



MONASH University

# The importance of multi-stakeholder partnerships in the implementation of the Sustainable Development Goals

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# There are interactions between all SDG goals and targets

// Annex 1: Linkages between goals

	Energy security and transition to a low-carbon economy	Water security	Human health	Social inclusion and gender	Education	Sustainable economic growth	Biodiversity and ecosystem services	Governance	Cities
Energy security and the transition to a low-carbon economy		More water-efficient energy systems (e.g., some renewable energy systems) will use less water and increase water security	Reduced energy pollutant emissions will improve air quality thus reducing adverse health impacts Reduced GHG emissions will reduce climate change and associated health impacts	Affordable modern energy is crucial for the poor and for disadvantaged communities	An educated public can make informed decisions on energy use and reduce GHG emissions	The energy sector is a source of employment and economic growth through new markets Reduced fossil fuel subsidies promote efficiency and cleaner energy	Reduced emissions of GHGs from the energy sector will reduce climate change and the adverse impact on biodiversity and ecosystem services Increased use of hydropower can adversely affect biodiversity and ecosystems	Good governance, elimination of corruption, elimination of fossil fuel subsidies and market structure are critical for an efficient energy system	Distributed energy systems, improved energy efficiency standards (e.g., buildings) and mass transport can reduce GHG emissions
Water security			Improved water quality and access to sanitation improves human health	Access to clean water and sanitation is critical for disadvantaged communities	An educated public can make informed decisions on water use and contribute to water security	Water pricing policies that reflect the true cost of water promote the efficient use of water and hence water security	Healthy ecosystems provide clean water (regulating service) Water efficiency leaves water for aquatic ecosystems	Integrated, distributed and flexible governance systems contribute to water-use efficiency	Efficient water and sanitation infrastructure in water sensitive cities improves water security

# Why are interactions important

- UN Secretary-General described SDGs as “an indivisible whole”.
- If countries ignore the overlaps and simply start trying to tick off targets one by one, they risk perverse outcomes and miss potential synergies.
- For example, using coal to improve energy access (goal 7) would accelerate climate change and acidify the oceans (undermining goals 13 and 14), as well as exacerbating other problems such as damage to health from air pollution (disrupting goal 3).



# Action coherence and multi-stakeholder partnerships

*In order to manage the many and complex interactions between SDG goals and targets new levels of coherence of action involving multi-stakeholder partnerships are required. How can this be achieved, including coherence between sectors, institutions and stakeholders and across different time and spatial scales.*

The term “action coherence” was used to reflect that in order to manage the many and diverse interactions between SDG goals and targets a joined up approach is required, involving all relevant stakeholders. This needed in order to maximise potential synergies and minimise potential negative interactions or trade-offs.

So, multi-stakeholder partnerships are key to successful implementation of the SDGs.

# The reasons for “action incoherence”

or why interactions are often ignored or are not fully taken into account.

- Everything is siloed

Government departments, company divisions, university faculties, international institutions are organised into discipline or sector based silos. It simplifies decision making and makes taking action easier.

- Systems are set up to be competitive

Government departments compete for budget, businesses compete for market share, universities compete for research income and students, NGOs compete for philanthropic funding. In a competitive system it is difficult to form the partnerships necessary for managing interactions.

- There is an overhead to acting coherently

There is an overhead in terms of time, effort and money to act coherently as people have to take the time to form partnerships and learn to understand an issue from other perspectives. This also takes effort and costs money for people to meet and work together.

# How do you achieve multi-stakeholder partnerships in an inherently competitive system?

- Set the rules of the game

Those with power and responsibility can require a joined up approach.

- Add new rules or goals to the game

For example the move for businesses to require a social licence to operate has added a new rule to the game; B-company legislation is an institutionalised version of this.

- Make the rules of the game universal

It is essential that everyone is playing by the same rules so that nobody can gain an advantage by not adhering to the rules (avoid free-riding).

## How do you achieve multi-stakeholder partnerships in an inherently competitive system? (part 2)

- Power distorts the rules of the game

Therefore systems that redistribute power need to be supported, such as international agreements, consumer power and labelling, and market knowledge.

