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

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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?

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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?

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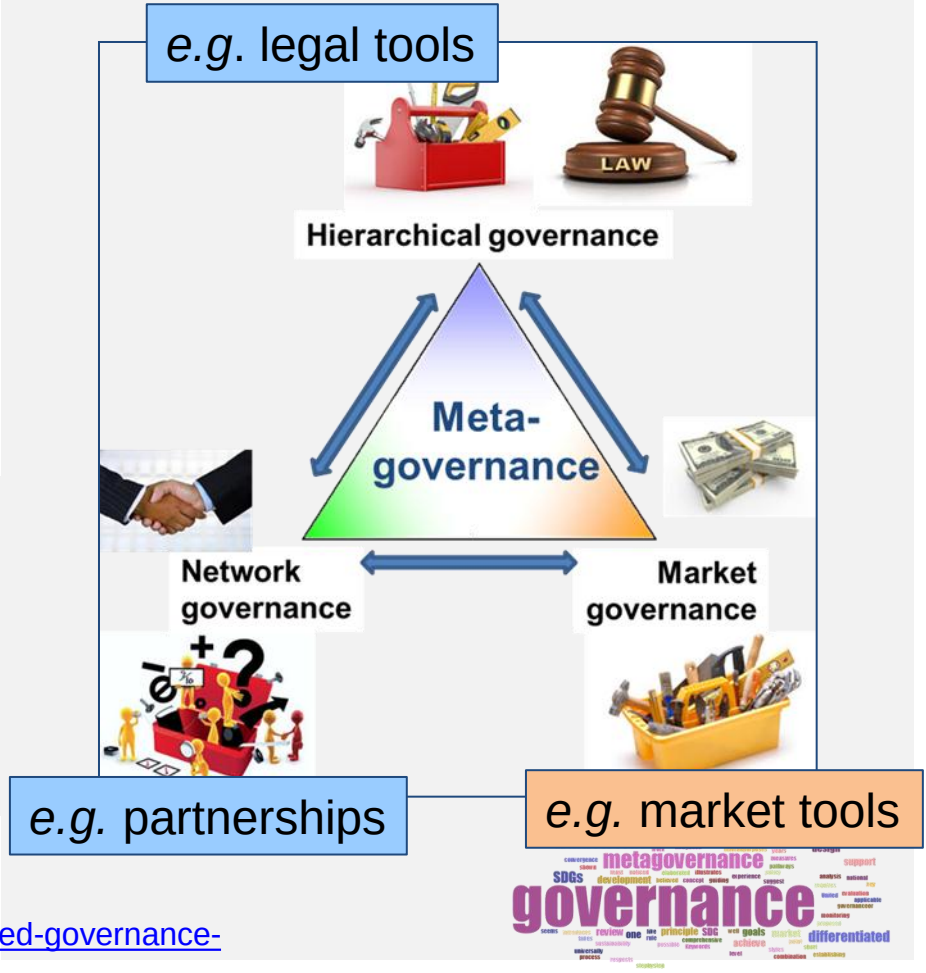
- **Governance** = how to achieve results, using institutions, policy instruments, policy processes and involving stakeholders
- **Compatibility** = 'Common But Differentiated Governance' = hard work.
- **All available governance tools should be used/considered** to design frameworks for SDG implementation: 3 '*families of tools*':



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?

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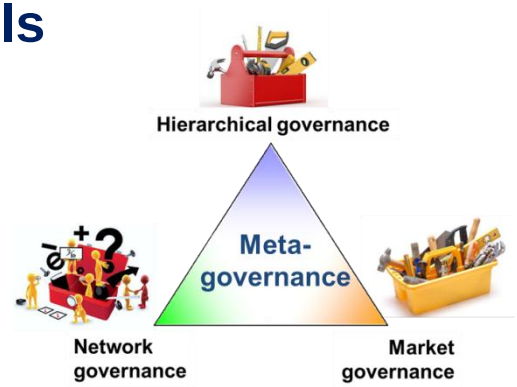
Compatibility means in practice:

- 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?

