

Working Together:

A Joined-Up Policy Guide



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Foreword from the Senior Management Council

The Senior Management Council is committed to working together in policy development across government agencies in ways that will improve Public Value.

Whilst the services our government provides to the South Australian community are the face of our government, the policy environment sets the context and framework for all parts of government to work together.

When government agencies work in collaboration they can deliver high quality, well considered and sustainable policy which helps to improve the lives and futures of South Australians.

Findings from the *Working Together for Joined-Up Policy Delivery 90 Day Change project* demonstrated the achievements that come from formal joined-up policy design and delivery. We know that leadership at all levels is critical to supporting a work culture conducive to collaboration.

While working together can take time, with tight political time frames, budgets, priorities, and uncertainty about who to collaborate with, it is clear that when people are committed and willing to prioritise working together, the benefits are well worth it – for our government and our South Australian community.

Failing to take a joined-up approach is costly, both in terms of poorer outcomes for the community, and in terms of inefficiencies and duplications between and within agencies.

We are pleased to endorse this *Working Together: A Joined-Up Policy Guide* as it provides a practical framework for policy makers and their agencies to work together to deliver better policy and service outcomes to all South Australians.

Senior Management Council

Purpose of this Guide

This Guide has been written to support government agencies and policy makers to work more collaboratively when **addressing complex problems**.

It aims to give people the **skills and confidence to take a joined-up approach** in their work. This leads to more efficient and effective policy development and enhanced public value.

THE GUIDE PROVIDES PRACTICAL SUPPORT AND ADVICE ON

1

The basic principles of applied collaboration

2

The benefits, enablers and barriers to collaboration

3

The models and tools to assist you in collaboration, including a collaboration checklist

4

Where you can go to get support for developing a joined-up approach

Working Together, Better Together, Public Value and Public Sector Values

This Guide complements the SA Government *Reforming Democracy* policy statement and the *Better Together* program. This contributes to the delivery of Public Value for the South Australian community.

Figure 1: Suite of complementary initiatives contributing to Public Value, supported by the eight Public Sector Values