- Demonstrate the benefits of multi-stakeholder engagement

These can include greater financing, access to resources, greater influence/impact, the ability to address weaknesses and increased efficacy. In particular, formalised systems of multi-stakeholder engagement can balance (or at least expose) power issues.

- Demonstrate that you get a better outcome

More work needs to be done to provide clear evidence that a joined up approach leads to better outcomes that justify the additional overheads.

# How do you set the rules of the game?

- Each sector has its own rules, for example business has industry standards, science has peer review and government has regulation.
- The challenge is to come up with mechanisms that are effective across the silos. These could include incentives and benefits (requiring a better understanding of those benefits), bottom-up activism by consumers acting coherently, participatory decision making, education/awareness and localised narratives.
- Mobilising consumers and the electorate are both key factors.



# What are the properties required of multi-stakeholder partnerships that are well suited to addressing the SDGs

- They must be driven by a higher common purpose, e.g., the SDGs, rather than sector based, short term drivers.
- They must be flexible and participatory, involving all the relevant stakeholders that have expertise to bring to bear, which will bring new actors into the system.
- They need to be more flexible than in the past, adapting quickly to changing needs and new information.
- They must be able to work effectively across pillars or silos.
- They must be open and transparent so progress towards achieving the SDGs can be monitored and evaluated.
- They must provide a place for safe discussions and piloting solutions.
- They must be able to communicate effectively the benefits of meeting the SDGs and to move beyond empire building to partnerships for impact.

# So how do we get the multi-stakeholder partnerships that we need to achieve the SDGs?

- There needs to be a clear demonstration of the value proposition of a coherent approach to delivering the SDGs.
- Focused multi-stakeholder fora need to be established at national and other levels
- Integrated national development plans and consequent integrated oversight ministries are one important approach at a national level.
- Helping institutions re-frame their goals (e.g. mapping their place in the SDGs) is important.
- Mechanisms for popularising, tracking and reporting on the SDGs need to be developed with good examples of success.
- Need to be realistic about and address power relations, for example the power of multi-national companies, and develop incentives for some players to give up their power.

## GOALS SCORING

The influence of one Sustainable Development Goal or target on another can be summarized with this simple scale.

Interaction	Name	Explanation	Example
+3	Indivisible	Inextricably linked to the achievement of another goal.	Ending all forms of discrimination against women and girls is indivisible from ensuring women's full and effective participation and equal opportunities for leadership.
+2	Reinforcing	Aids the achievement of another goal.	Providing access to electricity reinforces water-pumping and irrigation systems. Strengthening the capacity to adapt to climate-related hazards reduces losses caused by disasters.
+1	Enabling	Creates conditions that further another goal.	Providing electricity access in rural homes enables education, because it makes it possible to do homework at night with electric lighting.
0	Consistent	No significant positive or negative interactions.	Ensuring education for all does not interact significantly with infrastructure development or conservation of ocean ecosystems.
-1	Constraining	Limits options on another goal.	Improved water efficiency can constrain agricultural irrigation. Reducing climate change can constrain the options for energy access.
-2	Counteracting	Clashes with another goal.	Boosting consumption for growth can counteract waste reduction and climate mitigation.
-3	Cancelling	Makes it impossible to reach another goal.	Fully ensuring public transparency and democratic accountability cannot be combined with national-security goals. Full protection of natural reserves excludes public access for recreation.



# KEY INTERACTIONS SDG 7

KEY INTERACTIONS WITH OTHER GOALS



SDG 1: No poverty

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.

**Recommendation:** hier kommt noch ein Satz zu den Recommendations hin.



SDG 2: Zero hunger

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.

**Recommendation:** hier kommt noch ein Satz zu den Recommendations hin.



SDG 3: Good health and well-being

### 7.2 / 7.3 → SDG 13

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SDG 6: Clean water and sanitation

### 7.2 / 7.3 → SDG 13

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SDG 8: Decent work and economic growth

### 7.2 / 7.3 → SDG 13

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SDG 13: Climate action

### 7.2 / 7.3 → SDG 13

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**Recommendation:** hier kommt noch ein Satz zu den Recommendations hin.

