INCLUSIVE POLICY FORMULATION AND INTEGRATION IN THE IMPLEMENTATION AND MONITORING OF THE SDGS

Introduction of the Topic

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AGENDA 2030

- Multiple, interconnected goals, each with targets
- ‘Integrated and Indivisible’
- ‘Leaving no one behind’
- Respecting individual country’s own policy space
- Goal 16 and 17
- Joint working envisaged
- Differing issues and priorities but sufficient common ground to agree Agenda.
What is meant by Policy Integration?

• Consistency or at least minimized conflict,
  • On a specific issue, across a broad topic, by sector, and other between stakeholders (horizontal) or
  • Between levels of government eg national education policy and local educational practice.

• Consistency across government, that is, multiple sectors and stakeholders and through levels of government.

• Direction of travel is to build from consistency towards collaboration and joint problem solving. That is, from the avoidance of conflict, towards proactive policy development to address complex problems (‘wicked issues’). A well known example would be dealing with climate change.
What is meant by Policy Integration?

• In some regions, for example the European Union or networks, such as OECD, after some 15 plus years of whole of government working on policy integration the language is evolving to refer to cohesion, particularly in the context of specific issues.

• What is generally understood in this context is an intention to work together to **jointly develop policy** achieving integration through negotiation as they move forward.

• Other countries may have different decision making contexts, for example where the Ministry of Foreign affairs takes the lead on international negotiations and there is little ‘whole of government policy development’ nationally.

• No single model: Member countries need to develop an approach that meets governance requirements and is trusted by citizens and international ‘partners’.

• Integration goes beyond coordination. It’s a different process!
Key National Attempts to Join Up Public Services at a Local Level in England
Public Services from a Citizen’s perspective

How do you find your way through this maze? Are all the ‘rules’ consistent with each other? Do policies encourage the result you are looking for?
Ex-Offender

Young woman, ‘wrong’ friends, excluded from school, took drugs, stole to fund drugs, prison sentence. Now released needs a job but can’t get one. Becomes depressed, seeks out drugs, reoffends....

How do we help her to become a positive contributor to society?
CHALLENGES: CRITICAL GAPS

- **Effective Policy Making Process**, for example, evidence based, inclusive, results focused
- **Enabling Infrastructure**, for example reliable energy, networked databases, information gathering in remote areas
- **Clear Purpose or vision**, for example national strategy (takes time to develop, eg post conflict)
- **Core statistical information**, for example baseline data, ability to track and benchmark changes
- **Weak subject knowledge**, limited access to information
CHALLENGES: ‘leave these behind’

- Hierarchical and/or Divided Structures, for example Ministries work alone
- Territorialism
- Records rather than Results
- Resources not linked to priorities
- Absence of citizen participation
- Conflicting priorities, priorities determined by vested interests
WAYS FORWARD: TRANSFORMATION

• Establish clear goals and priorities backed up by resource allocation

• Establish new ways of working including sharing information and ideas, joint problem solving.

• Pay attention to the processes of both policy formulation and implementation and of collaborative working

• Create an enabling environment for policy integration whether what is needed is physical infrastructure or changes to ways of working
WAYS FORWARD: CAPABILITY

• Conduct a self evaluation of policy development and integration, identify areas for improvement/areas of risk and institute programme to address them.

This may include;

• Strengthen policy development skills, recruit and/or train for component roles and skills eg Statisticians, Analysts, Subject experts, Researchers and Communicators.

• Strengthen understanding of governance standards, including Citizen focus

• Leadership development, Systems thinking, Team working, Conflict Resolution, Goal setting

• Undertake thematic reviews of issues across government
WAYS FORWARD: LEADERSHIP

• **Decision Makers** demonstrate commitment to integrated approach, for example:
  • Set expectations/format with regard to policy proposals, reject non compliant
  • Support cross government meetings/consultation
  • ‘Reward’ those who work together
  • Challenge assumption and question data

• **Set** clear priorities and agree goals, allocate resources accordingly
• **Remove** obstacles to consultative, collaborative approaches
• **Invest** in developing capability, addressing critical gaps
WAYS FORWARD: LEADERSHIP

• **Require** implementation plans and progress reports

• **Introduce** new ways of working eg issue based meetings for whole of Ministry or for several Ministries

• ‘Sponsor’ and contribute to development programmes, initiatives and engage with external stakeholders

**External Leadership**

• **Technical Assistance** linked to integrated approaches and clear priorities

• **International Organisations** reinforce policy integration, effective policy development and governance
Basis for Decision Making: Possible Options

- Ideological (Political or Personal)
- Expert (Ivory Tower?)
- Public Service Convention
- Researched
- Independent Evidence
- Base
- Consultative
- Inclusive
Ways of Working: a spectrum of possibilities

Implementation Plans developed involving all levels

Collaborative (Joint Action & Accountability)
Multi Stakeholder Engagement
Issue or theme based cross government working
‘linked’ Ministries work together
Circulation & Comment
Publication
Autonomous assumption
We all agree we’re right

The ‘boss’ knows best

The evidence shows our proposal is likely to make the difference we want

My data supports my proposal