



United Nations

Department of
Economic and
Social Affairs

**Virtual Workshop on Sound Policymaking for
Sustainable Development**
with a focus on Africa



UN CEPA Principles of Effective Governance

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Promotion of coherent policy making

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The challenge in a nutshell

- Public administrations are not organized to deal with issues that cut cross traditional sectors, scales, actor constellations.
- “Policy siloes” - fragmentation, compartmentalization, competition.
- Need for methods and approaches for policy coherence - capturing trade-offs and synergies in order to make more robust and effective policies and implementation strategies.

Coherence in different dimensions

Horizontally - between different policy areas

Vertically – from global goals to national policy to local

Internationally – transboundary considerations

Institutionally – between goals, instruments and implementation

Adjacent concepts

Policy coordination

Policy integration

Joined-up government

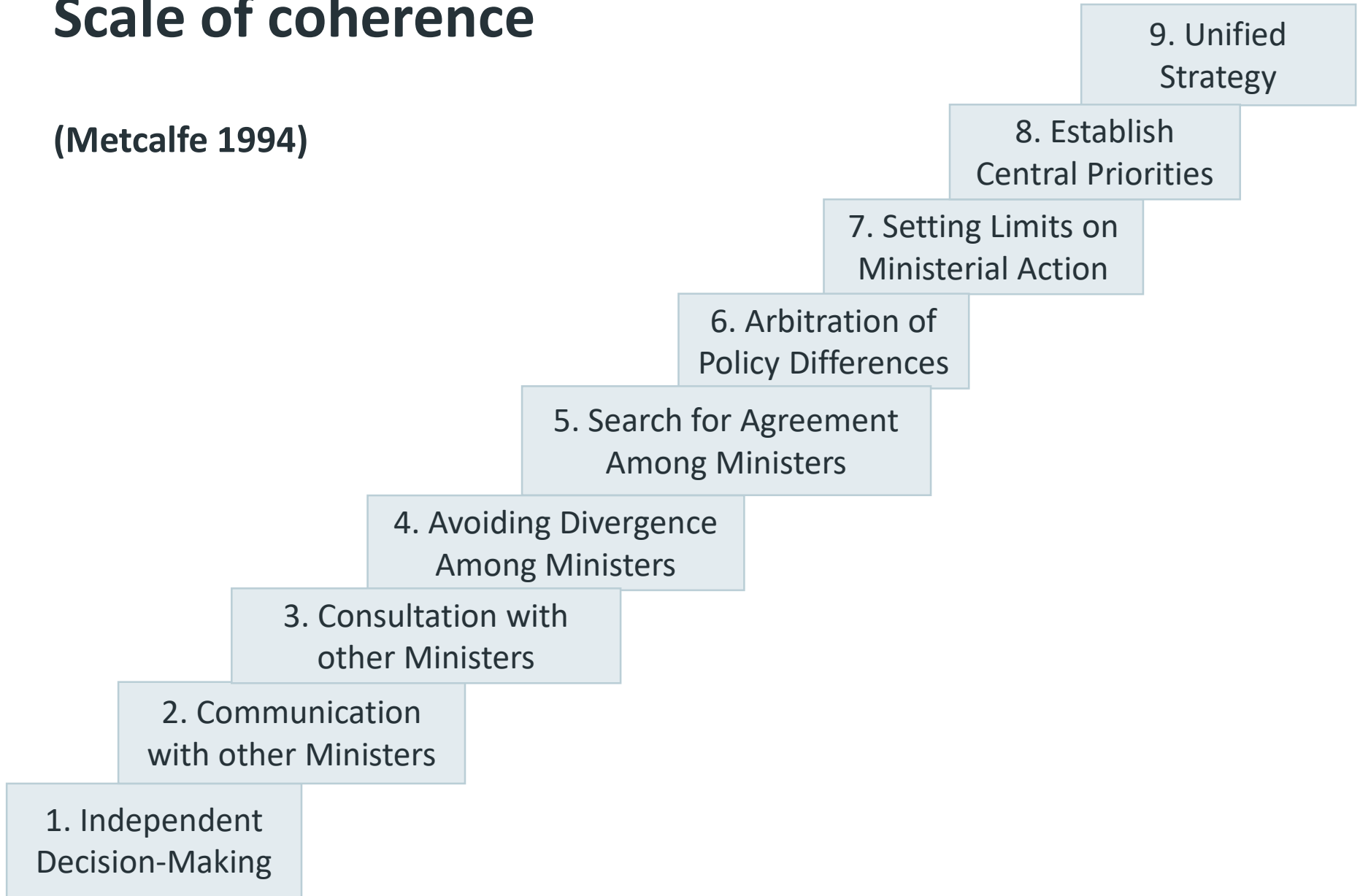
Whole of government

Policy Coherence for Development (PCD)

Policy Coherence for Sustainable Development (PCSD)

Scale of coherence

(Metcalfe 1994)



Diagnostic

| | Low level of coherence | | High level of coherence | |
|-------------------------------|--|--|--|--|
| Policy framing | Issues defined in narrow terms, the cross-cutting nature is not recognized, and the problem is considered to fall within the boundaries of a specific subsystem. Efforts of other subsystems are not understood to be part of the governance of the problem. | There is awareness that the policy outputs of different subsystems shape policy outcomes as well as an emerging notion of externalities. The problem is still perceived as falling within the boundaries of one subsystem. | As a result of increasing awareness of the cross-cutting nature of the problem, an understanding that the governance of the problem should not be restricted to a single domain has emerged as well as associated notions of coordination and coherence. | General recognition that the problem is and should not solely be governed by subsystems, but by the governance system as a whole. Subsystems work according to a shared, 'holistic' approach, which is particularly recognized within procedural instruments that span subsystems. |
