

**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

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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

The Sustainable Development Goals Report
2021

 United Nations

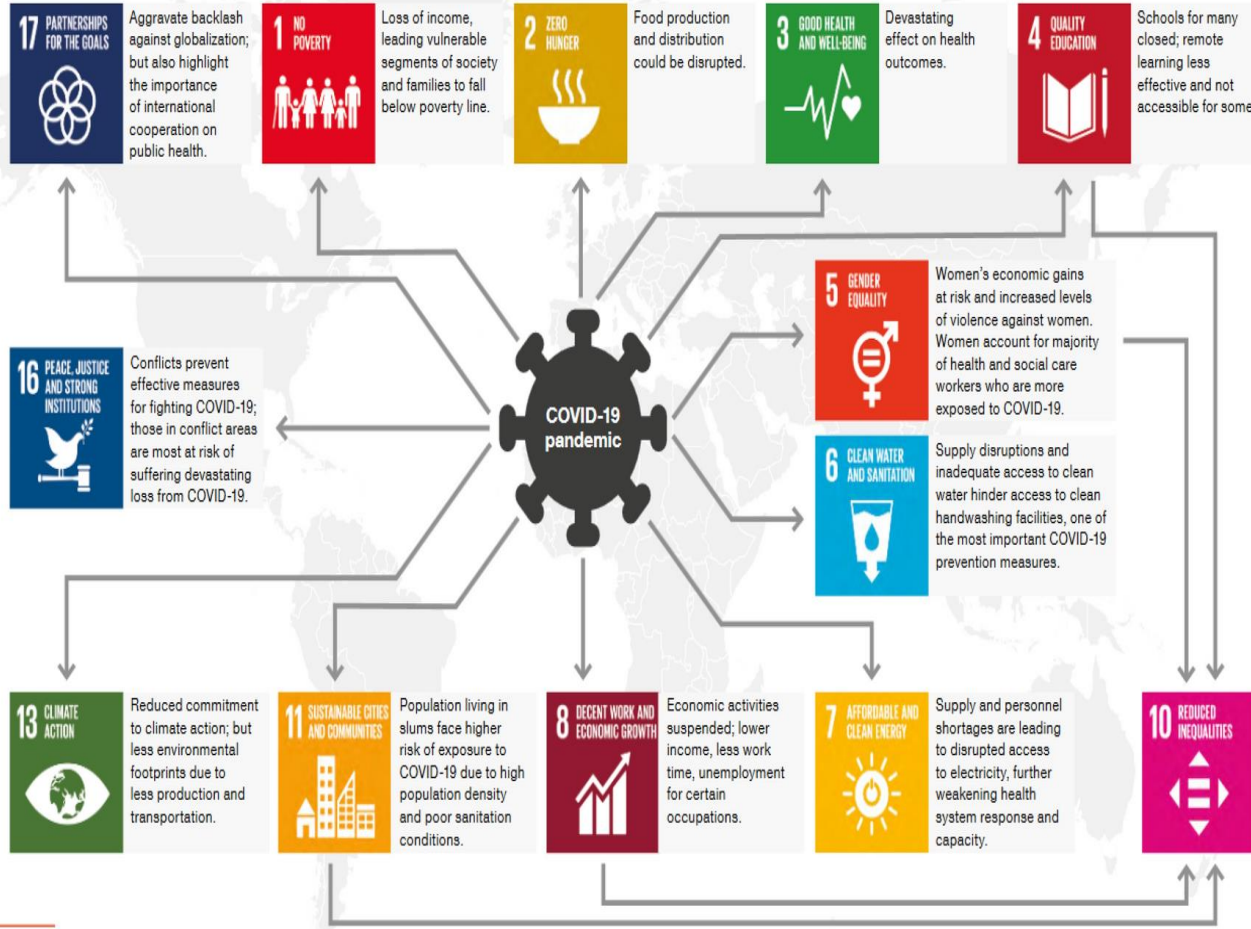


SDG Report, 2021 (<https://dashboards.sdgindex.org/>)



I. Our Common Challenges

Systemic Effects of COVID-19 on the SDGs



LEAVING NO ONE BEHIND

THE PANDEMIC IS AMPLIFYING HEALTH INEQUALITIES

OLDER PERSONS (65 AND OVER)

+ 14% OF CONFIRMED CASES → BUT 80% OF DEATHS

VACCINE DISTRIBUTION (AS OF 17 JUNE 2021)

