

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'
- Goal 16 for example 'Ensure inclusive, participatory and representative decision making at all levels' and Goal 17 for example Enhance policy coherence for sustainable development' and 'Respect each country's policy space....'
- Global Partnership
- Differing issues and priorities but sufficient common ground to agree Agenda.

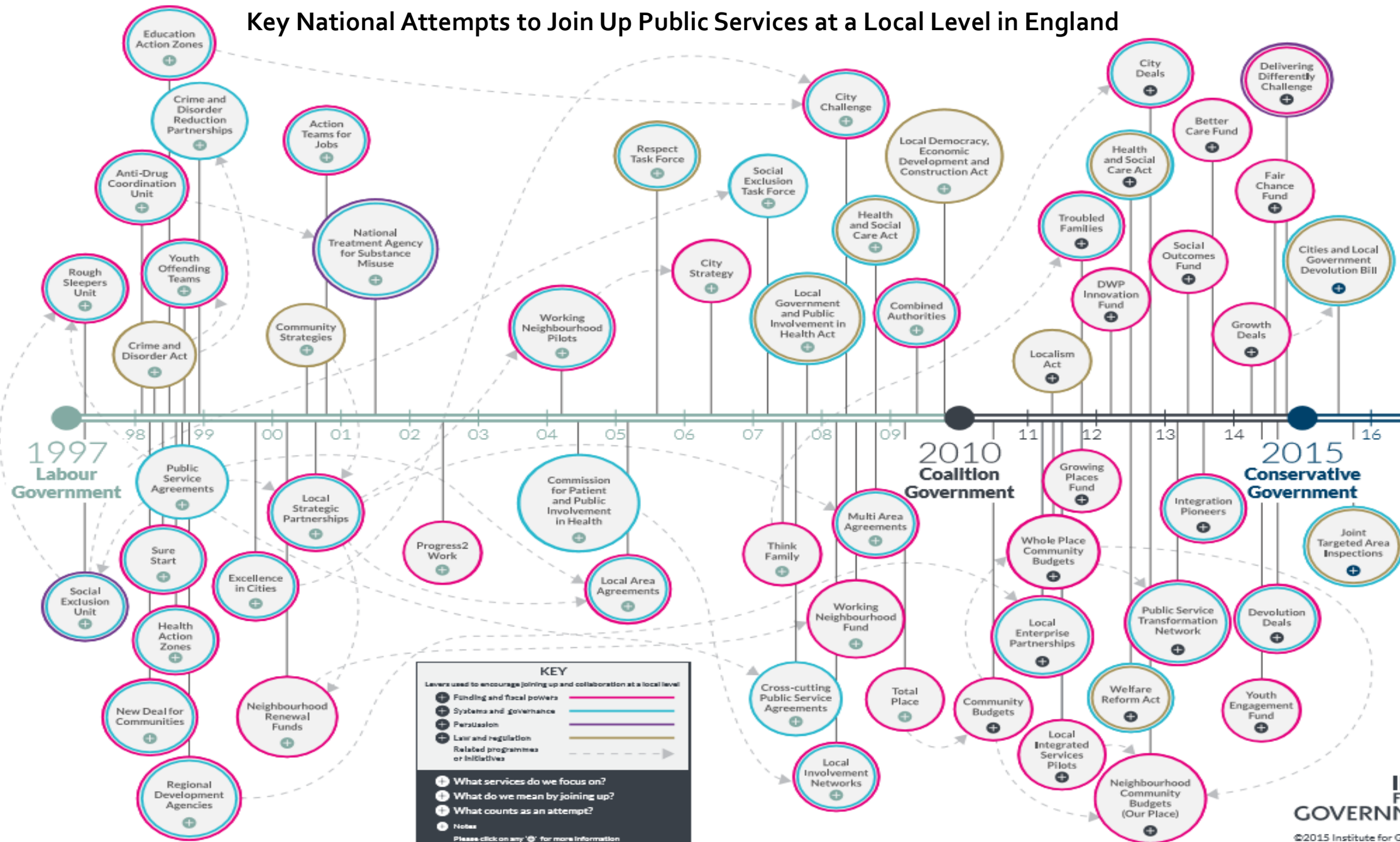
What is meant by Policy Integration?

- 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 type of process.

