



Managing Horizontal and Vertical Integration for Implementation of National SDGs

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NATURE of SDGs

Too many priorities?

- Complexity of Goals (17), Targets (169) and Indicators (241)

Problem of connectivity and synergy among goals and targets

- Unstructured as cohesive and coherent system

Need new Institutional Arrangement and Policy Integration

- Fragmented Policy and Administrative System

The risk of not recognizing possible synergies between these goals.

Why Integration of SDGs Policy Development?

**Fragmented Policy caused
less performance of services**

**To strenghten collective action and better
coordination**

**To consolidate national and local
government policy**

To avoid administrative silos in long-term

the impacts of different policies should not be regarded in isolation but rather considered with respect to the synergies and trade-offs among all of the goals and targets and sustainable development as whole

Any policy, decision or measure should be assessed with respect to its impact on all other Goals and targets. This means thinking holistically, taking into account all potential effects and all interlinkages among different effects



Since government in general works through horizontal and vertical integration/coordination, coherent policy development affects different levels within an institution and through agencies constituted to promote relations among the ministries and between national and local government.

When a government has commitment to alleviate poverty as major desired policy goals, for instance, all strategies and policies in every single ministry should be developed towards this direction accordingly, meaning that all policies should have certain positive contributions to poverty alleviation.



Common Institutional Problems of Policy Development Process

Overly Hierarchical
Structure

Sectorial-egoism

Complicate Division of
Function

Lacking Common Strategic
Policy Direction

Problems of policy integration are rooted from too high hierarchy and complicated divisions of labour within a government institution, whereas among them are working for their own sector-oriented policies

Problem of Horizontal Integration

Culture of organizational silos in government in the policy making process

Budget allocation commonly based on sectoral criteria and leads to inefficiency and ineffectiveness in development

Disconnected/different data and information in policy formulation



Horizontal Integration and Coordination to deliver SDGs

Integrated outcome

An outcome that includes the different sustainability dimensions expressed in the SDGs.

Integrated Process

The support of this horizontal integration by implementation of a process that merges different contributions for the overall achievement of the SDGs

Integrated Approach

Using the advantages of sectoral expertise and capability to achieve cross dimension of SDGs, understanding the joint task by all the 'silos'

Promote interoperability in support of horizontal and vertical coordination, and facilitate inclusion of additional stakeholders

Problem of Vertical Integration



Decentralized authorities can lead fragmented policies and development priorities in regional/local government

Insufficiency of capacity of central government to coordinate and integrate goals and targets of SDGs in planning as well its implementation

Insufficiency of capacity and competency of regional/local government (politically and administratively)

Lack of intermediary level in coordination of national development process

Strengthening Vertical Integration

Mainstreaming SDGs for long term and middle term and annual regional/local planning based on national planning

Establishing regional/local steering committee and management committee consist of political leaders, high ranking and middle government official

Promoting local ownership and community leadership in policy making process

Building partnership in international, national and local level among government, politician, society, business, academician

Strengthening intermediary role and function in the regional government level in the coordination process

Aspects of Strengthening Policy Integration

Institution

Institutional rearrangement to redefine functions and key performance indicators

Strategy

Cascading and aligning Strategies & Performances across levels & units

Resource

Imposing Fiscal Discipline towards a joint common policy goals & priorities and cost effectiveness

Communication

Interoperability towards Knowledgeable Network through using IT and strengthen data shared culture

Integration

Integrated and consolidated National and local government policies



Rule 1:

Institution Rearrangement

At macro-administration, institution rearrangement should aim to redefine which ministry is about to handle coordinating functions across ministries, and which ministry is about to handle sectorized areas

Driving policy development to the same direction is not enough with just establishing vision and mission of national development without deriving them into each government institution's strategies



Rule 2:

Cascading strategy and performance measurement

Cascading strategies through strategic communications among ministries, within the ministry and units that fosters debates at each level of administration concerning the desired policy goals of SDGs and the implementation phase, and then assigning a coordinating Ministry/Unit to maintain the implementation

It is necessary for any government institution to point out strategic goals and objectives from which derived key performance indicators are made within each level of administration, even translated to redefine core tasks and functions of each unit of government

Considering complexities of achieving sustainable development goals, redefining measurement of performance proven to help government institution to make clearer strategic direction, a basic prerequisite for integration of policy development



Rule 3:

Integrated Fiscal/Budget System

As for connectivity principle, resources always come along with policy and authority, fiscal policy is a sort of useful way to ensure integration of policy development.

The operational and allocative efficiencies should accumulate towards an aggregation of direction of fiscal policies to gain greater cost-effectiveness and to represent national development goals

The ministry of finance must have strengthened authority, not only to assess proposed programs and budget, but also to infer how close they are to the policy direction in consideration (performance based budgeting)



Rule 4:

Enabling Interoperability

Consolidation, coherency, coordination and synchronization might manifest towards integration of policy development when each policy actor—public officials, political appointee, policy advisors, pressure & interest groups, etc.—could interoperable with their counterparts.

Employing ICT-based policy development under digital governance or electronic government implementation could realize this concern.