EUROPE AND NORTHERN AMERICA: 68 PER 100 PEOPLE

SUB-SAHARAN AFRICA: FEWER THAN 2 PER 100 PEOPLE

– THE DRASTIC DROP IN – INTERNATIONAL TOURISM

IS DISPROPORTIONATELY AFFECTING SMALL ISLAND DEVELOPING STATES

AMONG THOSE WITH DISABILITIES ONE IN THREE PERSONALLY EXPERIENCE DISCRIMINATION

WITH HIGHER LEVELS AMONG WOMEN

DISAGGREGATED DATA ARE ESSENTIAL FOR TRACKING COVID-19

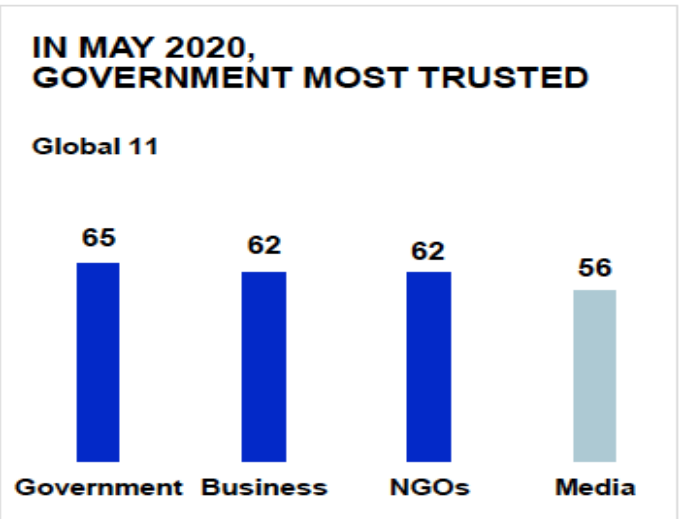
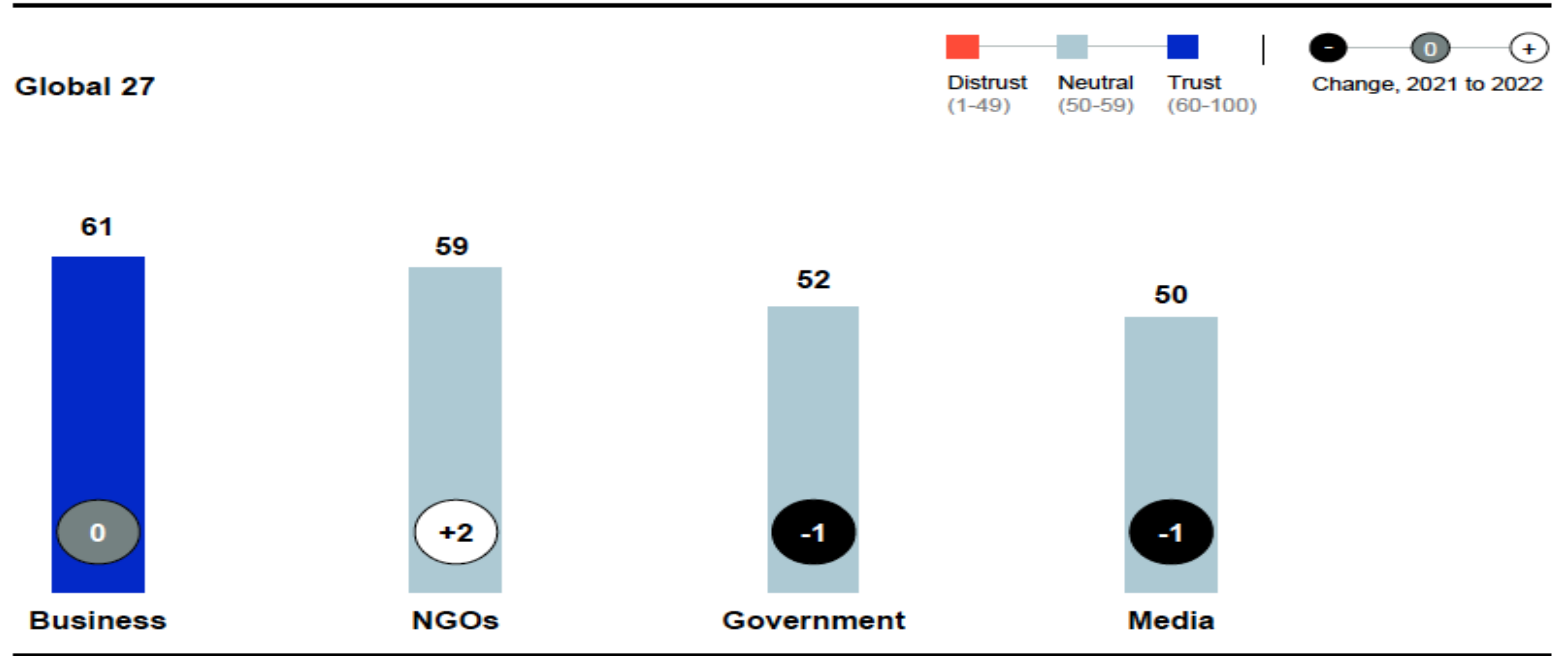
IN AFRICA, SEX AND AGE INFORMATION WERE MISSING FROM NEARLY ALL COVID-19 CASE REPORTS (1/2020-4/2021)



I. Our Common Challenges

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

Percent trust



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.

2020 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.