Key National Attempts to Join Up Public Services at a Local Level in England

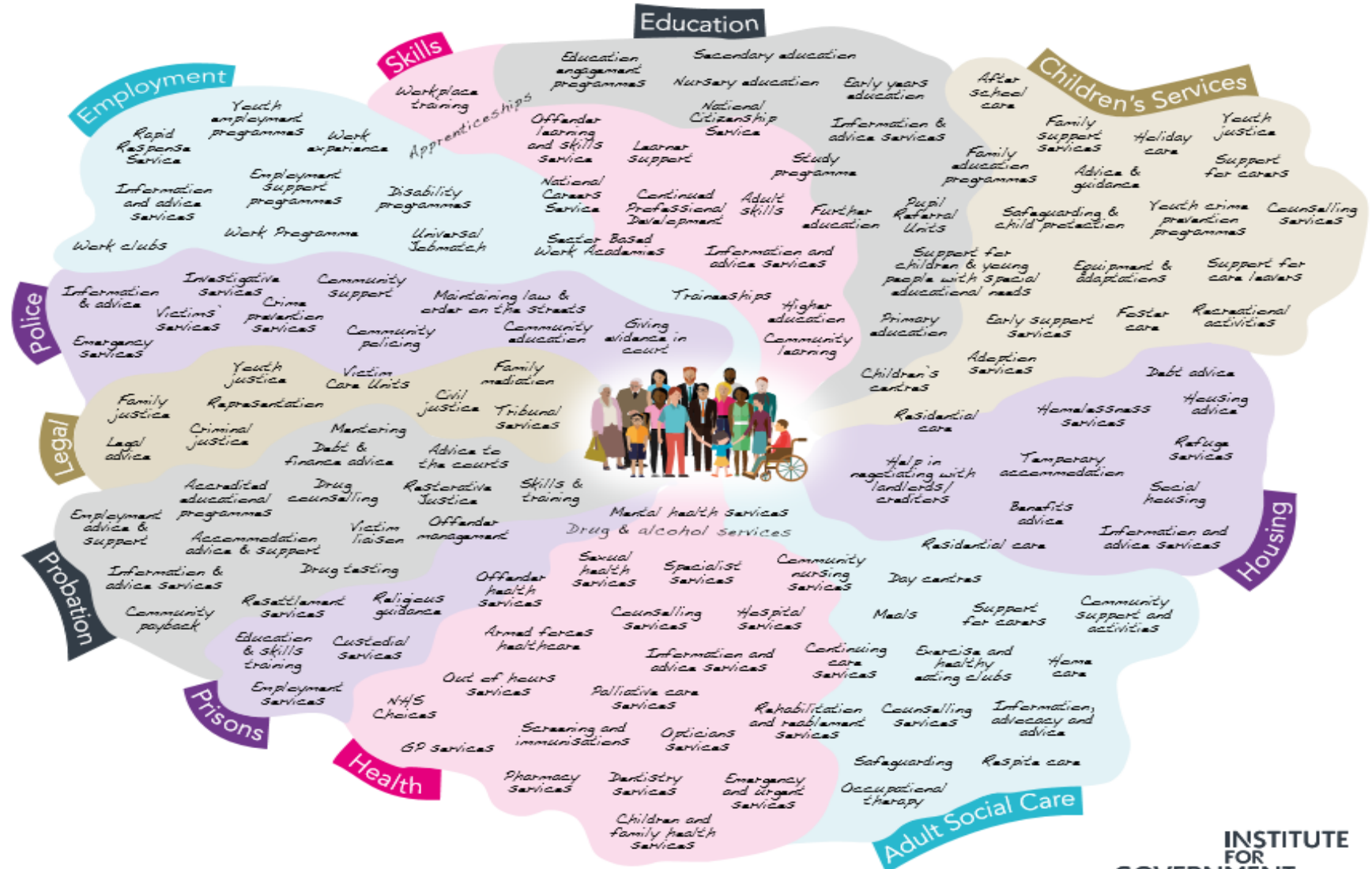


THE LANDSCAPE OF PUBLIC SERVICE DELIVERY AT A LOCAL LEVEL

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?