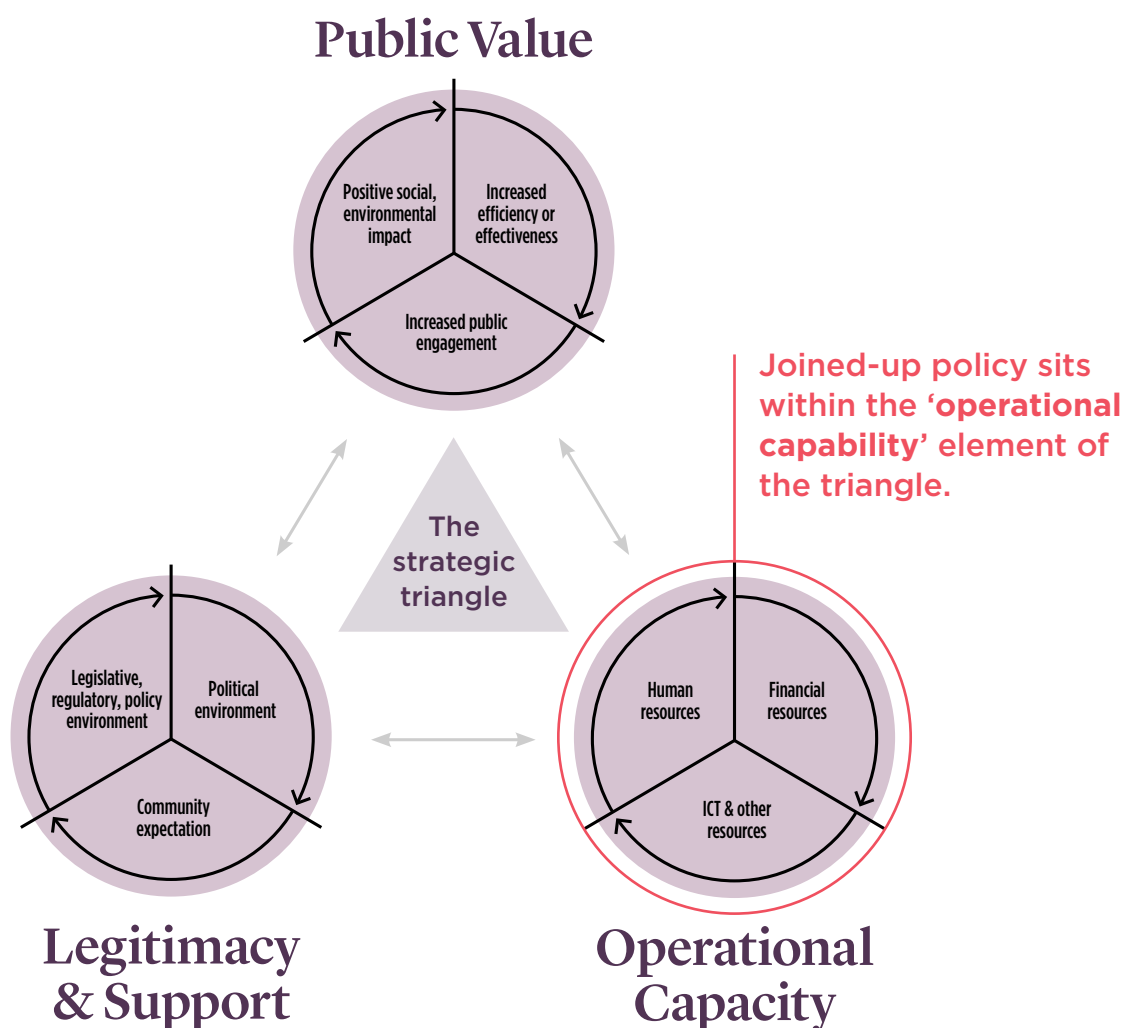
Public Value Thinking

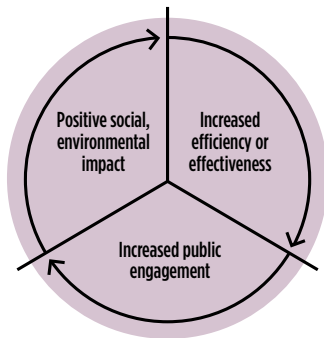
Public value is an approach to public sector management that puts citizens at the centre of policy and service design and delivery. It supports the Reforming Democracy agenda – to decide, design and deliver together – and is supported by the Better Together principles.

The public value concept was developed by Harvard Professor Mark Moore. It is built around a strategic triangle, consisting of three elements: public value (or task environment), legitimacy and support (or authorising environment) and operational capability.

The strategic triangle

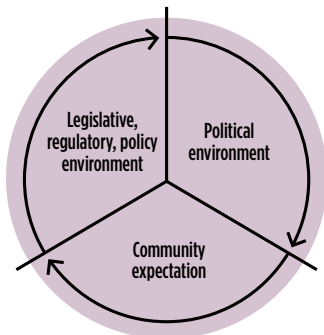
The strategic triangle provides a framework for designing, delivering and evaluating policy and initiatives. For programs to be successful, all three elements of the triangle (pictured) must be present.





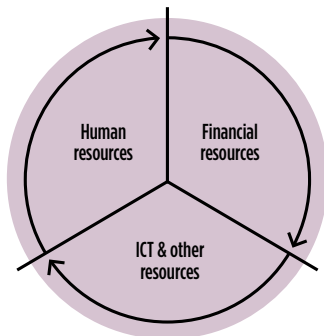
Public Value

This is concerned with the ‘what’ questions. For example, what is the expected outcome of the initiative? What net benefit will it deliver for South Australia?



Legitimacy & Support

This is where you think about the ‘authorising environment’ by asking the ‘who’ questions. For example, who is your agency accountable to - both internally within government and externally within the community - and what do they think? Who is ultimately responsible for your initiative (e.g. a Minister, Chief Executive or someone else?) and do you have their support? Who will be affected by your initiative and what do they think?



Operational Capability

This is concerned with the ‘how’ questions. For example, how will the initiative be delivered? Does your agency have the required resources and capability and if not, how can it get them? How will you work with others to decide, design and deliver together?

Using a public value account can help you address each of the elements on the triangle. The account balances an initiative’s costs and negative consequences against its outcomes and positive consequences. Examples of a public value account can be found on the **Better Together** website and in the Cabinet submission template on **Cabinet Coordination** Online.

Using public value thinking in your work

Use public value either formally or informally when designing or evaluating an initiative. It is mandatory that all Cabinet submissions use the new template that is based on public value thinking.

For further information about public value refer to *Creating Public Value in the South Australian Public Sector* on Cabinet Coordination Online or go to:

Better Together

bettertogether.sa.gov.au/public-value

Joined-Up Approaches

What is joined-up policy?
Is it more than just collaboration?

Working together in joined-up policy is about government working collaboratively across portfolio and agency boundaries and developing a more holistic approach to policy design and delivery. While not every policy issue requires you to take a joined-up approach, many complex issues benefit from greater collaboration between agencies.

A joined-up approach should be the first option for all of your policy-making

Joined-up approaches involve more than simply working in collaboration. To work successfully in joined-up policy you need the following:

1	Genuine collaboration	Working together to deliver joined-up policy leads to improved Public Value
2	Understanding of government and governance	
3	Political insight	
4	A willingness to work in an innovative, creative and flexible way to solve problems	
5	A belief in the necessary culture change for making this approach work.	

Joined-up policy has been well documented as an effective strategy to address complex policy issues and achieve government priorities. At the same time, achieving successful joined-up policy design and delivery is challenging. Policy is impacted by government structures, organisational culture, differing priorities across sectors and the often competitive nature of government departments operating in a time of reduced resourcing.

Case studies

A range of case studies showcasing diverse examples of cross-sector collaboration, and outlining the challenges and learnings from these projects are available at:

Case studies online

publicsector.sa.gov.au/culture/90-day-projects/

Principles for Joined-Up Policy

There are eight key principles for delivering joined-up policy. The first two principles focus on systems change around the structure and processes of government, and embedding the right work culture with championing and upskilling the right people.

