GPGS: Governance for Public Goods and Services

Transforming public institutions

for better public goods and services

The Governance Gap

Citizens' expectations are rising, but many governments are struggling to meet them.

Outdated systems, slow service delivery, and weak trust are widespread.

44% of people across 30 countries have low or no trust in their government.

This trust gap undermines SDG progress and social cohesion.

Public Sector Transformation: A Strategic Priority

GPGS
Governance for Public Goods and Services

UNDP supports agile, inclusive, and sustainable public sectors

to ensure access to essential services like education, health care, and digital public goods.

The Governance for Public Goods and Services (GPGS) team bridges the gap

between citizen expectations and public sector capabilities, supporting Country Offices helping governments deliver high-quality services.

By fostering innovation, promoting integrity, and advancing inclusion,

GPGS helps build resilient institutions, accelerate SDG progress, and strengthen public trust worldwide.

The 3i Approach

GPGS Governance for Public Goods and Services

Inclusion

Strengthening public sector engagement to ensure governance reflects diverse perspectives and addresses the needs of all citizens, especially marginalized groups. This includes building representative, equitable civil service institutions.

Integrity

Enhancing accountability and transparency mechanisms to prevent corruption, boost integrity, and build public trust in government institutions.

Innovation

Leveraging emerging technologies—including digital tools, AI, and behavioral science—to modernize service delivery and improve institutional effectiveness.

GPGS: Enabling institutional transformation for better service delivery

Four Key Areas of GPGS Support

- Legal identity for all

- Transparency and public sector integrity

- Agile, innovative, and digitized public institutions

- Strengthening core government functions
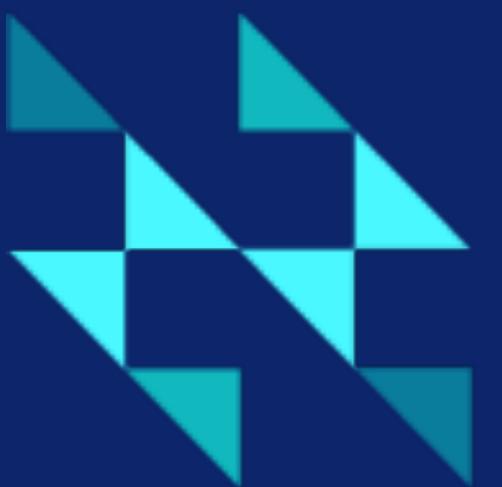
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Legal Identity for All

GPGS advances digital legal identity systems to improve access to public services and uphold citizens' rights. UNDP co-chairs the UN Task Force on Legal Identity alongside UN DESA and UNICEF, working to ensure inclusive and secure identity systems.

Example

In Somalia and Namibia, GPGS supports government partners in strengthening inclusive, secure and interoperable digital legal ID systems—providing technical and policy assistance to facilitate mass registration campaigns, robust data protection systems, and effective coordination across public and private sector stakeholders within the legal ID ecosystem.

Transparency & Public Sector Integrity

GPGS strengthens governance frameworks and institutional mechanisms to mitigate corruption risks and enhance accountability in public service delivery.

Example

In Zimbabwe, GPGS helps the government identify and address integrity risks in the health supply chain to improve service quality.

In Mongolia, UNDP promotes integrity in the mining sector by supporting community-driven environmental governance and social accountability tools.

Agile, innovative, and digitalized public institutions

GPGS supports countries in adopting innovative tools such as behavioural insights and e-governance solutions to modernize public service delivery.

Example

In Bhutan, GPGS supports disability-inclusive public services through an ecosystem approach that fosters empathy and user-centric design.

In Ethiopia, it promotes the use of technologies like AI to improve institutional processes.

In Somalia, behavioral insights help guide mass registration for the new digital Legal ID system.

Strengthening Core Government Functions

GPGS works with countries to enhance institutional capabilities in areas such as executive decision-making at the centre of government, civil service management, local governance, and aid coordination to improve policy implementation and crisis preparedness.

Example

In 2024, support was provided to Lebanon's Prime Minister's Office on executive decision-making, policy coherence, and aid coordination.

Integration and Strategic Collaboration

Integration & Portfolio:

Multi-Nodal Strategy

- "Whole-of-society" and "whole-of-government" approach
- GPGS acts as connector across UNDP teams
- Leverages expertise from BPPS, Crisis Bureau, Strategic Innovation Unit, CDO, Accelerator Labs

Three-Level Portfolio Lens

- Multiple perspectives: Institutions, civil servants, people-centered approach
- Connect impacts: Synergies across four sub-workstreams
- Broader priorities: Gender equality, climate action, etc.

