open data:** Government information should be published in open data formats for increased access, use, and interoperability across various datasets.

**Data Protection:** Implement appropriate data management policies that are aligned with global norms with regard to protecting data rights, use, storage, and privacy.

**Accountability of automated decision-making:** Create policies that increase transparency, openness, and oversight on the use of automated decision-making systems in the public sector.

**Accountability of online political communication**

**Protect civic space online** - tackle misinformation and disinformation, Protect against surveillance and censorship, Prevent online harassment

Open Government Partnership - Actions for Transparent and Accountable Digital Governance

Source: https://www.opengovpartnership.org/actions-for-transparent-and-accountable-digital-governance/
IV. Key Policy Issues of Open Digital Governance

1. Advancing Digital Government – Major Building Blocks

**Vision and Strategy** – Master Plan and strategy

**Legal Framework** – encouraging innovation, protection of digital rights *(strengthening digital capacities of parliamentarians to expedite the process and ensure to set up the right clauses)*

**People** - government-wide or agency chief digital officer, changing mindsets and enhancing digital skills and capabilities of staff on digital transformation through learning and experiences

**System** - institutional arrangements and integrated digital platform for one stop shop service, service design for digital inclusion

**Process** - inter-agency coordination, stakeholder engagement, partnership (PPPP), and communication to the people, data and service governance for collaboration

**Technology** – new technologies, public data cloud, digital ID, data center, interoperability
IV. Key Policy Issues of Open Digital Governance
(1) Advancing Digital Government – Main Features of Leading Countries

Key Messages
✓ Consistency in strategic digital policy areas and in the implementation of digital public services
✓ Providing a one-stop shop through specialized citizen-centric portals
✓ Digital by design, Digital ID, Integrated public services delivery, e-procurement
✓ Agency/Department/Ministry, CIO in charge of a long-term digital agenda, aligned with national development strategies and SDGs
✓ Comprehensive legal and regulatory framework
✓ National strategy for new technologies such as AI, 5G and blockchains
IV. Key Policy Issues of Open Digital Governance

(2) Data Governance Framework

Illustrative data governance framework for e-government

Multiple benefits of OGD: Enhancing effectiveness, transparency and public accountability and promoting public participation in policymaking and problem-solving.

The data made available by Governments can stimulate innovation through people-centric analytics and applications, including in AI and other emerging technologies.

Providing open data through an online portal can eliminate redundancies and red tape and reduce the time and resources associated with public requests for information.

The United Nations Secretary-General’s Roadmap for digital cooperation calls for the promotion of open data as part of a range of digital public goods (among others like open source software, open artificial intelligence models, open standards, and open content).
IV. Key Policy Issues of Open Digital Governance
(3) OGD as Digital Public Good – Global Trend

• The Open Government Development Index (OGDI) is derived as a supplementary index to the Online Service Index (OSI) and the E-Government Development Index (EGDI).
• It extends the dimension of the UN E-Government Survey by focusing on the use of OGD.
• Since 2014, the UN E-Government Survey has researched on development trends relating to open government data (OGD).
• The number of countries with OGD portals jumped from 46 in 2014 (24%) to 153 in 2020 (80%).
IV. Key Policy Issues of Open Digital Governance
(3) OGD as Digital Public Good - OGDI

Open Data Governance Index (OGDI)

Availability of a national/city data policy, strategy or governance framework
Adoption of data standards including open standards
Availability of a data exchange or interoperability framework
Use of data analytics in digital government and decision making

Availability and use of GIS or geospatial dat
Availability and use of real time (live) data
Availability government budget or expenditures
(e.g., in HEALTH | EDUCATION | SOCIAL PROTECTION | EMPLOYMENT | ENVIRONMENT | JUSTICE)
IV. Key Policy Issues of Open Digital Governance

(4) e-Participation

• Definition of e-participation:
  “the process of engaging citizens through ICTs in policy, decision-making, and service design and delivery so as to make it participatory, inclusive and deliberative” (UN, 2014)

• E-participation: a social activity, mediated by ICT, involving interaction between citizens, public administration and politicians