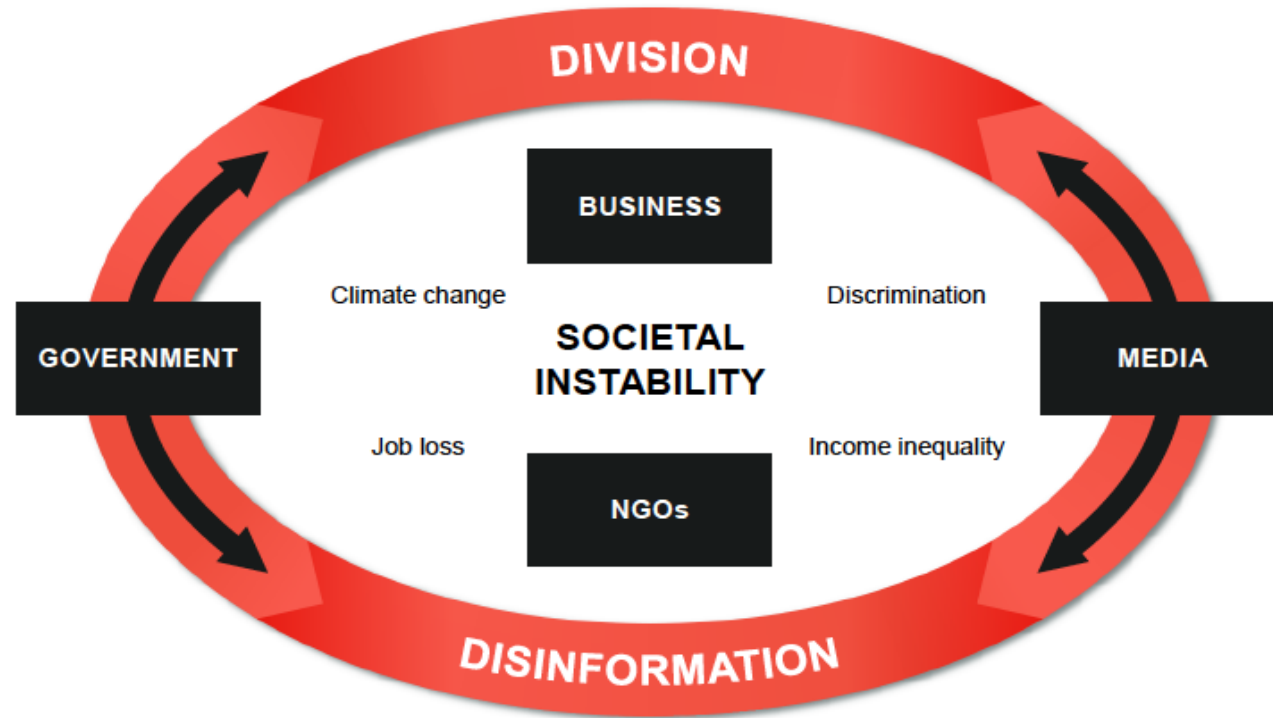


I. Our Common Challenges

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

② 11 Principles of Effective Governance for Sustainable Development



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Effective, accountable and inclusive institutions

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



II. Effective Governance as an Enabler to Address Challenges (2) Building Blocks

Vision	<ul style="list-style-type: none"> • Global frameworks • SDG localization into national institutional frameworks • Breaking the silos 	Structure	<ul style="list-style-type: none"> • Institutionalized arrangements • Whole-of-government approach • Vertical integration • Interdepartmental partnerships
System/ Strategy	<ul style="list-style-type: none"> • Policy coherence • National localization strategies • Local development strategies • Data governance 	Process	<ul style="list-style-type: none"> • Implementation • Data collection & management • Business re-engineering processes • Monitoring, evaluation and reporting
People	<ul style="list-style-type: none"> • Local ownership • Leadership • Leaving no one behind • Skills, Transformative mindsets 	Technology	<ul style="list-style-type: none"> • Digital government transformation • Digitization of systems & data • Addressing digital divide • Promoting digital inclusion
Policy	<ul style="list-style-type: none"> • Strong legal and fiscal framework • Financing mechanisms • Information and data-sharing • Ensuring effective resources 	Partnership	<ul style="list-style-type: none"> • Stakeholder Engagement • Global, National & Local consultation • Solidarity • Public-Private-People Partnerships



