Enhancing the capacity of the public sector in a fast-changing world for the achievement of the Sustainable Development Goals

18th Session Committee of Experts on Public Administration
[Item 3] E/C.16/2019/2
Principles of Effective Governance for SDGs

**Effectiveness**
- Competence
- Sound policymaking
- Collaboration

**Accountability**
- Integrity
- Transparency
- Independent oversight

**Inclusiveness**
- Leaving no one behind
- Non-discrimination
- Participation
- Subsidiarity
- Intergenerational Equity
**Equality**

The assumption is that everyone benefits from the same supports. This is equal treatment.

**Equity**

Everyone gets the supports they need (this is the concept of “affirmative action”), thus producing equity.

**Justice**

All 3 can see the game without supports or accommodations because the cause(s) of the inequity was addressed. The systemic barrier has been removed.

### 5 Paradigms of Public Administration

#### Table 2
**Paradigm shifts in public administration**

<table>
<thead>
<tr>
<th></th>
<th>Ancient public administration</th>
<th>Traditional public administration (1960s)</th>
<th>New public management (1980s)</th>
<th>New public governance (2000s)</th>
<th>Smart sustainable governance (2020s)</th>
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<tr>
<td>Governance principles</td>
<td>Only government</td>
<td>Best government</td>
<td>Efficient governance</td>
<td>Good governance</td>
<td>Effective governance</td>
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<td>Target audience</td>
<td>Commoners</td>
<td>Voters</td>
<td>Customers</td>
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<tr>
<td>Public services</td>
<td>Basic provision</td>
<td>Direct provision</td>
<td>Contracted provision</td>
<td>Co-produced provision</td>
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<tr>
<td>Role of Government</td>
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<td>To row</td>
<td>To steer</td>
<td>To facilitate</td>
<td>To design</td>
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<tr>
<td>Leadership style</td>
<td>Autocratic style</td>
<td>Bureaucratic style</td>
<td>Competitive style</td>
<td>Collaborative style</td>
<td>Constructive style</td>
</tr>
<tr>
<td>Accountability</td>
<td>Leader</td>
<td>Hierarchy</td>
<td>Market</td>
<td>Network</td>
<td>Multilevel</td>
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<tr>
<td>Goal and focus</td>
<td>Obedience, loyalty-based</td>
<td>Law, rule-based</td>
<td>Indicators, results-based</td>
<td>Relationships, trust-based</td>
<td>Sustainability, justice-based</td>
</tr>
</tbody>
</table>
New Capacities Needed for the Public Sector

- Critical Thinking
- Complexity Thinking
- Futures Thinking
- Design Thinking
- Deliberation Skills
- Emotional Intelligence
Cynefin Framework (Dave Snowden)

Complex
- Cause and effect only apparent in hindsight
  - emergent practice

Complicated
- Expert knowledge, assessment or analysis required to find cause and effect relationships
  - good practice

Chaotic
- No relationship between cause and effect
  - novel practice

Simple
- Cause and effect relationships well known
  - best practice

Complexity thinking
Futures Thinking (Causal Layered Analysis)

- Facts, Data, Observables
- Systems, Structures
- Values, Worldviews, Deep Culture, Discourses, Ways of Knowing
- Unconscious Beliefs, Fears, Myths, Metaphors, Narratives

Adapted from Sohail Inayatullah
Design Thinking

- **Empathise**: Understand the user's needs and problems
- **Define**: Analyse your observations to define the problem
- **Ideate**: Think of solutions to each aspect of the problem
- **Prototype**: Develop solution prototype for each aspect of the problem
- **Test**: Test the product using the best solutions identified
Deliberation / Facilitation Skills
ASEAN Plus
New-Wave Leadership Development : HR Innovations

26-30 March 2019
The Berkeley Hotel Pratunam,
Bangkok, Thailand

Day 1  SDGs & Public Sector - Sustainable Governance : HR Innovations
      Complexity Thinking

Day 2  Emotional Intelligence
      Mindfulness & Empathy
      Site Visit #1: National Innovation Agency

Day 3  Casual Layered Analysis
      Visioning & Back-casting
      Site Visit #2: Facebook

Day 4  Policy Design
      Site Visit #3: Creative Economy Agency

Day 5  Future of ASEAN
      Presentations and Reflections

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