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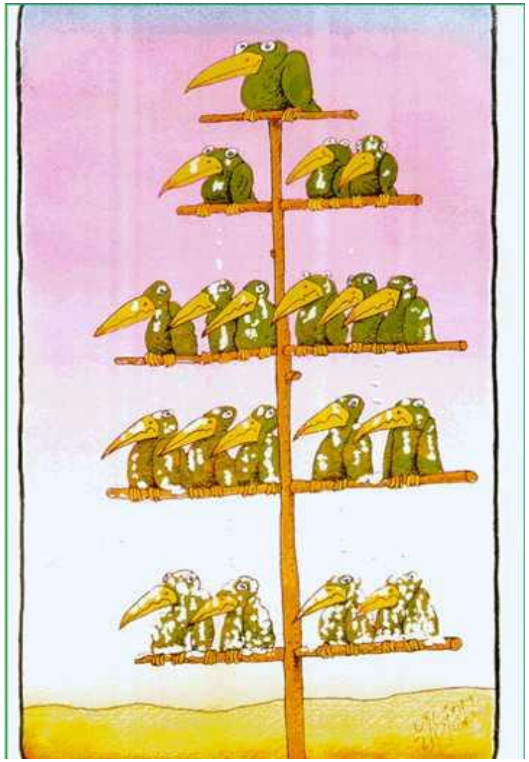
Sensemaking of cultural diversity: Hofstede model https://geert-hofstede.com/national-culture.html

Example: Accepted power distance index (PDI)

Very high:
Rule by law



Very low:
Rule by consensus

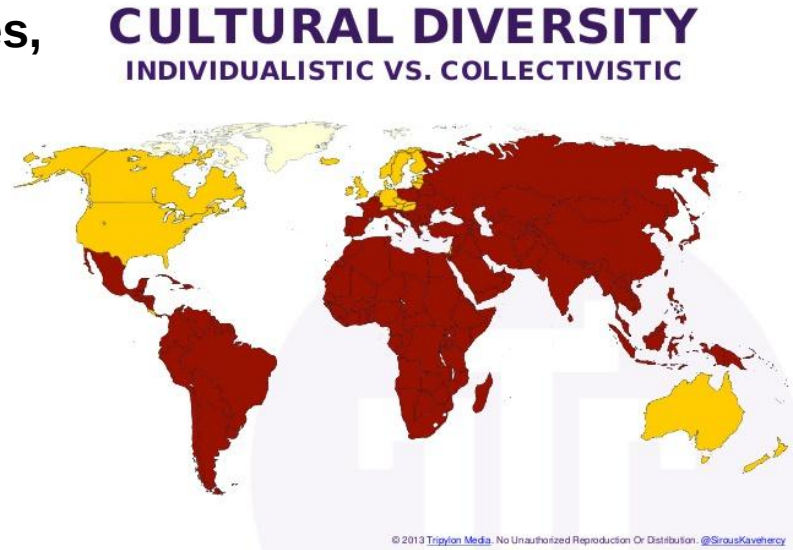
How to align institutional change to national cultures?

-> Making sense of cultural diversity / national cultures

Sensemaking of cultural diversity: Hofstede model https://geert-hofstede.com/national-culture.html

Example: Individualist / collectivist index (IDV)

Individualist:
Individual incentives, awards



Collectivist:
Trigger group leaders bec. they are followed

How to align institutional change to national cultures?