II. Effective Governance as an Enabler to Address Challenges (3) Managing VUCA

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

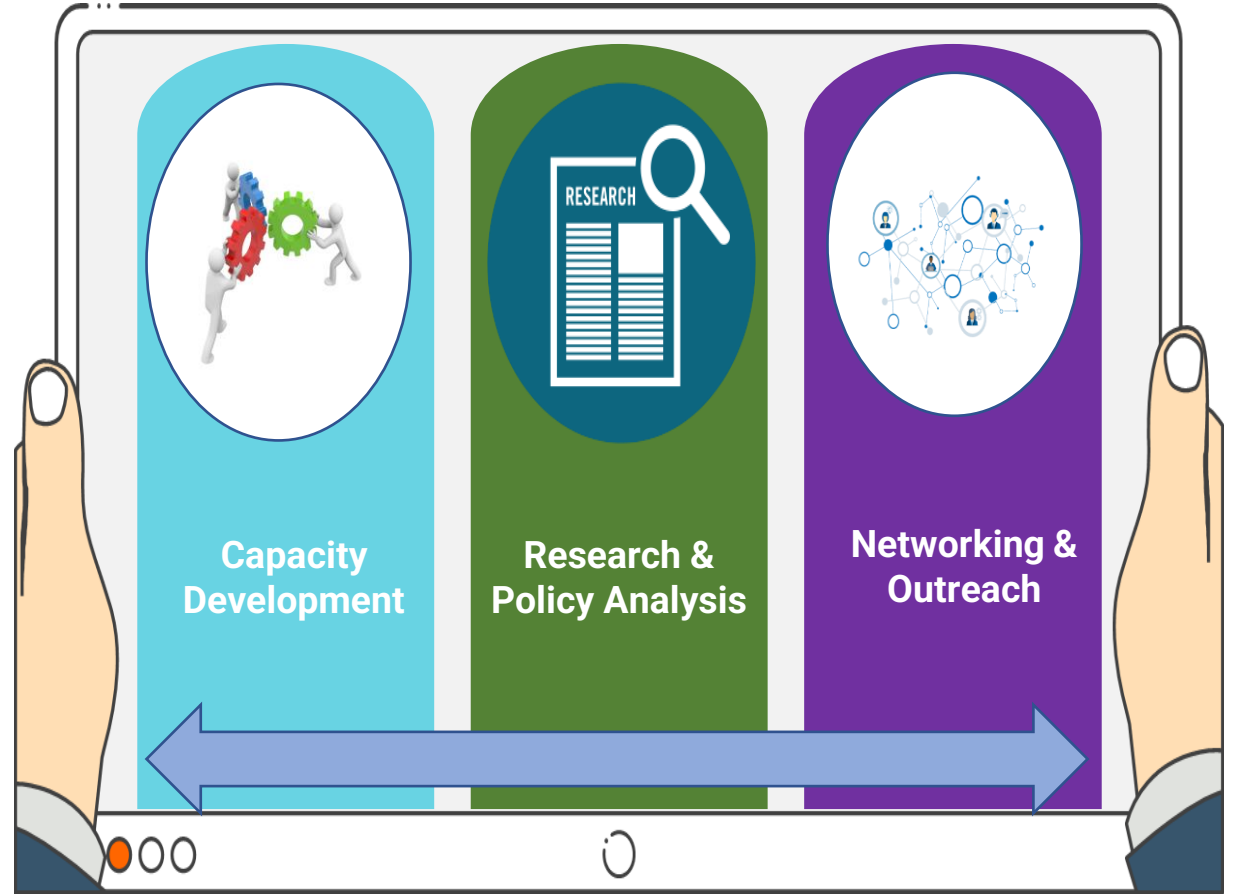
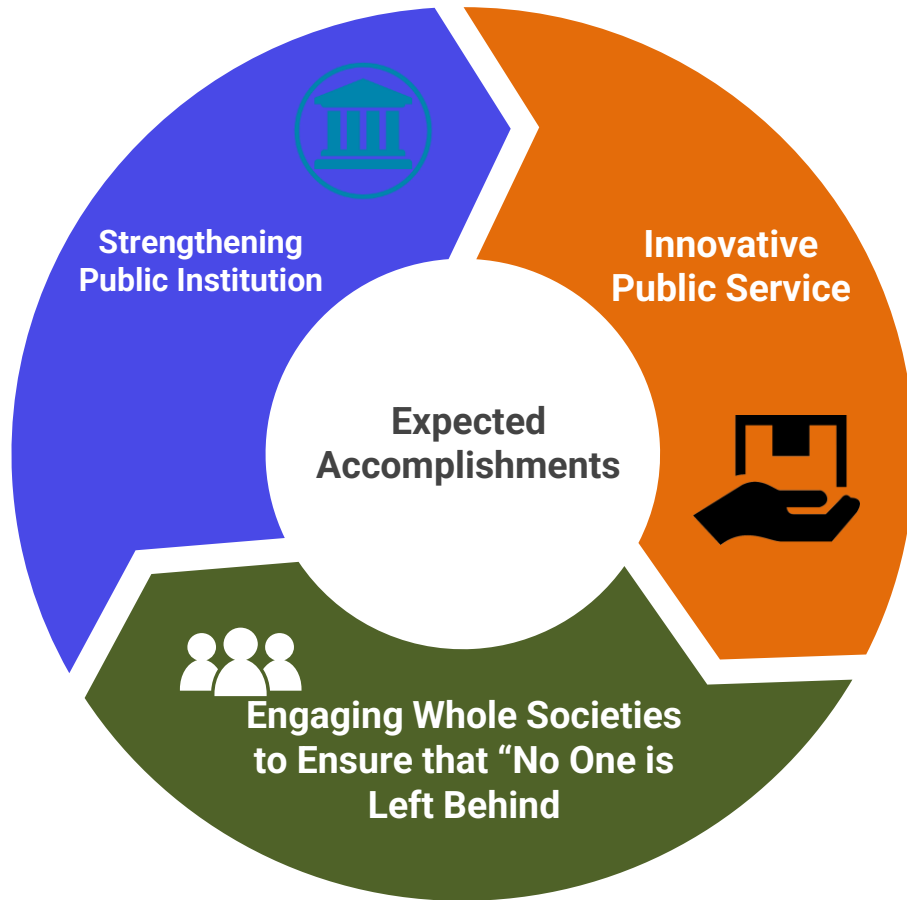




II. Effective Governance as an Enabler to Address Challenges

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

Three Key Pillars of UNPOG



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



Government Innovation for Social Inclusion of Vulnerable Groups

UN DESA | DPIDG | UNPOG
Training of Trainers | English



Transparency, Accountability and Ethics In Public Institutions

UN DESA | DPIDG
Training of Trainers | English



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

UN DESA | DPIDG | UNPOG
Training of Trainers | English



Effective National to Local Public Governance For SDG Implementation

UN DESA | DPIDG | UNPOG
Training of Trainers | English



Digit4sd: Digital Government Implementation

UN DESA | DPIDG
Training of Trainers | English



Institutional Arrangements and Governance Capacities for Policy Coherence

UN DESA | DPIDG
Training of Trainers | English



E-government for Women's Empowerment

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



Innovation and ICT for Public Service Delivery

UN DESA | DPIDG
Training of Trainers | English



Integrated Policies and Policy Coherence for the SDGs

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



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.