SCORE

+3

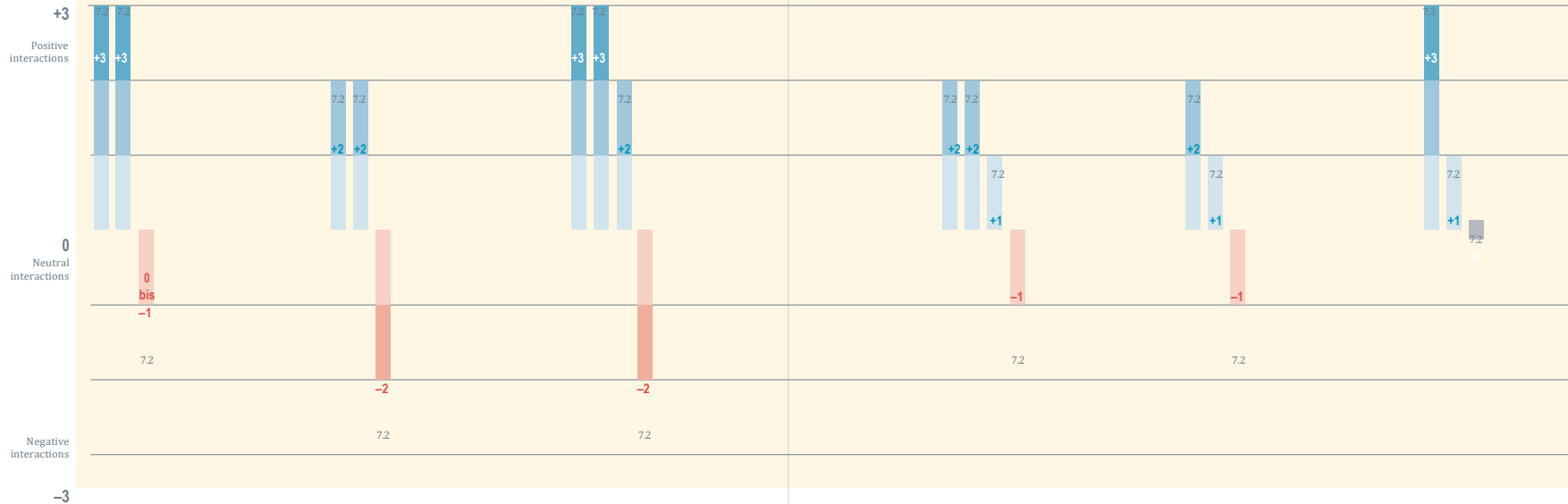
Positive interactions

0

Neutral interactions

Negative interactions

-3



SCORE

+3

Positive interactions

0

Neutral interactions

Negative interactions

-3



# KEY INTERACTIONS SDG 2

KEY INTERACTIONS WITH OTHER GOALS

### SDG 1: No poverty

#### 7.2 / 7.3 → SDG 13

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### SDG 6: Clean water and sanitation

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### SDG 7: Renewable energy

#### 7.2 / 7.3 → SDG 13

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### SDG 13: Climate action

#### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions. Recommendation: hier kommt noch ein Satz zu den Recommendations hin.

### SDG 15: Life on land

#### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions. Recommendation: hier kommt noch ein Satz zu den Recommendations hin.