The remaining six principles reflect the ways we engage to work together. These have been drawn from the *Better Together Principles of Engagement*¹. Figure 2 reflects the connections between the *Better Together* and the *Joined-Up Policy* principles.

Figure 2: Principles for Joined-Up Policy

	BETTER TOGETHER PRINCIPLES OF ENGAGEMENT	JOINED-UP POLICY PRINCIPLES	WHAT WE NEED TO DO FOR JOINED-UP POLICY
SYSTEMS AND CULTURE		Putting the right structures and systems in place	Formalising the structures for collaboration and ensuring leadership endorsement.
		Having the right people and work culture	Identifying champions and intrapreneurs. Upskilling teams and developing collaborative work cultures.
BEHAVIOURS	We know why we are engaging	Knowing the purpose of the collaboration	Identifying and understanding the issue and valuing the role that each agency can play in resolving the problem.
	We know who to engage	Knowing who to collaborate with	Identifying interested and relevant parties and securing appropriate level leadership support.
	We know the history	Knowing the context	Defining the problem and understanding the background and root causes of the issue. Researching what work has been done – successfully and unsuccessfully – in the past by different parties.
	We start together	Starting together	Collaborating early, at the outset of the project, discussing the roles and responsibilities of partners, agreed decision-making processes and different indicators of success for all parties.
	We are genuine	Being genuine	Building trusting relationships and addressing any issues professionally and honestly, to ensure best outcomes for all.
	We are relevant and engaging	Being relevant and engaging	Thinking creatively for best outcomes – including considering temporary co-location if practical, using online virtual working spaces and developing group solutions.

¹ Better Together: Principles of Engagement (2016) Second edition. Government of South Australia

Benefits, enablers and barriers to working in collaboration

Findings from the Working Together project survey of policy makers² reinforced the findings from the project literature review. The following five enablers for working in collaboration have been consistently identified.

Enablers for Joined-Up Policy

1	Leadership	<p>The importance of leadership and governance is critical to the success of joined-up approaches across government.</p> <p>Political and executive leaders should provide the strategic vision, the legitimacy and support, and navigate blockages within the system.</p> <p>Joined-up policy will be easier for you to implement when there is a strong focus on the issue and a mandate for collaboration from relevant Ministers and Senior Management Council. The consequence of this is that suitable resources are allocated, and public value is created.</p>	<p>A joined-up approach needs to be the first option for policy design and delivery.</p> <p>Once the nature of the policy issue has been determined, the Checklist for Working Together (see page 14) can be followed.</p>
2	Policy champions and Intrapreneurs	<p>Champion intrapreneurs are ‘inside entrepreneurs’ or change agents within an agency. They can nurture the right skills and attitudes amongst their colleagues, undertake creative problem solving, and exploit collaborative opportunities. Champions can have great impact on successful outcomes of joined-up approaches but their effectiveness relies in part on them having sufficient freedom and flexibility to get the work done.</p>	
3	A shared outcome-focused vision	<p>It is vital for you to have a clear, shared and articulated understanding of objectives and targets set at a strategic level. This will set the direction for your collaborative endeavours and give legitimacy and value to your joined-up approach.</p>	
4	Clear shared accountability tied to outcomes	<p>Shared accountability is a necessary part of shared ownership. Measuring your progress against your shared objectives builds transparency and accountability.</p>	
5	Networks and contacts in other agencies	<p>Strong interpersonal skills will help you to build trust and respect between collaborators. This is especially important when negotiation is needed or issues arise.</p>	

Barriers to Joined-Up Policy

The literature has consistently identified five primary barriers to collaboration across government.

1	A lack of a shared vision, priorities or common purpose across government	A lack of clear, agreed outcomes or targets can be an impediment for agencies to work together. It can make it difficult for you to get agencies to prioritise funding and resources towards your project.
2	Limited contacts: Not knowing who to go to	Not knowing what colleagues in other agencies are working on or how to initiate collaboration can make it difficult for you to network, particularly if you are new to working in government.
3	Culture: Encouraging status quo rather than collaboration and innovation	With tight timelines and budgets, you can feel pressured to “stick to your day job” rather than try to creatively and constructively work with others to address an issue.
4	Authorising environment: Lack of permission or support from management to collaborate	Leaders are sometimes reluctant to delegate sufficiently to enable more junior staff members to collaborate effectively with other agencies. As a consequence, unless senior executives are involved, your decisions and effective collaboration may be slowed and/or difficult to sustain.
5	Limited capacity: Insufficient resources allocated to support building collaborative relationships	Working collaboratively takes time and its success largely depends on the building and maintenance of good working relationships. If your capacity for supporting relationship-building is limited, collaborative projects can falter.

Collaboration is employees communicating and working together, building on each other’s ideas to produce something new or do something differently.