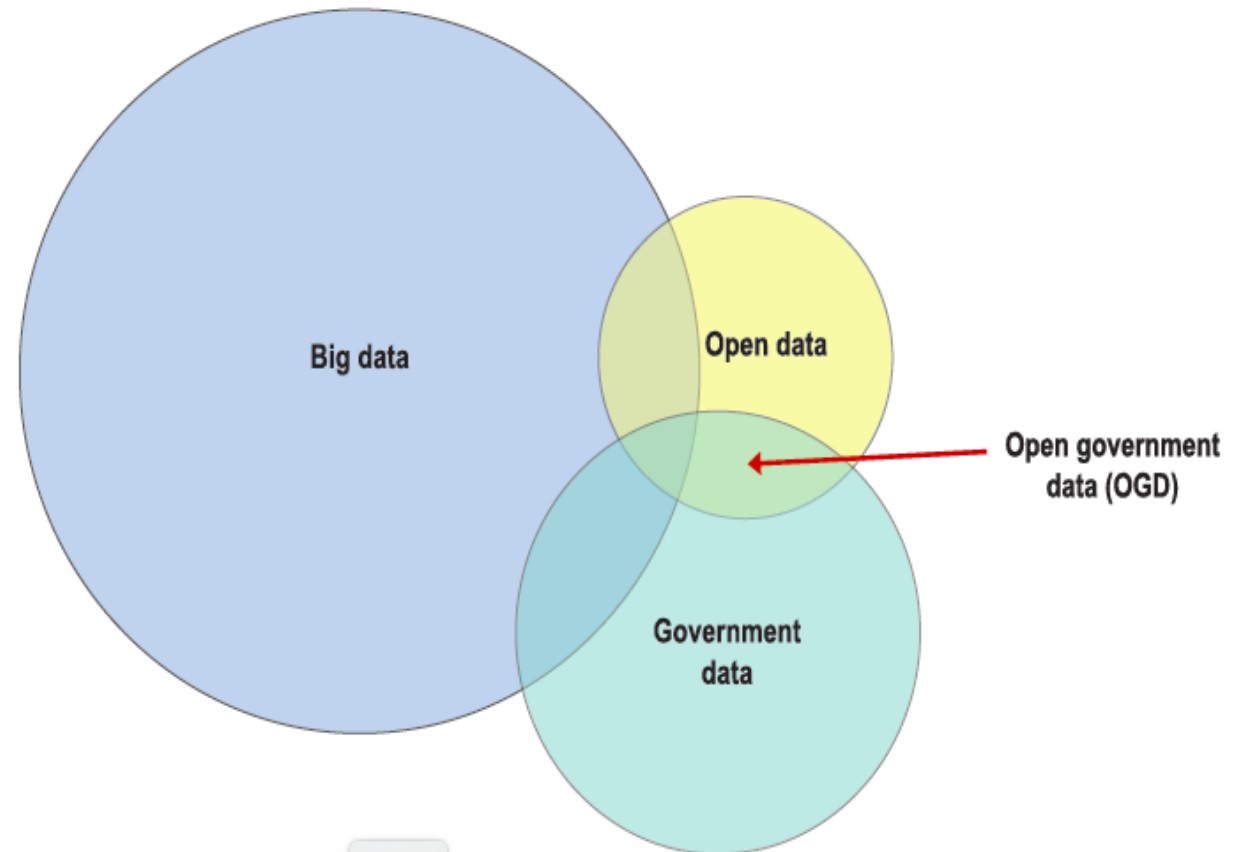


III. What “Open” + “Digital” Governance Entails? (2) Data-centric government

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**
- Big data, social media, analytics and a wide range of digital technologies can be leveraged to develop **cost-effective, time-saving policy solutions**

The relationship between government data, open data and big data for Governments





III. What “Open” + “Digital” Governance Entails? (3) Data-centric government

Figure 4. Opportunities of a data-driven public sector



OECD Working Papers on Public Governance No. 33 <https://doi.org/10.1787/09ab162c-en>