SCORE

+3

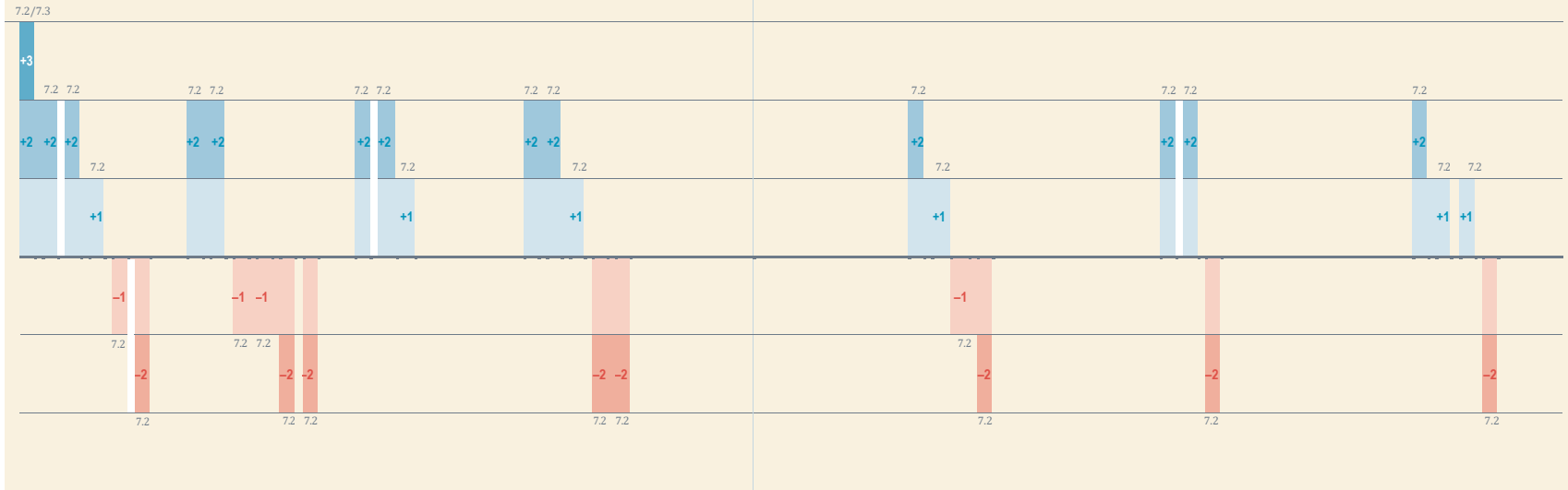
Positive interactions

0

Neutral interactions

Negative interactions

-3



SCORE

+3

Positive interactions

0

Neutral interactions

Negative interactions

-3



# KEY INTERACTIONS SDG 3

KEY INTERACTIONS WITH OTHER GOALS

## SDG 2: Zero hunger

### 7.2 / 7.3 → SDG 13

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## SDG 3: Good health and well-being

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.

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## SDG 8: Decent work and economic growth

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.

Recommendation: hier kommt noch ein Satz zu den Recommendations hin.

## SDG 11: Sustainable Cities and Communities

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.

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## SDG 13: Climate action

### 7.2 / 7.3 → SDG 13

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SCORE

+3

Positive interactions

0

Neutral interactions

Negative interactions

-3

+3 +3

+2 +2 +2 +2 +2

+1

+3

+1 +1

-1

+3 +3 +3 +3 +3

+2 +2

-2 -2 -2

+3 +3

+3

-1

SCORE

+3

Positive interactions

0

Neutral interactions

Negative interactions

-3



# KEY INTERACTIONS SDG 14

KEY INTERACTIONS WITH OTHER GOALS



SDG 1: No poverty

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.  
**Recommendation: hier kommt noch ein Satz zu den Recommendations hin.**



SDG 2: Zero hunger

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.  
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SDG 8: Decent work and economic growth

### 7.2 / 7.3 → SDG 13

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SDG 11: Sustainable Cities and Communities

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.  
**Recommendation: hier kommt noch ein Satz zu den Recommendations hin.**