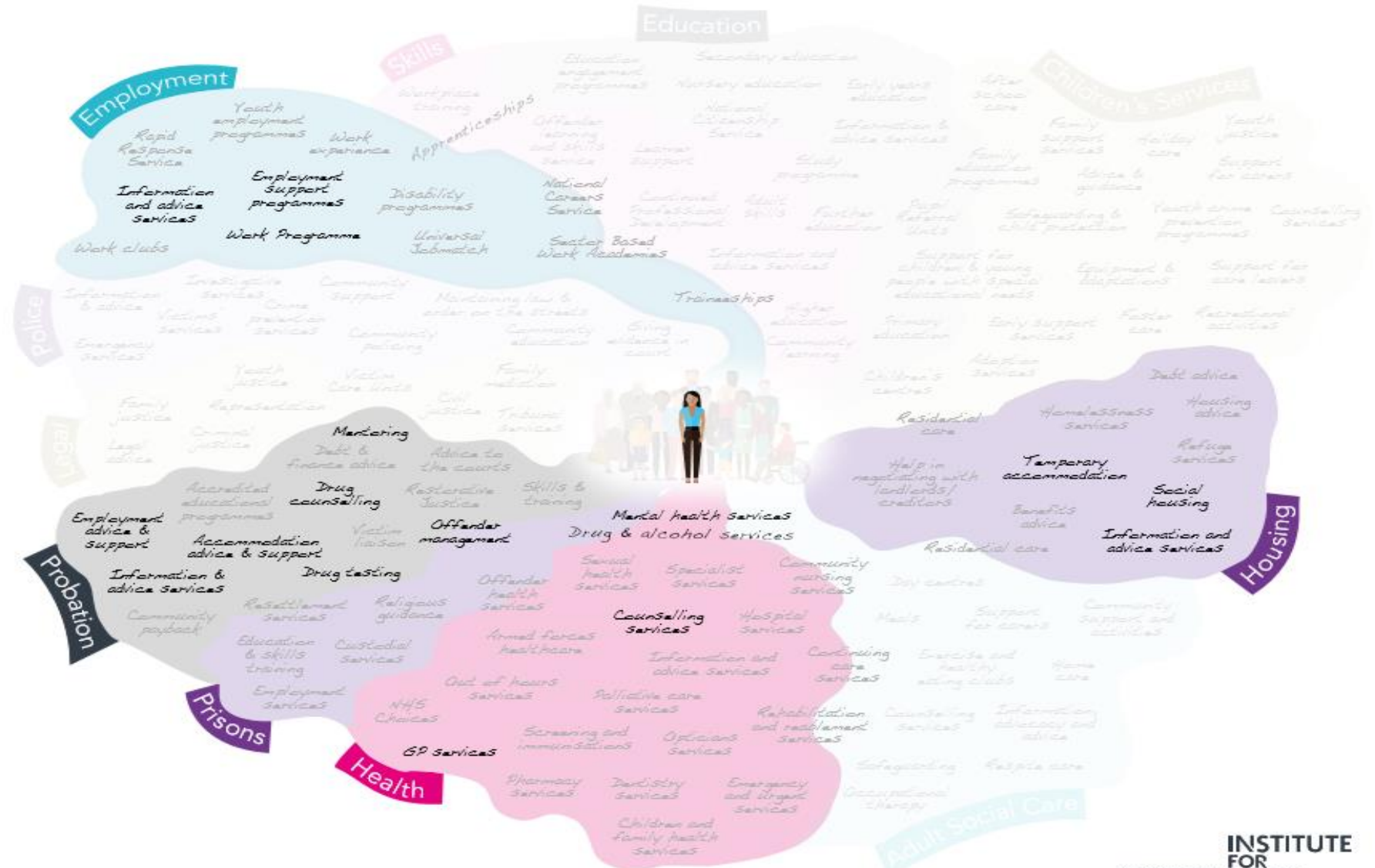


THE LANDSCAPE OF PUBLIC SERVICE DELIVERY AT A LOCAL LEVEL

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

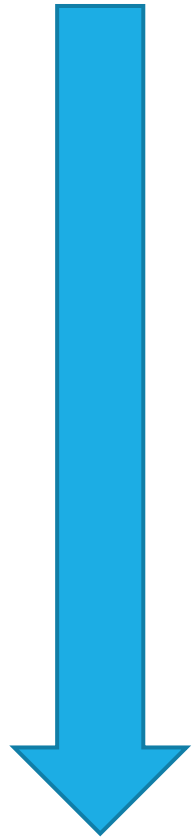
WAYS FORWARD: LEADERSHIP

- **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

Consultative

Comprehensive
Evidence Base
(international standards)