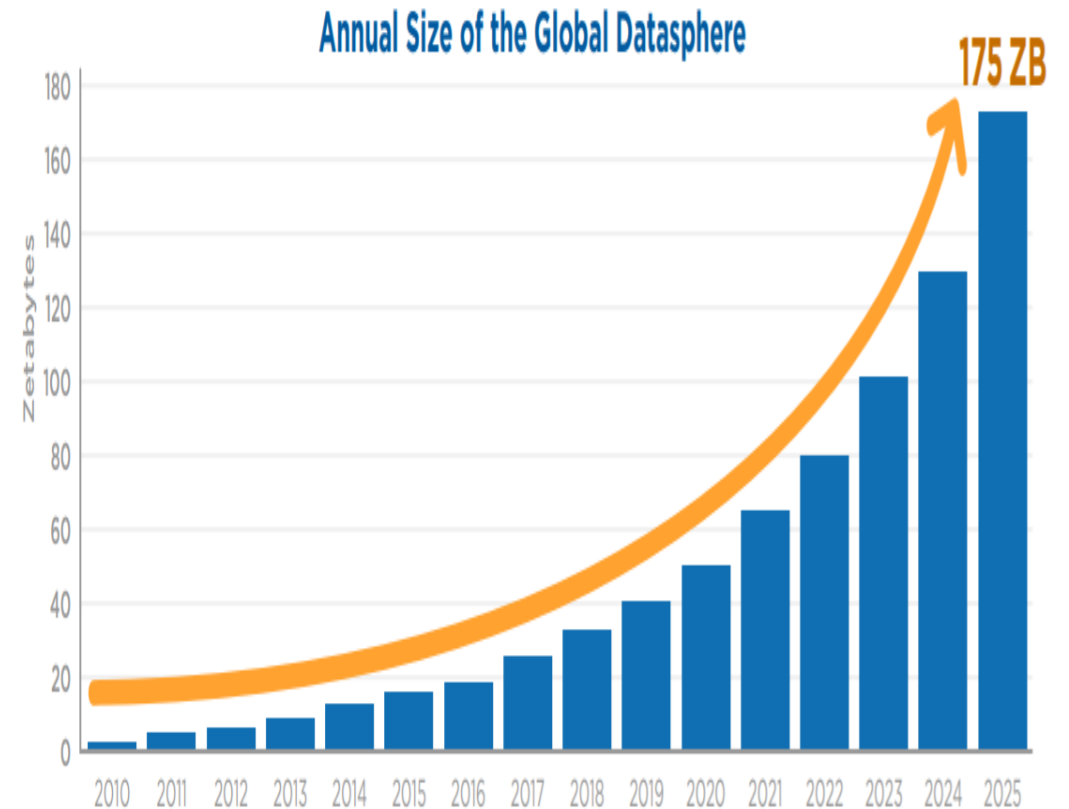


III. What “Open” + “Digital” Governance Entails? (4) Data-centric government

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



How data science and analytics can contribute to sustainable development

Source: UN Global Pulse

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

Figure 1.6 Member States Questionnaires: key findings for 12 leading countries*



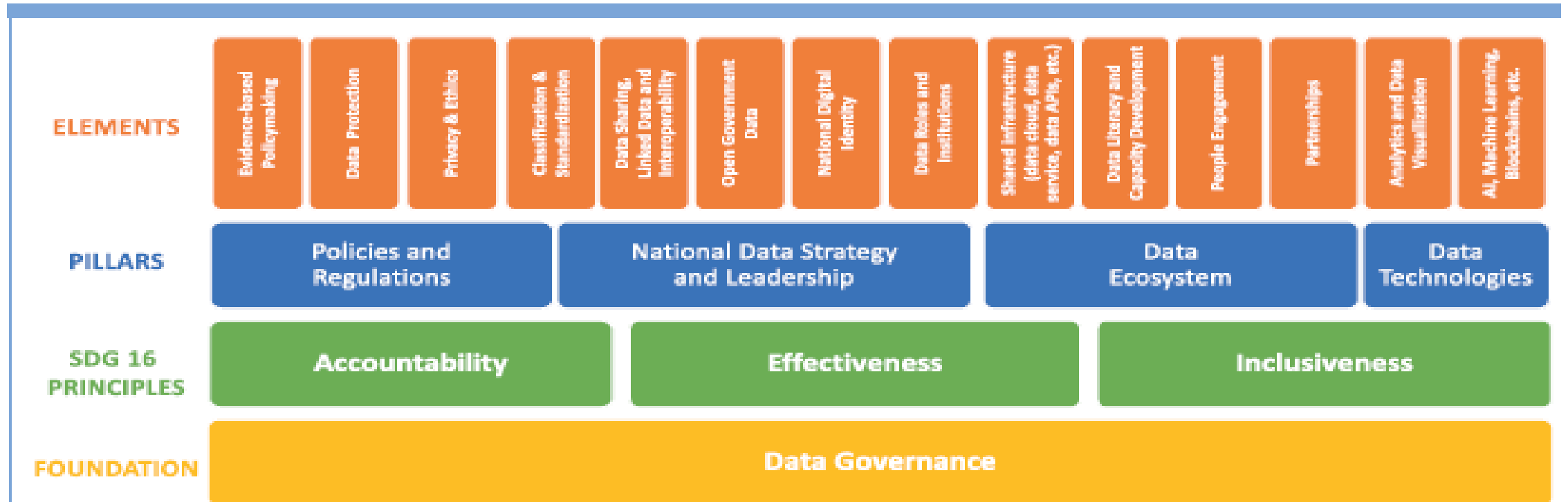
Source: 2020 Member States Questionnaires. *The United States and Iceland are not included.



IV. Key Policy Issues of Open Digital Governance

(2) Data Governance Framework

Illustrative data governance framework for e-government



Source: Adapted from Doris Maharlika H. Dizon and others, "Data governance in fostering policy coherence and collaboration for cleaning the River Ganga", in *Ganga Rejuvenation: Governance Challenges and Policy Options*, Ora-orn Poocharoen, Robert James Wasson and Xun Wu, eds., pp. 297-335 (Singapore, World Scientific Publishing Co., 2016), available at <https://www.worldscientific.com/worldscibooks/10.1142/9715#t=oc>.

IV. Key Policy Issues of Open Digital Governance

(3) OGD as Digital Public Good

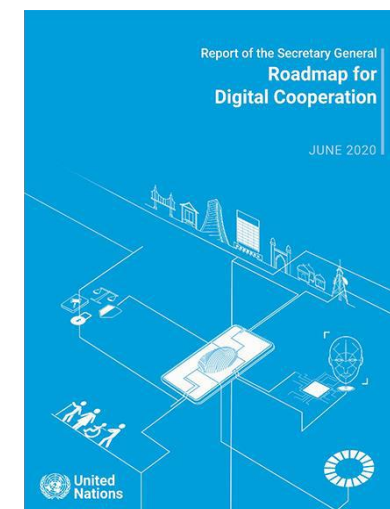


Multiple benefits of OGD: **Enhancing effectiveness, transparency and public accountability** and promoting public participation in policymaking and problem-solving.

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).



