



**Mekalfone Group  
MEG & Partners**

Africa Regional Forum on Governance Innovation:  
Advancing Agile, Inclusive and People-Centered Services for All  
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## **Whole-of-Government and Whole-of-Society Approaches to Public Service Delivery**

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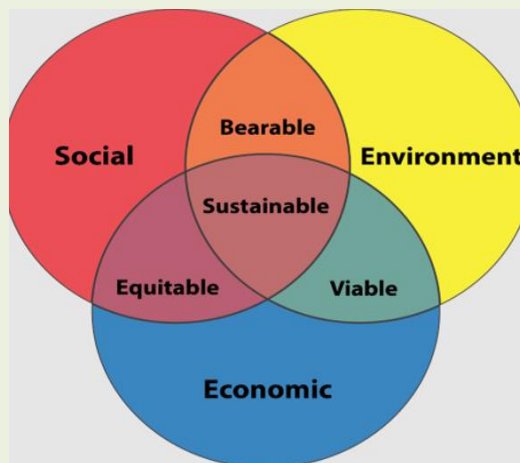
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**Management – Engineering – Governance -Partnerships**



## Whole-of-Government and Whole-of-Society Approaches to Public Service Delivery

### UN Sustainable Development Agenda as Public Service Delivery Framework 'Local Action For Global Impact'



Development in a stable combination  
of 3 Dimensions



17 Sustainable Development Goals as a  
Matrix



17 Sustainable Development Goals as a  
Wheel

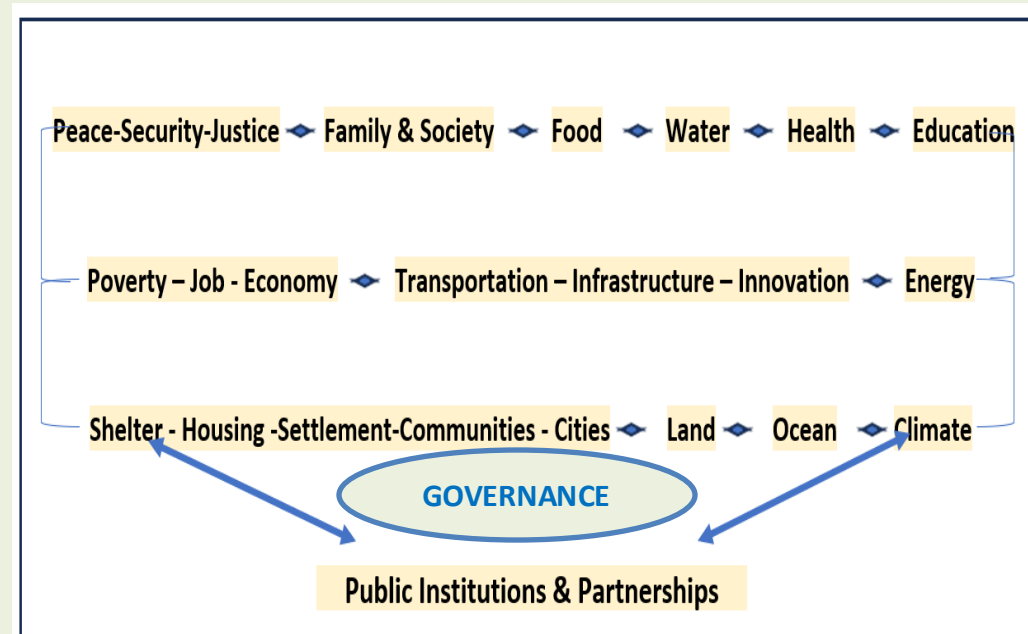


# Whole-of-Government and Whole-of-Society Approaches to Public Service Delivery

## Streamlining Public Services into the Public Service Delivery Framework: Inter-reliability & Need for Collaboration



17 Sustainable Development Goals as a  
Wheel



Translating SDG Matrix in Public Service Delivery  
Framework



17 Sustainable Development Goals as a  
Matrix



## Whole-of-Government and Whole-of-Society Approaches as Engine for Public Service Delivery (1)

How to Break Down Silos? How to Leave No One Behind?

**.....If you want to go far, go together.....**

- ❑ **Solutions for the enhancing integration, coordination, and overall capacity** - *while eliminating fragmentation within the public sector institutions and enabling the Government to perform as a Whole*
- ❑ **Governance – beyond government:** *involving not only relevant government departments and all related public institutions at national and local levels, but also the private sector, the international development agencies operating at national level, the civil society, citizen and the entire society as a Whole*
- ❑ **Key Concepts:** *Integration – Inclusion – Collaboration – Ownership – Leadership – Partnerships – Public Institutions – Governance & Innovation*
- ❑ **Stakeholders & Key Roles Players:** *Overall Government – Citizen Engagement – Private Sector & Business Companies (Profit Organizations) – Civil society & Non-Governmental Organizations (Non-profit Organizations) – International & national development agencies as Finance & Technical Support Partners*