| Policy goals | Concerns only embedded within the goals of a dominant subsystem. Cross-cutting nature not recognized, subsystems highly autonomous in setting goals. | Concerns adopted in policy goals of one or more additional subsystems. Because of rising awareness of mutual concerns, subsystems address these to some extent in their goals. | Possible further diversification across policy goals of additional subsystems. Coordinated sectoral goals, which are judged in the light of coherence. | Concerns embedded within all potentially relevant policy goals. Shared policy goals embedded within an overarching strategy. |
| Policy instruments | Problem only addressed by the instruments of a dominant subsystem. Sets of instruments are purely sectoral and result from processes of policy layering. | One or more additional subsystems (partially) adapt their instruments to consider externalities of instrument mixes in light of internal and inter-sectoral consistency. | Possible further diversification of instruments addressing the problem across subsystems. Subsystems seek to jointly address the problem by adjusting and attuning their instruments. Consistency becomes an explicit aim. | Instruments embedded within all potentially relevant subsystems and associated policies. Full consideration of subsystems, resulting in a cross-subsystem instrument mix that is designed to meet a set of coherent goals. |
| Procedural instruments | No relevant procedural instruments exist across departments. | Some procedural information sharing instruments across departments. | Increasing number of system-level procedural instruments that facilitate jointly addressing the problem. | Broad range of procedural instruments at system-level, including boundary-spanning structures that coordinate, steer and monitor efforts. |

Move your administration up the scale – where to start?

- Establishing a high-level interagency committee, hosted by a high-ranking ministry, or the center of government.
- Establishing a coordinated institutional mechanism.
- Conducting simulation and mapping exercises: “integrated policy analysis”.
- Arranging multi-stakeholder consultation forums
- Ensuring SDGs are visible and mainstreamed in national policy, development strategy and planning, and budgeting.
- Requesting strategic impact assessments of draft policy bills
- Imposing sectoral mandates and reporting requirements
- Engaging in international cooperation and peer learning

Barriers and risks

- Established routines and procedures
- Inherent goal conflicts and interest conflicts
- Lack of resources and lack of political will
- Failed experiences

- Time consuming
- Loss of control
- Blurred line of accountability
- Difficulty measuring policy effectiveness

MIC - Three components of coherent policy making