SDG 12: Decent work and economic growth

### 7.2 / 7.3 → SDG 13

Decarbonizing energy systems through an up-scaling of renewables and energy efficiency is indivisible from combatting climate change, since less fossil energy means less greenhouse gas emissions.  
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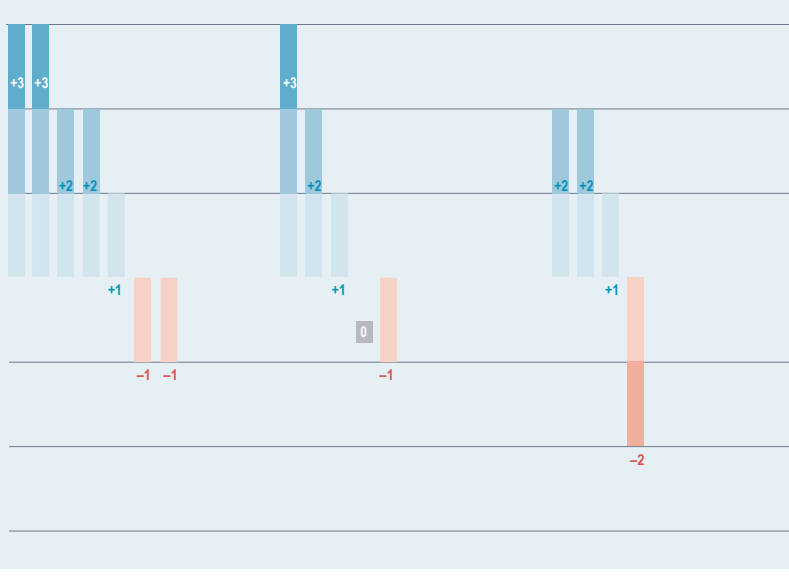


SDG 13: Climate action

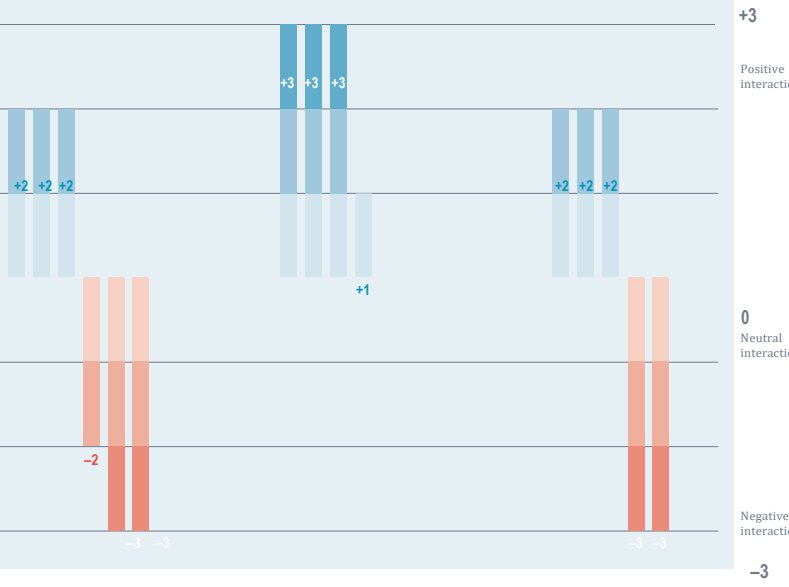
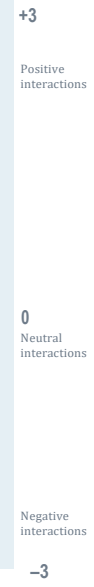
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**Recommendation: hier kommt noch ein Satz zu den Recommendations hin.**

SCORE



SCORE



# SDG interlinkages

## Other dependencies

- Reversibility: e.g., Lack of climate action (goal 13) leads to loss of species (goal 15) is irreversible
- Directionality: e.g., providing energy to people's homes benefits education, but improving education does not directly provide energy is unidirectional
- Strength: does an interaction with another goal have a large or small impact
- Uncertainty: how certain or uncertain is the interaction



# SDG interlinkages

## Other dependencies cont'd

- Governance: Sometimes negative interactions are just poor governance
- Geography: Some actions have interlinkages in other places or countries
- Time sensitivity: Some interactions play out in real time but others have time lags
- Technology: Technology developments can go both ways, e.g., renewable energy technology vs the disposable culture



# Prioritising the SDGs

Different countries will have different national contexts and different priorities so it is OK to prioritise the SDGs to reflect that national context

## **However:**

It is not OK to prioritise on the basis of what is easy or achievable.

It is not OK to prioritise or just report on what will make you look good

It is not OK to ignore the implications of action on your priorities on other SDGs

# Summary

1. You must take into account the interlinkages when taking action on the SDGs
2. **You must take into account the interlinkages when taking action on the SDGs!**
3. **You must take into account the interlinkages when taking action on the SDGs!**