• E-participation: e-information; e-consultation; e-decision-making

• The Survey covers initiatives where the government plays a role
IV. Key Policy Issues of Open Digital Governance

(4) e-Participation

E-consultation

Percentage of countries with evidence of online consultations held in the past 12 months, by region, 2020

- Oceania
- Europe
- Asia
- Americas
- Africa


Note: The figure reflects the proportion of countries in each region in which evidence was found of at least one e-consultation having been conducted in the past 12 months in any of the following sectors: education, health, environment, social protection, labour or justice.
IV. Key Policy Issues of Open Digital Governance

(4) e-Participation

![Chart showing the number of countries having undertaken online consultations in the past 12 months, by sector.](chart)

- **Justice**: A high number of countries have engaged in online consultations in the past 12 months.
- **Environment**: A moderate number of countries have engaged in online consultations.
- **Social protection**: A significant number of countries have engaged in online consultations.
- **Employment**: A notable number of countries have engaged in online consultations.
- **Education**: A large number of countries have engaged in online consultations.
- **Health**: A high number of countries have engaged in online consultations.

The chart indicates the number of countries for each sector and year (2014, 2016, 2020), with a clear trend showing an increase over time.
IV. Key Policy Issues of Open Digital Governance
(4) e-Participation

✓ While e participation platforms have continued to spread in more countries, there is a trend towards multi function participation platforms, such as ideation forums, consultations and/or e petitions on new policies, opinion surveys, complaint system, reports of corruption and generation of ideas and innovations.

✓ It is not always clear that the multiplication of electronic platforms has translated into broader, deeper or more inclusive participation.

✓ In many cases, the take up of e participation remains low. Beyond reasons related to technology access and digital skills, a lack of understanding of motivations to participate online and the reluctance of public institutions to share agenda setting and decision making power seem to play an important role in the observed limited progress, among many other factors.
1. The pace of digital transformation has accelerated since the outbreak of COVID-19 due to the far-reaching impact of the pandemic – tele-everything such as e-health, e-education, tele-working – varied demands from different segments of society for responsive, customized and more efficient service.

2. Digital transformation is no longer an option but an imperative – more challenges emerging.

3. Digital transformation is not simply about digitalization or digital innovation, it is about technology, data, people, process, partnership and systems – redefining the role of people and private sector.
IV. Key Policy Issues of Open Digital Governance

(5) Digital transformation – a people-centered and inclusive approach

4. Digital divide - digital or not = a matter of lifeline

5. Partnership for open innovation and IT investments – domestic (academia, IT businesses and the private sector) and global

6. Digital resilience – resilience in digital infrastructure, surge in online requests like the application for unemployment benefit
V. Recommendations (1)

1. Setting the strategy, changing mindsets and digital leadership for human-centric and inclusive digital transformation - Changing mindsets and improving digital capacities and skills at individual, organizational, institutional and societal levels

2. Digital inclusion as a priority - Bridging digital divide to enhance digital inclusivity (digital inclusion policy, digital ID system, and building digital capacities)

3. Instituting a robust digital data governance framework – esp. data interoperability which is key to integrated and seamless service for citizens: Setting common standards for interoperability of government products and practices to promote collaboration among governments

4. Engagement of people as co-creators of public value - Developing strategy for engaging civil society and responding better to citizen’s requests and needs
V. Recommendations (2)

5. **Legal framework and regulations for data privacy and public trust** - citizen trust on digital product and services as well as digital infrastructure is important for digital transformation
   - Reviewing existing or enacing new laws for data privacy to enhance public trust & Collaboration with other stakeholders when developing new strategies / initiatives

6. **Partnership:**
   - Governments have worked in close collaboration with the society for open-source solutions and web services by opening data and APIs, individuals contribute to innovative solutions.
   - Governments should facilitate creating a collaborative digital ecosystem to promote PPP for the Next Normal.
   - Investments in innovation and emerging technologies need to be empowered by governments but driven by private sector. PPP and the citizen-led community problem-solving approach would enable citizens as active data collectors and problem-solvers.
Thank you

If any questions, please contact yaok@un.org
For more about UNPOG, please visit www.unpog.org