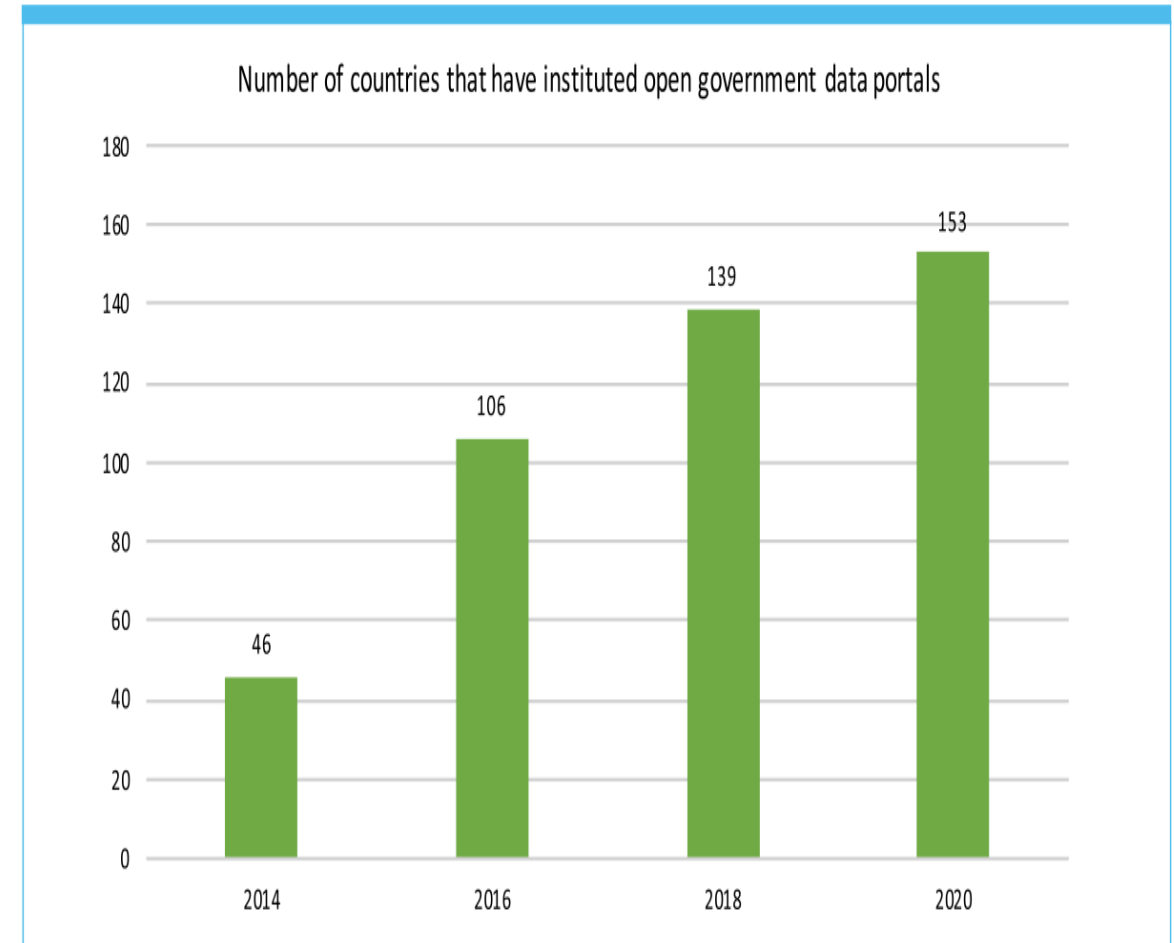


IV. Key Policy Issues of Open Digital Governance

(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%).**

Figure 6.2a Open government data (OGD): development trends





IV. Key Policy Issues of Open Digital Governance

(3) OGD as Digital Public Good - OGD I

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 data

Availability and use of real time (live) data

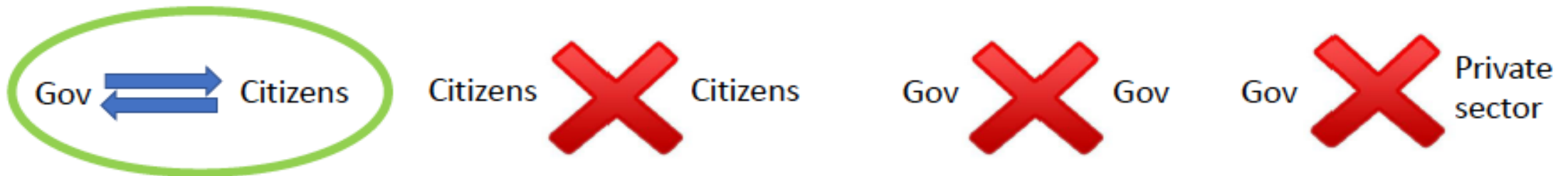
Availability government budget or expenditures