Collaboration & Partnerships:

Partnership Approach

- Governments, UNDP Global Teams, Regional Hubs, Country Offices
- UN agencies, International Financial Institutions (IFIs)
- Strong emphasis on South-South and Triangular Cooperation

Key Partners

- UN DESA, OECD, World Bank, Astana Civil Service Hub
- Knowledge exchange and policy innovation
- Co-leads FutureGov platform with UN DESA

FUTUREGOV

UNDP   UN DESA

A High Impact Initiative

A UN High Impact Initiative

Co-led by UNDP and UN DESA, FutureGov is one of 12 UN High Impact Initiatives adopted at the SDG Summit to accelerate SDG progress by strengthening public sector capabilities through Inclusion, Integrity, and Innovation.

Supporting Transformation Journeys

The initiative brings together Governments, UN partners and IFIs, and experts to advocate, discuss strategies and share experiences and resources.

Driving Global Collaboration

FutureGov consist of a network of Government representatives (including CEPA members) and organizations that:
- Have direct exchanges and organized joint activities throughout the year
- Contributes to the FutureGov digital portal and FutureGov AI
- Meets annually at the occasion of the UN CEPA annual session

A network of experience across 20+ countries

On-going and completed projects.
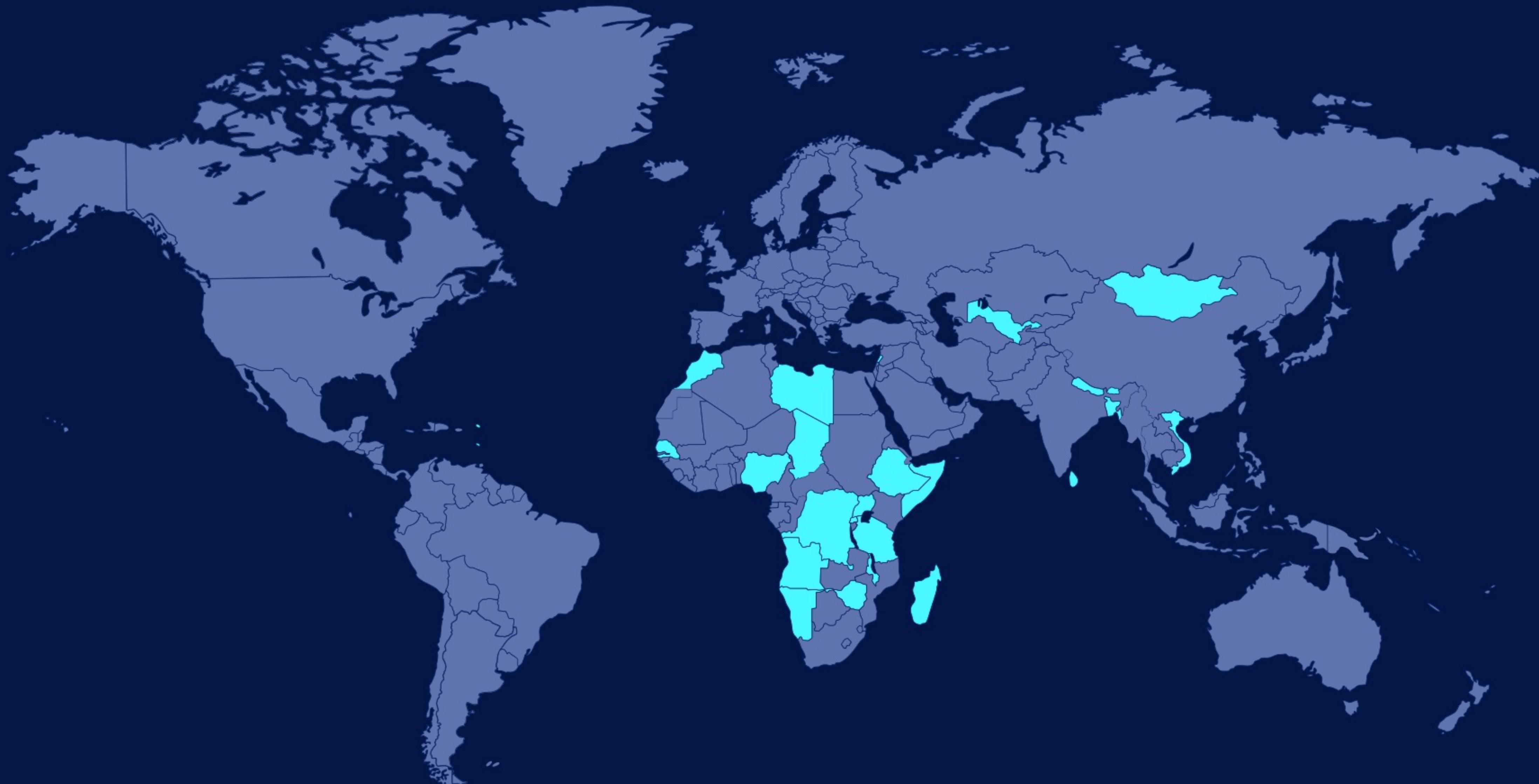
How can GPGS support Regional Bureaus and Country Offices?