-> Making sense of cultural diversity / national cultures

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Country	PDI: Acceptance of power distance	IDV: individualist (high scores) vs. collectivist	MAS: masculine (high scores) – feminine	UAI: uncertainty avoidance
Sweden / Denmark	31 / 18	71 / 74	5 / 16	29 / 23
Finland	33	63	26	**59**
Netherlands	38	80	14	**53**
UK / USA	35 / 40	89 / 91	66 / 62	35 / 46
Germany	35	67	66	**65**
Belgium / France	**65 / 68**	75 / 71	**54** / 43	**94 / 86**
Colombia	**67**	13	64	**80**
Costa Rica	35	15	21	**86**
Rep. of Korea	**60**	18	39	85
Ghana	**80**	15	40	**65**
Mozambique	**85**	15	38	44
Vietnam	70	20	40	30
Indonesia	**78**	14	46	**48**
Bangladesh	**80**	20	55	**60**
Bhutan	**94**	52	32	28

https://geert-hofstede.com/national-culture.html

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How to align institutional change to national cultures?

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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?

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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?

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Don't break down <u>institutional</u> silos if they provide the necessary structure, reliability, transparency, communication points
Break down <u>mental silos</u> if they prevent change

We need to 'teach silos to dance'*

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
- ...

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?

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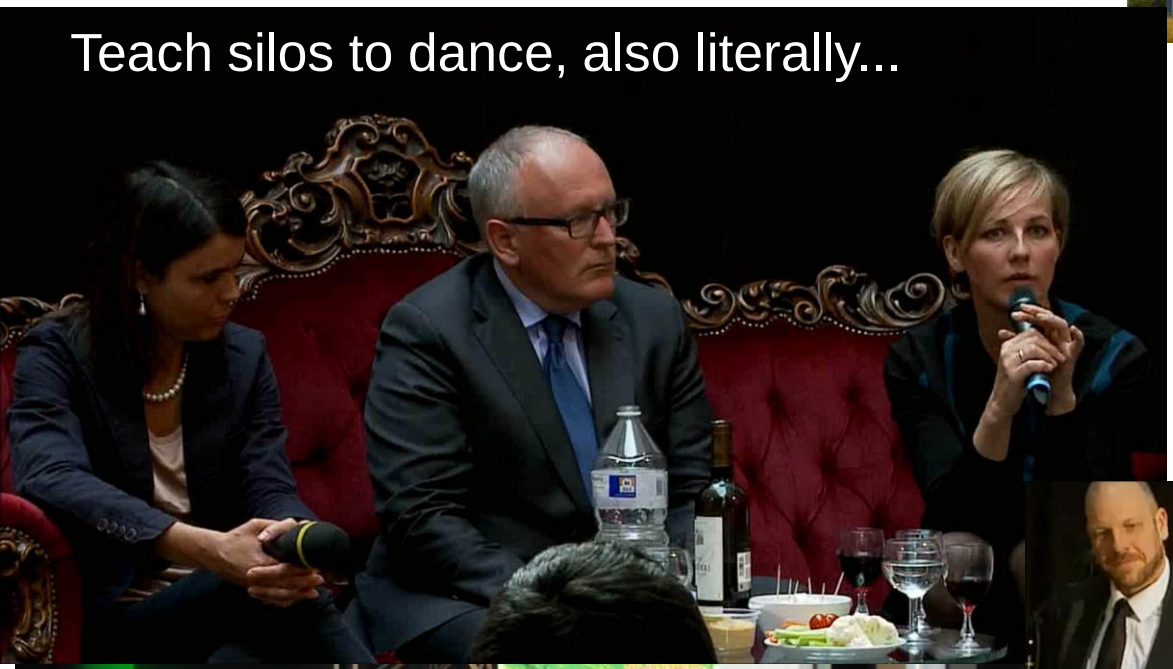
Teach silos to dance, also literally...



‘Beaulieu Cafe’: Cross-sectoral Talk show & live band with dancing after-party in the European Commission

How to create institutional mechanisms supporting **partnerships**?

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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?

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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?

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PPP:

- Primary focus on cost-saving, not on SDGs
- Strong/predominant business perspective
- CSOs not on equal footing wth 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:

- **A**dministrations/government, **B**usiness & **C**ivil 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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