## **Whole-of-Government and Whole-of-Society Approaches in Action (2)**

**How to Break Down Silos? How to Leave No One Behind?  
How to Make them Work?**

- ☐ **Shared goals and objectives:** *Establishing common goals and objectives that align with the overall mission of government.*
- ☐ **Interagency collaboration:** *Fostering collaboration and coordination across different agencies and departments to achieve shared goals.*
- ☐ **Joint planning – budgeting – Monitoring & Evaluation:** *Encouraging joint management processes for better allocation and coordination of resources for convergent dedicated actions.*
- ☐ **Streamlining services and revisiting institutional structures:** *Simplifying and streamlining public services and related structures of institutions to make them more accessible and user-friendly.*
- ☐ **Improving citizen engagement:** *Encouraging citizen participation and engagement in the design, delivery and the quality assessment of public services.*
- ☐ **Using technology, digital Apps and data analytics:** *Leveraging technology, data processing tools and digital applications to improve the delivery of public services with the engagement of citizen.*



## Whole-of-Government and Whole-of-Society Approaches (3)

### Appropriate Management Systems et Governance Practices for Effective and Responsive Public Service Delivery

<p><b>Leadership:</b> A strong commitment of leadership and political will at all levels. Ministers and public servants, community leaders, etc. need to be fully engaged to the point where <b>Leadership</b> merges with <b>Ownership</b></p>	<p><b>Shared understanding:</b> Addressing complex and deep challenges requires common understanding, collective thinking to share views and opinions among the stakeholders</p>	<p><b>New ways of thinking:</b> A re-alignment of understandings about goals, roles and outcomes and a shift away from narrower objectives and personal opinions</p>	<p><b>Networked governance:</b> New Norms, Data, Forms of targets to be followed by all for accountability, budgetary management systems and performance indicators relating to monitoring and evaluation policy implementation and outcomes</p>	<p><b>Structures in line with the purpose:</b> Structures must align with purpose. Short-term projects may rely on flexible arrangements. long-term initiatives may need more permanent structures, including legal frameworks (Bylaws, law..)</p>
<p><b>Boundary &amp; interdependence</b> <b>Management:</b> the boundaries and interdependencies across and between government departments, policy-makers and implementation bodies, and front-line personnel, administrative and professional personnel at all levels,</p>	<p><b>Support Providing :</b> building repositories of shared lessons and experiences and providing practices guidelines, joint training, networking initiatives and access to learning and development supports</p>	<p><b>Culture:</b> Barriers from traditions and new cultural capacities, cultural readiness including mindsets for innovation and behavioral change. Key cultural capacities in view to work across boundaries, build strategic alliances, negotiate, manage complexity and capitalize on opportunities</p>	<p><b>New work processes:</b> Revisiting work processes that matter most for policy integration, people inclusion with auditing in restructured lines of accountability, budgetary parameters and roles, risk management systems and performance management systems including reporting arrangements</p>	<p><b>Managing new 'gaps' and norms to put in practice:</b> With key actors and stakeholders on board many 'gaps' appear i.e. information gap, the capacity gap, the fiscal gap, the administrative gap and the policy gap. New norms and standards need to be in force</p>



## Whole-of-Government and Whole-of-Society Approaches (4)

### Key Conditions of Success

- ❑ **Trust and Hope:** *Fundamental building blocks for social cohesion, engagement and security.*
  - *Trust is the 'lubricant' for the best move of the economy*
  - *Hope holds societies together in a meaningful participation and inclusive stakeholder engagement even though it takes time*
- ❑ **Adaptation to Policy and Project Processes :** *Re-think the challenges, issues and the concerns with the potential contribution of different groups. Each one has **a critical role to play** regarding the **adopted whole-of-government approach**. Taking into account the desired **mindset change**, targets, outcomes, goals and expected Impact*
- ❑ **Strategic integration of cross-sectoral and stakeholder concerns :**  
*Strategic integration and policy cohesion stand to make all integrated efforts more effective*
- ❑ **Innovative Governance:** *Being creative to find other ways of doing that work in a more cost-effective manner with a better value of money.*



## **What Has Been Done so Far: A Few Examples in Africa**

- ☐ **Example of Water management in Cairo, Egypt**
- ☐ **Example of Public Service Delivery Monitoring in Burundi**
- ☐ **Example of Public Sanitation 'UMUGANDA' in Rwanda**
- ☐ **Example of Institutional Environment Charter in Benin**
- ☐ **Link of Development Innovation Partnerships website:**  
<https://dipmekalfone.com/>





## THE WAY FORWARD

- ☐ **Excellence in Public Service Delivery for the Future we All Want for All**
- ☐ **Leaving No One Behind**



## Whole-of-Government and Whole-of-Society Approaches to Public Service Delivery

Thank you !

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