Tools and technical solutions

Expert deployment

Training and knowledge exchange

Strategic partnerships

Advocacy

GPGS's integrated solutions for better public goods and services

As an integrator, GPGS helps connect country demands with a comprehensive package of UNDP tools and services that empower countries to deliver inclusive, transparent, and effective governance.

GPGS

Governance for Public
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Legal Identity Tools

Good Governance of Digital Legal Identity is a foundational component of digital public infrastructure.

- UNDP Model governance framework for digital legal identity system (in partnership with CDO)

- Blockchain-Powered Legal Identity Systems (pipeline – in partnership with CDO)

Public Sector Transformation Tools

UNDP supports inclusive, future-ready public sectors through tools for assessment, design, and accessibility.

- The "Three I's" Diagnostic Tool: appraising the future readiness of public administrations
- "Deep Listening": user-centric design for better public services
- The Collective Intelligence Design Playbook (UNDP-NESTA)
- Behavioural insights for civil servants
- National Innovation Ecosystems (NIEs) Toolkit (in partnership with the Accelerator Lab)
- System Thinking and Deep Listening
- Managing Uncertainty for Large Societal Transformations

Public Sector Transformation Tools

Digitalization of Governance

- Digital For Government (D4G) transformation leadership
- AI For Government (in partnership with CDO)
- Data to Policy (in partnership with CDO)
- Women Digital Champions Programme
- Smart Supply Chains - Health Sector
- Digital Solutions Sprint for Government
- "Whole-of-Government" Oversight: Digital dashboards (with SIGOB)

Governance of Digitalization

- UNDP Model Governance Framework for Digital Legal Identity System (in partnership with CDO)
- Governance of Data Exchange Systems (in partnership with CDO)
- Leadership programme for women involved in digitalisation of public services (in partnership with CDO)
- Gender Equality Seal for public institutions (in partnership with the Gender team)
- Reasonable accommodations: advancing a disability empowering agenda in public administration

Core Government Functions Tools

UNDP helps restore core government functions in fragile settings to ensure responsive and inclusive governance.

Advisory services, technical assistance and assessment of core government functions in crisis settings

- (Re)building core government functions in fragile and conflict-affected settings.
- Strengthening centres of government in fragile and conflict-affected settings
- Supporting civil service restoration and reform in fragile and conflict-affected settings.
- Local governance in fragile and conflict-affected settings.

Advisory services, technical assistance and capacity building on political economy analysis

- Political economy analysis masterclass
- Institutional and context analysis for the SDGs

Integrity & Anti-corruption Tools

Integrity is essential for building trust and ensuring the effective delivery of public services. UNDP seeks to strengthen governance mechanisms, systems, and institutions to help address integrity risks, including risks of corruption.

- **Direct and dedicated advisory support on anti-corruption:** Working together with UNODC and other relevant partners, UNDP's global integrity and anti-corruption team provides support to develop, revise, and implement national integrity and anti-corruption legal frameworks (e.g., anti- corruption laws, anti-corruption and integrity policies, and strategies), and strengthen the capacity of key anti-corruption institutions to monitor service delivery, procurement and other processes to prevent corruption.

- **Promoting the use of integrity and anti-corruption tools to identify red flags and integrity risks in public service delivery (health, education, water):** UNDP's global integrity and anti-corruption team, working together with UNDP Health Team, UNESCO, UNODC and other partners, has produced several tools to assess corruption risks, develop and implement risk mitigation plans to integrate anti-corruption in service delivery sectors and also provides support to establishing effective corruption reporting mechanisms online and grievance handling systems.

Integrity & Anti-corruption Tools

- **Tailored policy and programme support to integration anti-corruption in emerging areas of development, such as climate change and economic governance:** Building on an integrated approach, a tailored policy and programme support is also provided to mitigate corruption risks in climate, energy transition, biodiversity and environmental programmes and strengthen anti- corruption building blocks (e.g., procurement integrity, business integrity, beneficial ownership transparency, tax and fiscal transparency, etc.) in economic governance.

- **Support to improving corruption measurement, data and statistics:** As part of GRP Hub, UNDP has launched a "Global Initiative on Measuring Corruption" to help countries develop evidenced-based indicators at the country level to evaluate progress and on anti-corruption. The global integrity and anti-corruption team provides methodologies, data and indicators as well as tailored-made training to measure the extent of corruption and evaluate the effectiveness of anti-corruption efforts.

Partner with UNDP's GPGS Team

to strengthen institutions, enhance the delivery of better public services, and advance inclusive governance for all.

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Contact information

Patrick Duong
Global Lead, Governance for Public Goods and Services
patrick.duong@undp.org

Nevra Gomdeniz
Communications Specialist, Governance for Public Goods and Services
nevra.gomdeniz@undp.org

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Thank you!