

Institutional arrangements for national and community level governance of the SDGs:

A general framework for implementation



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ISAP 2014: Bringing Regional Voices to the Post-2015 Development Agenda: Solutions for a Low-Carbon, Resilient and Inclusive Asia Pacific, 23-24th July, Pacific Yokohama, Japan

Key Recommendations

- Sustainable Development Goals (SDGs) require a governance framework applicable at multiple levels ('multilayers' – ESGa 2014):
- Means of Implementation (Moi) need to be embedded in each SDG
- SDGs themselves require a 'governance Goal' to ensure consistency of implementation and to ensure quality, effectiveness and legitimacy ("good', effective, equitable" ESGc 2014)
- Moi will be largely negotiated at the global level, financed at the national level, and implemented at the community (corporate, organizational ESGc 2014) level, requiring co-ordination and collaboration between levels

Governance and sustainable development

- *Agenda 21* acknowledges the need for **participation** of non-state actors (civil society, business, etc.) [1.3] in decision making and **deliberation** [3.7, 32.9, 38.41]
- Governance as *structure and process* [Pierre & Peters, 2000] built around 'co' arrangements (*collaboration*) [Kooiman 1993]
- Interaction between structure and process result in **substantive outcomes** [Kooiman 1993, 2000]
- 'Participation as structure', 'deliberation as process' generate outcomes and determine **quality, legitimacy (effectiveness)** of governance of sustainable development [Cadman 2011]

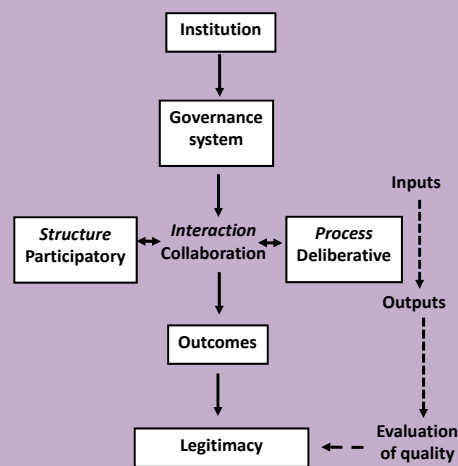


Figure 1: Model of Governance Quality (Cadman 2011)

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Institutional arrangements for governance quality

Principle	Criterion	Indicator
Meaningful participation	Interest representation	Inclusiveness
		Equality
		Resources
	Organisational responsibility	Accountability
		Transparency
Productive deliberation	Decision making	Democracy
		Agreement
		Dispute settlement
	Implementation	Behaviour change
		Problem solving
		Durability

- The use of **principles, criteria and indicators** (PC&I) for SD have arisen as a consequence of UNCED [UN 1993]
- A *principle* is a fundamental rule or value [Van Bueren and Blom 1997].
- *Criteria* are states or aspects requiring adherence to a principle [ibid].
- Indicators are qualitative or quantitative parameters, which are assessed in relation to a criterion, and contribute to the overall determination of performance [ibid].
- A *verifier* is the source of information for the indicator, or for the reference value of the indicator [ibid]. Verifiers are context specific and require negotiation and evaluation in the field [López-Casero, Cadman and Maraseni 2013].
- *Consistent* frameworks avoid overlap or duplication, and link back to appropriate level of analysis, allowing development of:
- *Standards* - a set of PC&I that act a basis for monitoring and reporting or as a reference for assessment of performance **at all scales** [Van Bueren and Blom 1997].

STANDARDS ← Verifiers

Table 1: Normative hierarchical framework of PC&I of governance quality (Cadman, 2011 – adapted)

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Implementation in the SDGs

- **Implementation** in the sustainability domain is “*the process of putting...commitments into practice*” [Young and Levy 1999: 3-4].
- There is a relationship between implementation and **compliance** [Mastenbroek 2005].
 - Compliance results from a process of assessment of agreements made, and can be defined as the degree of *consistency between behaviour, and specified rules* [Zaehlke et. al. 2005].
- Compliance is consequently often seen as a useful proxy for determining **effectiveness**.
 - In this context, effectiveness is presented as a measure of the extent to which a policy has been successful in *solving the problem it was created to address* [Zaehlke et. al. 2005].
- However, it is also important to further comment that governance systems stand little chance of improving situations where:
 - *legal requirements and enforcement capacities are weak*
 - *social, economic and political contexts beyond the initiative itself impede successful implementation* [Gulbrandsen 2005].

Implications

- Intergovernmental/international/regional:
 - Efforts should be around negotiating the ‘high level/macro’ **values/principles** of/for sustainable development
 - ensuring meaningful participation and productive deliberation around those negotiations
 - Developing effective means of implementation:
 - Will MoI contribute to changing unsustainable behaviour?
 - Will MoI solve the problems the goals were created to address?
 - Will the MoI prove to be durable (flexible, adaptable, resilient, long-lasting)?
 - Finance/capacity building: via GCF, GEF, new mechanism?
- National:
 - Focus on ‘mid range/meso’ **policy processes** that enable implementation of the SDGs, i.e.:
 - Interest representation: are all national stakeholders present, balanced and resourced?
 - Are they behaving responsibility to one another (accountable, transparent)?
 - Is decision-making democratic, with rules for reaching agreements, settling disputes?
 - What does implementation mean specifically in terms of behaviour change, problem solving and durability?
 - Finance: who are the funds recipients/implementing agencies?

Implications – contd.

- Local/community/corporate/institutional:
 - Focus on ‘low level’/micro **practices** that enable implementation of the SDGs, i.e.:
 - Context specific means of verification of Mols, including governance itself (11 indicators of Table 1)
 - Role for the community in implementation, as well as monitoring and reporting
 - Is independent auditing/certification necessary?
 - Finance:
 - What is the benefit to communities, and
 - where is the benefit sharing?
 - Ownership
 - Critical to success of SDGs

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Thank you

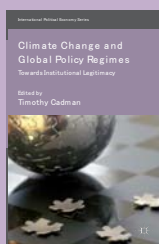
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Cadman, T. 2011. *Quality and legitimacy of global governance: case lessons from forestry*. London and Basingstoke: Palgrave Macmillan, International Political Economy Series

“This study makes a major contribution to governance theory” - Ben Cashore, *Governing Through Markets*

<http://www.palgrave.com/page/detail/quality-and-legitimacy-of-global-governance-timothy-cadman/?k=9780230243583>



Cadman, T. (ed). 2013. *Climate change and global policy regimes: towards institutional legitimacy* London and Basingstoke: Palgrave Macmillan, International Political Economy Series

“Cadman’s framework for evaluating the legitimacy of multilateral environmental agreements is one of the best I have seen; it is elegant and sophisticated without being overwhelmingly intricate. He should be commended for this latest effort.” — Peter J. Stoett, Concordia University, Canada

<http://www.palgrave.com/page/detail/climate-change-and-global-policy-regimes-timothy-cadman/?k=9781137006110>

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