A collaborative organisation unlocks the potential, capacity and knowledge of employees generating value and innovation and improving productivity in its workplace.³

³ The Collaborative Economy: Unlocking the power of the workplace crowd (2014). Deloitte Access Economics

Collaboration Continuum

This continuum shows the different relationships formed between agencies and the ways individuals can work together to develop and implement public policy.⁴

Figure 3: Collaboration Continuum

NETWORKING (INFORM)	COOPERATING (CONSULT)	COORDINATING (INVOLVE)	COLLABORATING (WORK TOGETHER)
Exchange of information for mutual benefit	Exchange of information for mutual benefit	Exchange information	Exchange information
Informal relationship	Formal relationship	Formal relationships	Formal relationships and structures
Minimal time and trust	Requires moderate time and trust	Substantial time and trust required	Extensive time and trust required
No sharing of resources	Minimal sharing of resources	Sharing resources to achieve a common purpose	Shared resources
		Some sharing of risks and rewards	Share risks, responsibilities, rewards
			Enhance capacity of another to achieve a common purpose
			Joint planning, implementation and evaluation

BETTER AND MORE ENDURING POLICY & PROGRAMS

Where on the continuum do you need to be working?

Each way of working - as shown in the diagram above - is legitimate and appropriate depending on the circumstances. At one end of the scale are informal networks through which information is exchanged for mutual benefit, but no action is taken together and there is no commitment.

Determining whether you should use a collaborative approach (or even “coordinating” or “cooperating” approach) in exploring solutions will largely be determined by the policy issue you are seeking to address.

Each of these levels corresponds with the levels included in the International Association for Public Participation (IAP2) *Public Participation Spectrum*⁵.

⁴ Adapted from the Tasmanian State Government guide “Collaboration - A Tasmanian Government Approach”, 2010

⁵ IAP2 Public Participation Spectrum www.iap2.org.au

Is the issue a ‘wicked’ problem?

ASK YOURSELF:

Is the issue a complex or ‘wicked’ problem?

Will it benefit by the involvement of multiple agencies or organisations?

Whenever possible you should aim to work as close as possible to the ‘Collaborating’ end of the spectrum for managing these types of problems.

THE LITERATURE CHARACTERISED COLLABORATION AS:

Intense and interdependent relationships and exchanges

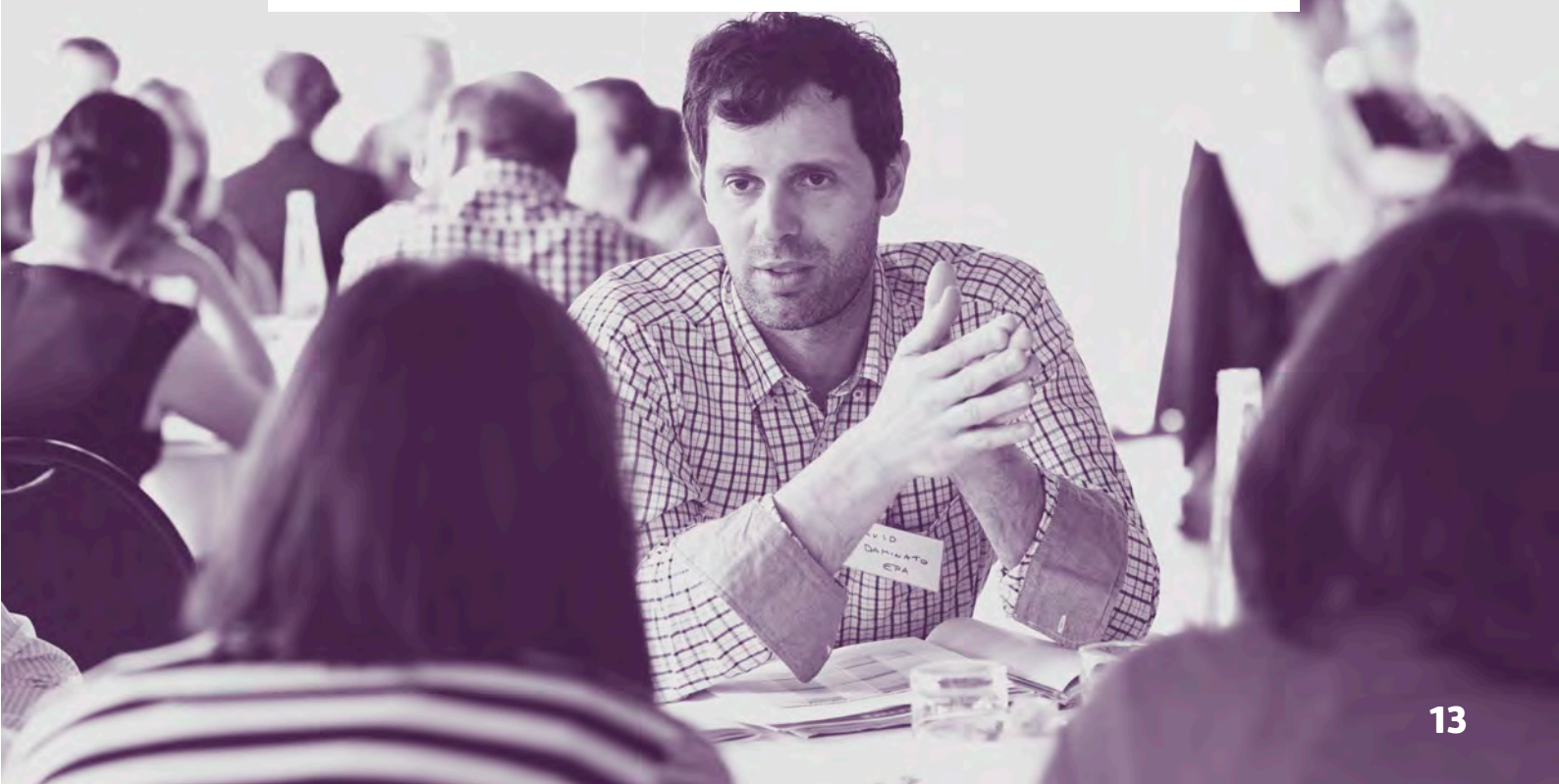
Higher levels of cohesion

Often needing new ways of behaving, working, managing and leading

Often longer time frames (to build trust and achieve sustainable change)

Shared responsibility

More formal partnerships



Checklist for Working Together

WORKING TOGETHER STEPS

Step 1: Committing to collaboration

Step 2: Defining the problem together

Step 3: Designing the process together

Step 4: Developing solutions together

Step 5: Delivering actions together

Step 6: Celebrating learnings together

These six steps will help you to work together for joined-up policy.

If you are able to consider each step, you can have confidence in your development of policy.

An issue for collaboration could be prompted by a policy change, a new government priority, recently released data or simply a new idea. A conversation around this is the beginning of working together.

The steps below are adapted from the Twyfords Consulting model⁶, often used in planning and building effective collaborative partnerships.

1. Committing to collaboration

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Step 1: Committing to collaboration

Once the problem or issue has been identified and can be clearly articulated, you can start identifying the parties who could be involved. Building good relationships leads to trust, understanding and openness and is important for successful outcomes.

Keep the following in mind:

- ☒ Aim to work in collaboration right from the start.
- ☒ Focus on gaining support and interest from the 'top down'.
- ☒ Identify the key influencers within the organisations that can support you.
- ☒ Consider what would motivate or be attractive to the individuals you want to support the initiative.
- ☒ Consider what your ideal collaborators can bring - expertise, knowledge or networks - and make sure you share this with them when you approach them.
- ☒ Consider the contributors' roles, and the commitment you ask from them. Ensure it's not too overwhelming at the start.
- ☒ Think about the best way to discuss the issue. What are your key messages/drivers? What might theirs be?
- ☒ The opportunity to participate needs to be as easy as possible. Think about time frames, venues and other mechanisms to participate.

Respectful relationships and conversations are at the heart of successful joined-up work

⁶ Twyfords V, Waters S, Hardy M, Dengate J (2012). The Power of Co: The Smart Leaders Guide to Collaborative Governance.



Who should you collaborate with?

The following steps help you to identify stakeholders and how best to work with them.

- ☒ Make a list of all the agencies that may be **affected by** and/or have **a stake** in the issue. Does a particular solution or initiative:
 - Require implementation from another agency?
 - Impact the work of another agency?
 - Need another agency's support to make it work?
- ☒ Make a list of all the agencies that have an interest in the successful or unsuccessful outcomes of the issue.
- ☒ Who has influence or power over it? Sometimes individuals in power have a view that can make or break your project. Make sure you identify who they are and engage them appropriately.
- ☒ Find out whether other agencies are undertaking related activities or projects.

How closely should you collaborate with the stakeholders?

- ☒ Think about each stakeholder and decide how best to work with them. A Stakeholder Power/Level of Interest Audit Tool - See Figure 4 - can help you with this.

Mapping the stakeholders

Use the Stakeholder Power/Level of Interest Audit Tool⁷ to help you review each of the stakeholders you have identified in your project and map them against each of the quadrants.

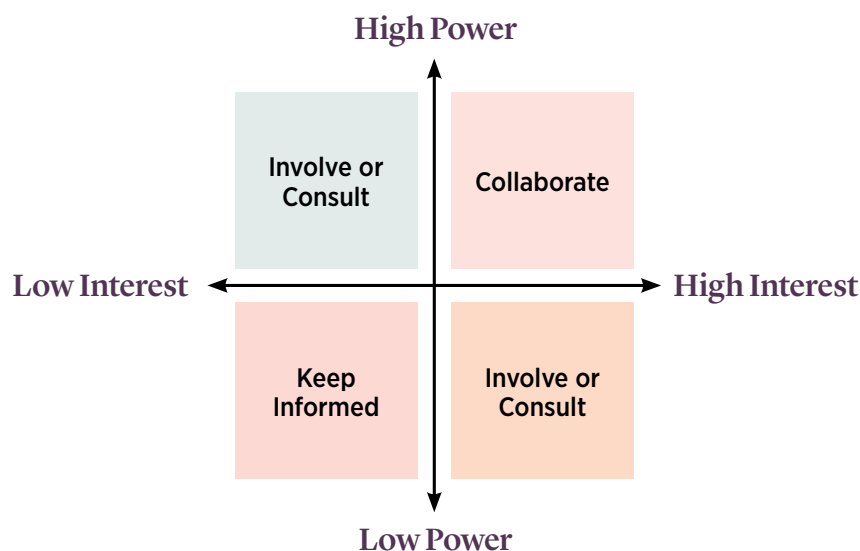


Figure 4:
Stakeholder
Power/Level
of Interest
Audit Tool

In summary:

High power, high interest

You should fully engage and make the greatest efforts to work collaboratively.

