

Workshop on Sustainable and Healthy Urban Transport, Chisinau, 29-30 Oct. 2008

***SESSION V: IMPROVING POLICY INTEGRATION
IN TRANSPORT, HEALTH AND ENVIRONMENT***

**Supportive institutional conditions for coordinated policy-and
decision-making**

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THE Core issue:

Which institutional mechanism could allow all the involved ministers and administrations to start talking and working together in coordinated way ?



Coordinated Policy and decision-making in practise

- Coordinated policy cannot be achieved by using a single magic formula fitting all the situations.
- Although it's not possible to transfer experience and good practice from one place to another by just doing "cut and paste", a series of useful lessons and recommendations can be drawn from the THE PEP activities and other reference documents.



Organizing coordinated policy and its implementation

- Several mechanisms promoting horizontal and vertical cooperation can be conducive to joint policymaking:
 1. Setting up organizational arrangements (interdepartmental committees, commissions, working and steering groups);
 2. Establishing a central steering role in charge of the coordination of the outcomes of these arrangements;
 3. Setting objectives that cut across sectoral and administrative boundaries (intersectoral and integrated strategies, programmes and policy).



Capacity-building and awareness-raising

- Evaluation of the process is essential for success :
 1. Benchmarking enables organizations to evaluate the process(es) in relation to best practice and allows to develop plans in order to use these;
 2. Mechanisms for cross-sectoral monitoring and assessment of policies, programmes and projects including ex-ante-techniques (SEA, HIA) ;
 3. Using specific parameters and - if possible quantitative - indicators for monitoring.



Benchmarking, monitoring and reporting

- **supportive human resource policies are necessary to achieve coordinated policy :**
 1. Exchange of good practice, e.g. training workshops, international exchange of experience, etc. ;
 2. Building intersectoral capacity through various instruments and tools;
 3. Balancing the multidisciplinary and specialization of the civil servants and stakeholders.



The role of the public

- Public debate and other forms of public participation leads to more integrative policies and practice, meaningful public involvement is further essential.
- Public participation can support and enhance policy coordination, leading to better performance and reception of implementation activities and thus enhancing public trust and confidence in political decisions.



Some lessons learned

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1. Coordinated policy usually springs from long and painstaking political and administrative preliminary negotiations but there are often a preliminary (and unavoidable) step.
2. To really work it needs:
 - Real political will and guidance, administrations should not be let on their own;
 - Sense of ownership and accountability by all the actors;
 - Gradual formation of a 'common' culture that facilitate trust between the actors;
 - Stability regarding the persons involved and to, some extent, personal trust between the actors;
 - As clear as possible mandate and procedure(s);
 - Predetermined budget and human resources.
3. Potential threats or traps
 - Installed heavy procedure could be paralysing in 'real life' and can nourish a sort of 'routine' bureaucracy.
 - Actors can spend more time and energy on coordinating themselves than working on 'policy' or actions
 - Institutional actors can live in a 'bubble' and forget the existence of an outside world, information and participation of the stakeholders (NGO's, Trade-Unions, etc.) and of the public should be kept in mind as a core goal for any mechanism dealing with THE issues.



Provisional conclusions

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1. Achieving coordinated policy and decision-making is not an easy task. It should not be seen as an end in itself but rather recognized as a way of achieving practical outcomes that simultaneously fulfil the goals of more than one sector. What is vital is that plans and policies result in practical action on the ground;
2. Political will, and the allocation of resources, is often just as important to policy coordination as the mechanisms, institutional conditions or practices themselves;
3. A variety of institutional barriers to coordinated policy exist but most of these could be surmountable.



Final word

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