(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**

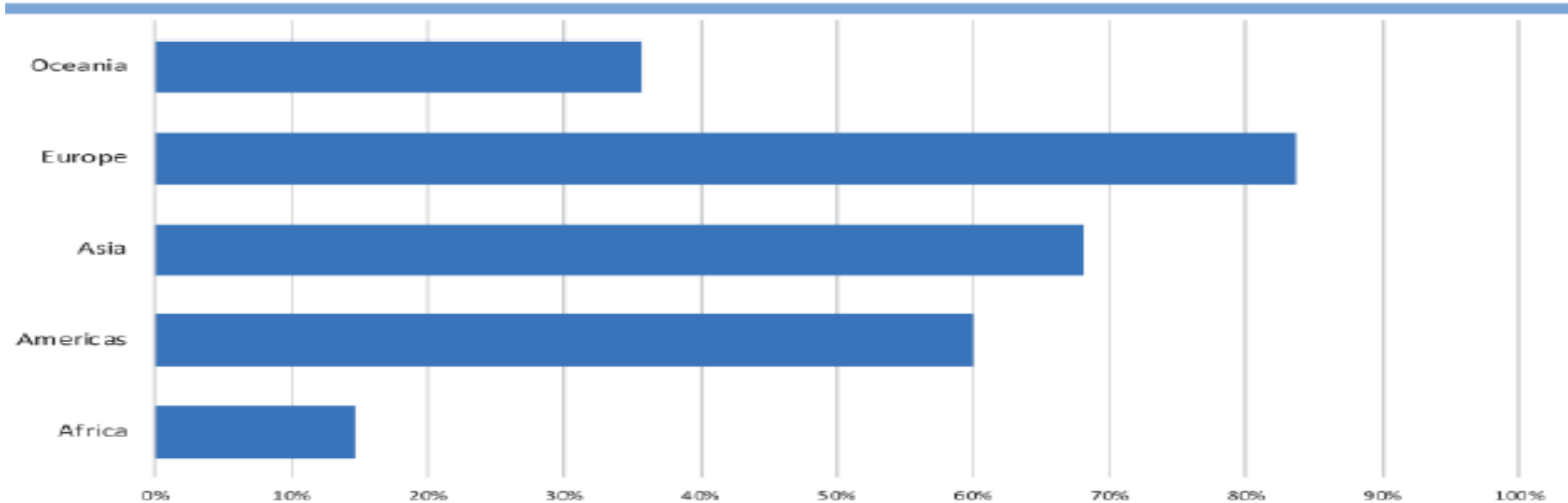




IV. Key Policy Issues of Open Digital Governance (4) e-Participation

E-consultation

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



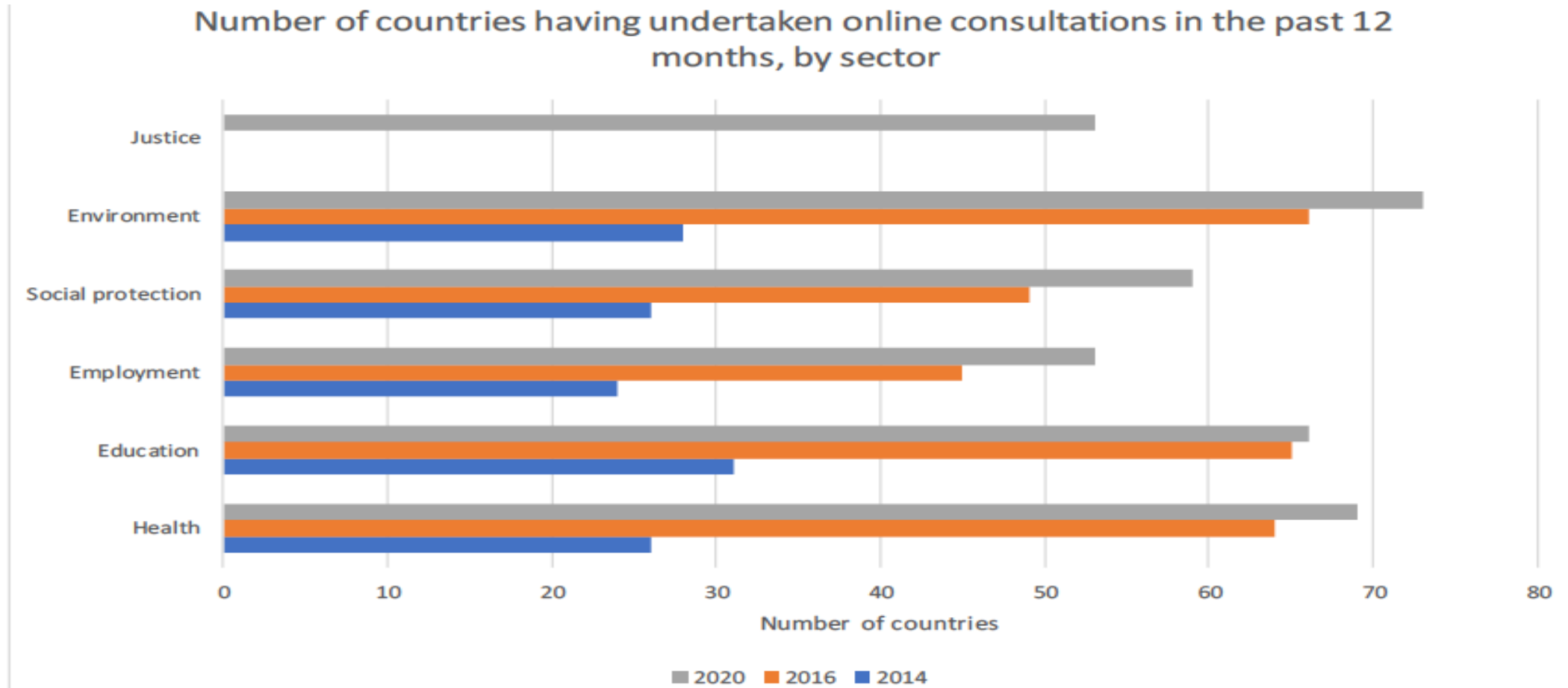
Source: 2020 United Nations E-Government Survey

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 the any of the following sectors: education, health, environment, social protection, labour or justice.





IV. Key Policy Issues of Open Digital Governance (4) e-Participation





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.



IV. Key Policy Issues of Open Digital Governance

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

- 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 enacting 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.



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