SDG Inter-linkages & Policy Coherence
Part A: Institutional Linkages

Introduction
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UNOSD SDT Forum, 26.10.2016, Incheon
Central questions of this session:

1. Are institutional mechanisms for achieving coordination and policy coherence evolving fast enough to support achievement of the 2030 Agenda?

2. What improvements and advances are needed to make them compatible with national and local contexts, values and cultures, whilst avoiding the use of blueprints?
Q1. Are institutional mechanisms for achieving coordination and policy coherence evolving fast enough to support achievement of the 2030 Agenda?

No, because:
• Institutional change is usually **slow**, especially when it has legal implications
• There is no shared **sense of urgency** across all policy sectors and government levels

However:
• Growing interest to **learn from each other** will speed up institutional change
• **Not always needed** to create **new institutional mechanisms** -> make existing ones work for the SDGs
Q2: What improvements and advances are needed to make them compatible with national and local contexts, values and cultures, whilst avoiding the use of blueprints?

- **Governance** = how to achieve results, using institutions, policy instruments, policy processes and involving stakeholders

- **Compatibility** = ‘Common But Differentiated Governance’ = hard work.

- **All available governance tools should be used/considered** to design frameworks for SDG implementation: 3 ‘families of tools’:
  - e.g. legal tools
  - e.g. partnerships
  - e.g. market tools

Ingeborg Niestroy & Louis Meuleman
http://sdg.iisd.org/commentary/guest-articles/common-but-differentiated-governance-making-the-sdgs-work/
Q2: What improvements and advances are needed to make them compatible with national and local contexts, values and cultures, whilst avoiding the use of blueprints?

Compatibility means in practice:

- Don’t use external **blueprints** for SDG implementation, even if they are (wrongly) called ‘best practices’.

- Do use inspiring/good examples and **translate** them to work in each (national) context

- National and local contexts (history, values and cultures) require specific selections/combinations of governance tools
How to align institutional change to national cultures?


Example: Accepted power distance index (PDI)

Very high: Rule by law

Very low: Rule by consensus
How to align institutional change to national cultures?
-> Making sense of cultural diversity / national cultures


Example: Individualist / collectivist index (IDV)

Individualist:
Individual incentives, awards

Collectivist:
Trigger group leaders bec. they are followed

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How to align institutional change to national cultures?

-> Making sense of cultural diversity / national cultures

<table>
<thead>
<tr>
<th>Country</th>
<th>PDI: Acceptance of power distance</th>
<th>IDV: individualist (high scores) vs. collectivist</th>
<th>MAS: masculine (high scores) – feminine</th>
<th>UAI: uncertainty avoidance</th>
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<tbody>
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<td>Bhutan</td>
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1. **Take into account your own culture/tradition**: what worked best and which change might work.

2. **Ask peers & experts** to give advise: to trigger you out of comfort zone. & be aware of ‘Peer Angst’

3. **But: take the lead** yourself on institutional change: no one knows better than you.
How to strengthen policy coherence & coordination even if there is no time or support for (legal) institutional reform?

1. Develop a good ‘gap analysis’

2. Create horizontal (high-level) coordination groups

3. Use the nexus approach: opportunity to re-frame linkages in a more constructive way

4. ‘Teach silos to dance’
How to strengthen policy coherence & coordination even if there is no time or support for (legal) institutional reform?

Don’t break down **institutional silos** if they provide the necessary structure, reliability, transparency, communication points

Break down **mental silos** if they prevent change

We need to ‘teach silos to dance’*

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**Hierarchical Toolbox**
(use force/rules)
- Cross-sectoral project groups
- Political coordination group
- ...

**Network Toolbox**
(create mutual interest)
- Partnerships/Alliances
- Informal gatherings across sectors
- ...

**Market Toolbox**
(appeal to self-interest)
- Competition/awards
- ...

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Ingeborg Niestroy & Louis Meuleman

http://sdg.iisd.org/commentary/guest-articles/teaching-silos-to-dance-a-condition-to-implement-the-sdgs/

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How to strengthen policy coherence & coordination even if there is no time or support for (legal) institutional reform?

Teach silos to dance, also literally...

‘Beaulieu Cafe’: Cross-sectoral Talk show & live band with dancing after-party in the European Commission
How to create institutional mechanisms supporting partnerships?

Partnerships are important institutional tools

But.....
- What objectives?
- Who ‘owns’ them?
- Equal footing?
- Are CSOs ready and equipped?
- How relating to governance styles?

From PPP to ABC: A New Partnership Approach for the SDGs
11 October 2016

Louis Meuleman, Jan Gustav Strandenaes & Ingeborg Niestroy
http://sdg.iisd.org/commentary/guest-articles/from-ppp-to-abc-a-new-partnership-approach-for-the-sdgs/
How to create institutional mechanisms supporting partnerships?

Hierarchical Toolbox (use force/rules)
- ‘Partnerships’ based on dependency on government: govt. pays and remains in control

Network Toolbox (create mutual interest)
- MSP: MultiStakeholder Partnerships
- ABC Partnerships between Administrations, Business & Civil society on equal footing

Market Toolbox (appeal to self-interest)
PPP: Public-Private Partnerships
How to create institutional mechanisms supporting partnerships?

**PPP:**
- Primary focus on cost-saving, not on SDGs
- Strong/predominant business perspective
- CSOs not on equal footing with business & government

> useful for clear, undisputed projects

**MSP:**
- More focus on ‘multi’ than on concrete targets?

> useful for collaboration in policy development & evaluation, e.g. at global level

**ABC partnerships:**
- Administrations/government, Business & Civil society on equal footing
- Precondition: CSOs who are prepared to take co-responsibility (learn from: development CSOs, WWF, etc.)
- Need: Stable peer learning environment, including P2P tool for exchange of experiences, as well as dedicated capacity building

> useful for concrete transition projects where strong engagement is essential; (sub)national/local
Thank you for your attention!
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Panel presentations: (3x max. 15 min)

1. **Uganda** (Ms. *Sheila Lwamafa*, Economist—Ministry of Finance, Planning and Economic Development) [15min]

2. **Cambodia** (Mr. *Bunnak Poch*, Under Secretary of State—Ministry of Planning) [15min]

3. **Equipping Public Institutions for Implementing the 2030 Agenda for Sustainable Development** (Mr. *Keping Yao*, Governance and Public Administration Expert—UN Project Office on Governance, UNDESA) [15min]
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