High power, less interest

Enough work needs to be invested in these people to keep them informed, but not overload them with unnecessary details. You may find it difficult to identify individuals or agencies that fall into this category, as their willingness to intervene and exert their power may not be evident until you are advanced in your work. How you manage this situation will be a judgement call.

Low power, high interest

Keep these people adequately informed, and talk to them to ensure that no major issues are arising. These people can often be very helpful with the detail of your project. It can be useful to talk to the agency/ individual about how they would like to be involved, and determine whether a 'collaborative' approach is best or whether they would prefer a less intensive process of working together, as offered by a 'coordinated' approach.

Low power, less interest

It is usually appropriate to simply keep these people informed or not involve them at all, unless requested to.

⁷ Mitchell, R K, Bradley R. Agle and Wood, D J. Mind Tools: Stakeholder analysis: winning support for your projects.



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2. Defining the problem together

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Step 2: Defining the problem together

Early engagement includes defining the purpose and objectives together and can reduce the risk of running into problems later. It can also create collective action in implementing the solution.

To co-define you should:

- ☒ Scope the problem: How complex do you perceive the problem to be? Take the time to carefully define the problem or dilemma and unpack what the problem is and what it isn't.
- ☒ Understand how different parties or stakeholders see the problem, and how it may affect them differently. Some parties may have more at stake in how the problem is resolved.
- ☒ Describe success from the perspective of all stakeholders.
- ☒ Reach agreement on what it is parties are trying to resolve.
- ☒ Define and document the aims and objectives of what parties want so that it is easier to achieve success.

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3. Designing the process together

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Step 3: Designing the process together

It is vital to have the right people, structure, process, team and leadership in place to support your collaboration.

There are numerous ways in which this can be done:

Creating cross agency teams – mechanisms

A successful collaboration requires an inclusive and engaged team. This means ensuring all key partners are represented as well as selecting the right person from each partner organisation. There are a number of ways you can identify the right person for the role.

- ☒ Ask policy makers about colleagues across the public sector, private sector or non-government organisations who could contribute to the collaborative process.
- ☒ Offices of the Chief Executive across government can provide a resource for identifying appropriate participants in collaboration.

Co-location

- ☒ Consider if co-location for stakeholders is possible. It can be an effective way to develop a team identity. This can be set up at the offices of one of the agencies or an independent space.

Virtual collaboration opportunities available to policy makers

If a physical co-location is not feasible or appropriate, virtual shared spaces can be helpful in ensuring stakeholders are privy to the same information in real time.

- ☒ Provide shared mechanisms so that everyone is operating on current and correct information at all times. A certain amount of social interaction is still needed to build trust within the partnership.

Breaking down silos in your own department

It is not unusual for different divisions or sections to act as separate silos. Most have developed over time as funding and responsibilities have evolved. Working across your agency can lead to a better use of public resources.

Joint funding and resourcing of collaborative projects

The contribution of joint resourcing can be a key incentive for agencies to remain engaged in collaborative approaches, although it can be complex in government systems where funding is allocated to agencies rather than issues.

- ☒ Allocate appropriate budget and alignment of that budget with joined-up goals to support joined-up policy delivery.

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4. Developing solutions together

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Step 4: Developing solutions together

When it comes to working together, nothing is more important than being genuine and honest. Successful teams need the qualities listed below. Not surprisingly, these are the same qualities sought in joined-up policy champions/policy change agents:

Successful teams need:

<input checked="" type="checkbox"/>	A good negotiator	To prioritise the core requirements for their agency and determine what elements can be negotiated. They will be able to assess the needs and requirements of other agencies and then enter into discussions with a good understanding of how they are going to manage conversations and reach agreement on mutually agreed priorities.
<input checked="" type="checkbox"/>	An excellent listener	Spends more time actively listening to their stakeholders than speaking. They know that understanding other positions is critical to success.
<input checked="" type="checkbox"/>	A good facilitator	Will help groups find out where participants in the process agree and don't agree and find agreed solutions.
<input checked="" type="checkbox"/>	An innovator	Will value innovation, and is prepared to try new things and take risks. They may be less conventional in their approach. They will: <ul style="list-style-type: none"> • Question the status quo • Be observant • Experiment • Network
<input checked="" type="checkbox"/>	An intrapreneur	Will exercise initiative and pursue opportunities. An intrapreneur is able to strategically assess the political environment and work out the best way to take advantage of the opportunities as they present themselves.
<input checked="" type="checkbox"/>	An excellent communicator	Someone with strong verbal and written communication skills.
<input checked="" type="checkbox"/>	A strong relationship builder	Demonstrates the importance of building and maintaining relationships with others in their team
<input checked="" type="checkbox"/>	A systems thinker	Takes a holistic approach on the way a system's constituent parts interrelate and how systems work over time and within the context of larger systems.
<input checked="" type="checkbox"/>	Respectfulness	Valuing diversity and recognising the importance of drawing on a broad range of skills.
<input checked="" type="checkbox"/>	The ability to compromise	Knowing there is no point being rigid in collaborative processes.
<input checked="" type="checkbox"/>	Strong political acumen	Demonstrating a high consciousness of internal politics and the political environment in which the government operates.