Ways of Working: A Spectrum

Implementation Plans developed involving all levels

Coordination



Collaborative & Inclusive (Joint Action & Accountability)

Multi Stakeholder Engagement

Issue or theme based cross government working

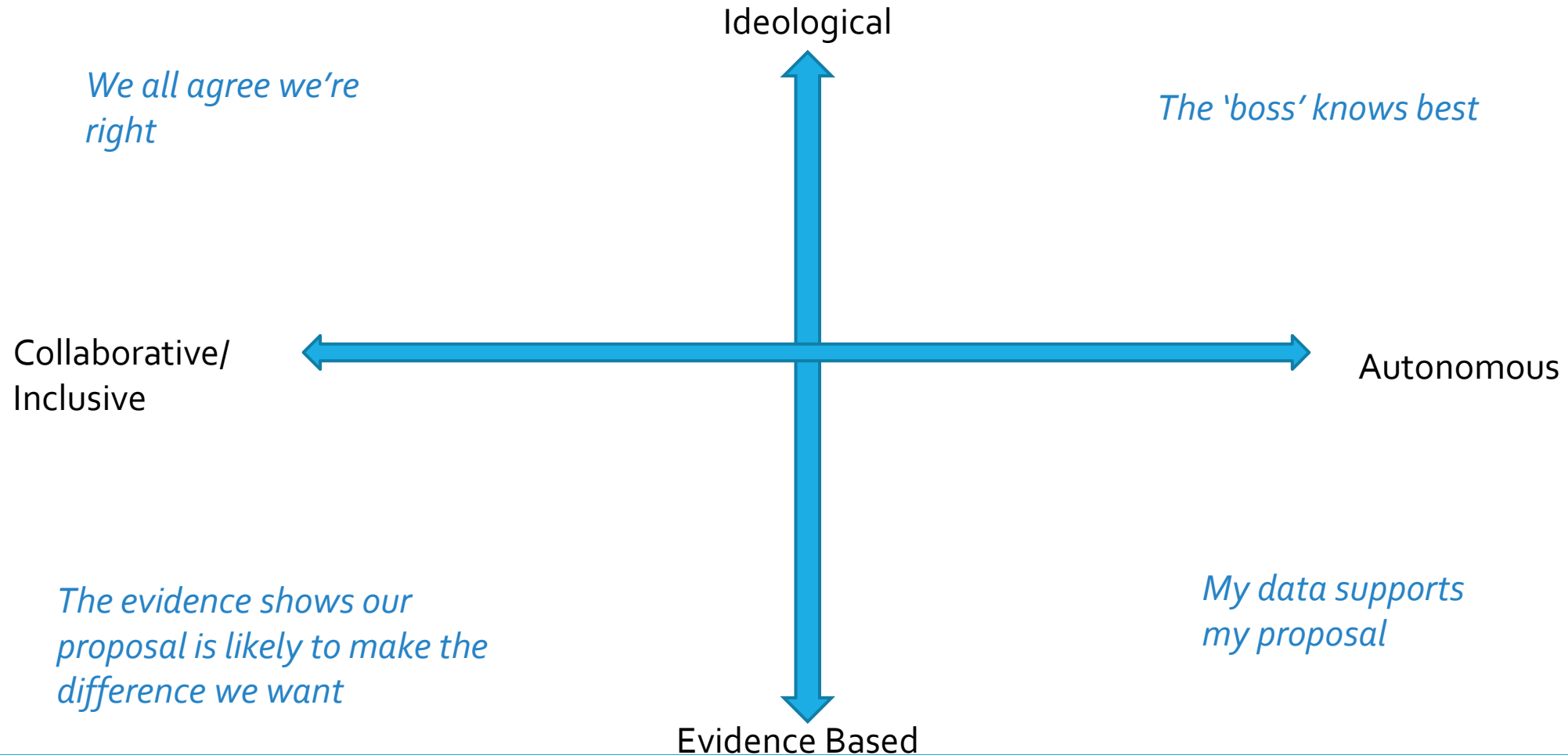
'Linked' Ministries work together

Circulation & Comment

Publication

Autonomous assumption

The Current Policy Landscape: An Impression



SDG Policy Landscape: 'Inclusive, participatory.....'