Interoperability would turn complexities in policy development upon which multi-stakeholders are involved within to get benefit from massive information flow and articulation of people's aspiration and partners' intentio



Rule 5:

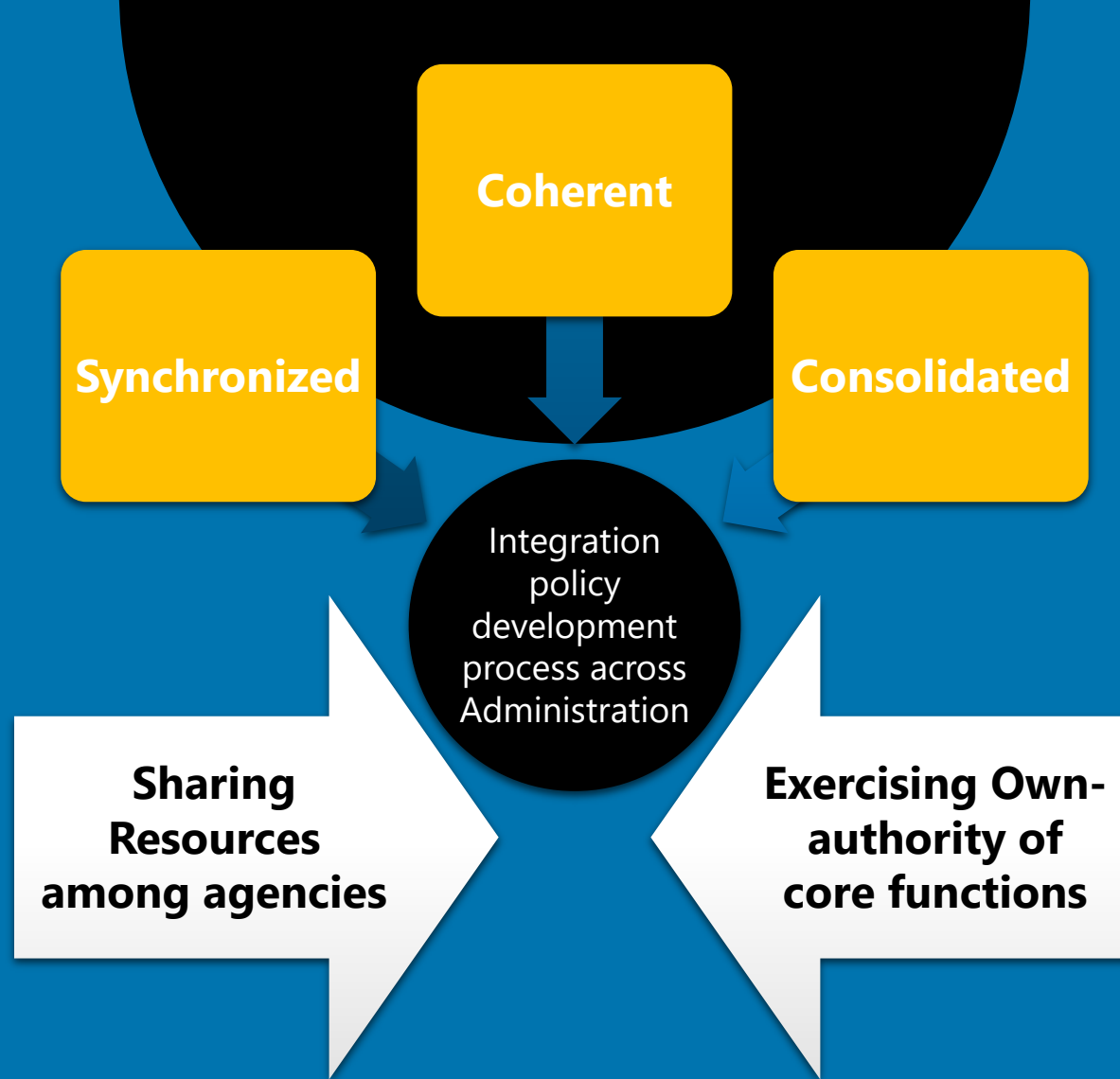
Integration Central and Local Policy Process

The government needs to ensure less conflicting and overlapping laws and regulations in all sector.

The central government should have capacity and authority to supervise and review the regulation made in local government

The policy making process in central government to deliver on SDGs should involved the local government in order to ensure effectiveness of implementation at local

Taking national government as the benchmark of piloting the integration of policy process and then translating it into sub-national and local governments respectively



Approaches for Integration of Policy Development Process

Institutional Arrangement at National Level

Steering Committee of SDGs consist of Ministers ---
chaired by President or Prime Minister

Management Committee of SDGs consist of High-
ranking Senior Official --- senior deputy at ministry of
national development plan or prime minister office

Working group/committee consist of middle
management official dealing with cross sectoral project
management

Incentive for Joint Budgetary System for cross sectoral
policy making and implementation

Mainstreaming SDGs in Budgetary System **Big Data**
using the ICT as evidence based policy cross sector

Establishing SDGs Committee in Parliament as partner
of government in political and policy making

Obrigado - Thank you
- Terima kasih