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5. Delivering actions together

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Step 5: Delivering actions together

Implementing actions requires parties to work together in delivery as well as determining timeframes.

- ☒ Ensure that the solution can be put into action.
- ☒ Agree on the roles, responsibilities and accountabilities of all stakeholders.
- ☒ Make sure that all stakeholders have a role in the implementation and feel “ownership” of the solution. Stakeholder roles include advocacy, sharing of information, or involvement in the actual implementation.
- ☒ Establish a monitoring and evaluation framework to measure success down the track.



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6. Celebrating learnings together

Step 6: Celebrating learnings together

Valuing and acknowledging each collaborator's contribution to outcomes is important.



Celebrate the outcomes, and document your knowledge and learnings from a joined-up project. This is important for informing future collaborations.



Share the learnings with other staff to support a collaborative work culture for future policy making across the Public Sector. Existing learnings – both positive and negative – can be shared through reports, team meetings and written case studies. Sharing the learnings helps to support change across the Public Sector.

Further Support

There are several places you can go to for support in instigating joined-up policy delivery:

- Cabinet Office (Department of Premier and Cabinet)
- Cabinet Coordination Online
- Policy Officers Network
- Institute of Public Administration (IPAA)
- Policy Champions or Policy Change Agents

Cabinet Office

Cabinet Office has a mandate to support best-practice policy making across the public sector. This makes it a great ‘one stop shop’ for advice on policy making at a high level across government.

Cabinet Office policy officers can be contacted for advice on Cabinet processes, information about policy development across government, or about projects or submissions. They can help you connect with staff in other agencies who may have an interest in the policy area you are working on.

For further information refer to: <http://intra.sa.gov.au/site/cabinet/officerole.asp>

Cabinet Coordination Online

Consult Cabinet Coordination Online (<http://intra.sa.gov.au/site/cabinet/>) for information on the following:

- Joined-up policy and other supporting processes
- Case studies on current and past successful collaboration projects
- Cabinet documents, such as the SA Cabinet submission template (which ensures that all Cabinet proposals consider public value)

Policy Network Forum

The Policy Network Forum (the Forum) has been established for policy professionals across the South Australian public sector to add value to the policy developed through:

- Best practice methodology sharing and application
- Collaborative policy problem solving
- Professional development

The Forum is a member driven opportunity to gather, learn, and network, hosted by a rotating roster of South Australian public sector agencies.

To get involved in the Policy Network email the team in Cabinet Office who coordinate its activity at PolicyNetworkForum@sa.gov.au

Institute of Public Administration (IPAA)

One of the key strategic directions for IPAA is to support the building of sustainable partnerships and collaborations with all tiers of government and the not for profit sector.

The Senior Management Council has endorsed 'collaboration for policy' as a priority area for the IPAA Agreement 2015 – 2019, contributing to building the capacity of SA government staff. IPAA will be developing a suite of work to support the implementation of this Guide.

Joined-Up Policy Champions

The *Working Together 90 Day project* highlighted the value of identifying champions at each level and across agencies for contributing to successful joined-up approaches.

Contact Cabinet Office for a list of identified Policy Champions who might be available to assist in your project.



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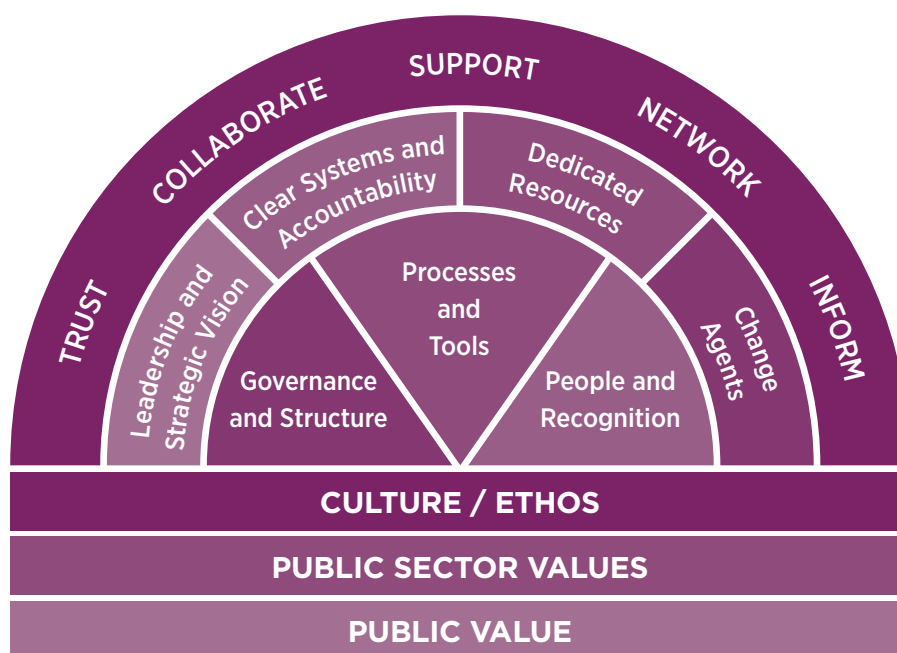
Background to Developing this Guide

The Working Together: Joined Up Policy 90 Day Change Project was instigated in 2015. The project, building on South Australia's Health in All Policies approach⁸, was focussed on ensuring that working together becomes a greater focus of government practice.

The project identified the critical elements that support and enable joined-up policy design and delivery in South Australia. The project recommendations fell into three areas, as reflected in Figure 5 below:

- **Governance and Structure** - Building on leadership by Cabinet Office and Senior Management Council
- **Processes and Tools** - Improving understanding of 'collaboration' and addressing budget process constraints
- **People and Recognition** - Public service awards to recognise good practice, mechanisms to support competency of staff and improving connectivity between agencies.

Figure 5: Supporting elements for joined-up policy delivery in South Australia



Learnings from the *Working Together for Joined-Up Policy Delivery 90 day Change Project* have come from three areas:

- **Literature review** with evidence from national and international literature
- **Survey responses** from the Working Together 90 Day project, which identified barriers and enablers to working in collaboration, with learnings contextualised for the SA context
- **Practice wisdom:** Expert working group and project sponsors with lived experience working in collaboration.

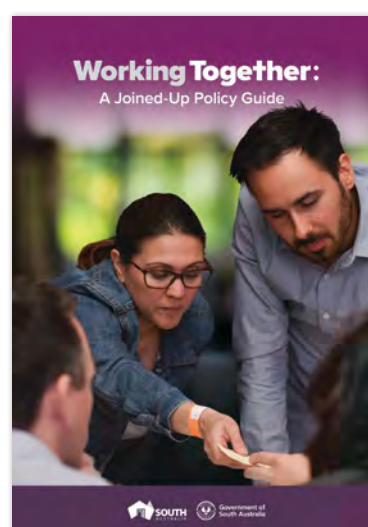
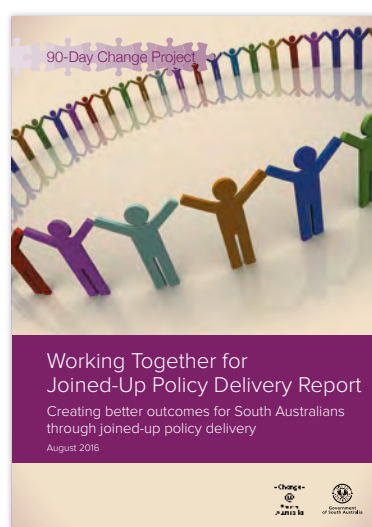
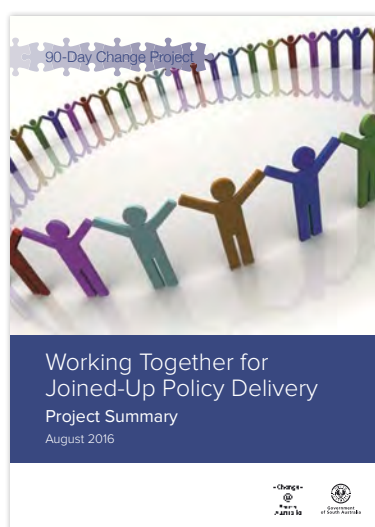
Importantly, the combined evidence identified consistent factors for successful joined-up policy design and delivery.

Working Together suite of resources

The Working Together for Joined-Up Policy Delivery Project Summary, the Working Together for Joined-up Policy Delivery Report, and this Working Together: A Joined-up Policy Guide align as a suite of resources. These resources can be accessed through the SA Health website at:

www.sahealth.sa.gov.au/joineduppolicy

- The Working Together for Joined-Up Policy Delivery **Project Summary** presents a graphic summary of the 90-day project survey of SA government policy staff.
- The Working Together for Joined-Up Policy Delivery **Report** outlines the process and findings of the 90-day Working Together for Joined-up Policy Delivery project. It also outlines the learnings and recommendations of the project.
- This Working Together: A Joined-Up Policy **Guide** completes the suite as a practical tool for policy makers in seeking to work in joined-up policy delivery.



Working Together for Joined-Up Policy Delivery: suite of resources



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