



***“Policy coherence for sustainable development:
mainstreaming the SDGs in Italian decision making process”***

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Workshop 1

Simulation of a coherent decision making process around the National Strategy for Sustainable Development: Institutional dialogue for more coherent policies in the area of Prosperity

***16 and 17 December 2020
10h00-13h00***

Acronyms	
ASviS	Alleanza Italiana per lo Sviluppo sostenibile (Italian Alliance for sustainable development)
BES/ESW	Indicatori di benessere equo e sostenibile (Equitable and Sustainable Well-being)
CdR	Cabina di Regia Benessere (Steering Committee Well-Being Italia within the PCM)
CIPE(SS)	Comitato interministeriale per la programmazione economica, dal Gennaio 2021 per la programmazione economica e lo sviluppo sostenibile (Inter-ministerial committee for economic programming and sustainable development)
DIPE	Dipartimento per la programmazione e il coordinamento della politica economica (Department for programming and coordinating economic policies)
Forum	Forum nazionale per lo sviluppo sostenibile (National Forum for Sustainable development)
ISTAT	Istituto di Statistica (Italian Institute of Statistics)
MAECI	Ministero Affari Esteri e Cooperazione Internazionale (Ministry of Foreign Affairs and International Cooperation)
MATTM	Ministero dell'ambiente e della tutela del territorio e del mare (Ministry for Environment, Land and Sea Protection)
MEF	Ministero Economia e Finanze (Ministry of Economy and Finance)
PCM	Presidenza del Consiglio dei Ministri (Presidency of the Council of Ministries)
SNSvS/NSDS	Strategia Nazionale per lo Sviluppo Sostenibile
PCSD Project	Policy coherence for sustainable development: mainstreaming the SDGs in Italian decision making process



The participants represented central administration, sub-national Governments (Regions, Provincia Autonoma, Metropolitan Areas) as well as civil society organisations, members of the Forum.

The implementing Partner, OECD, and the leading institution, Italian Ministry of Environment, Land and Sea, were also present.

Background

Together with the rest of the world, Italy is fighting against Covid-19 and its negative economic and social impacts. While all kind of difficulties need to be overcome by public authorities and decision-makers, policy coherence is gaining increasing attention and is becoming a priority in many branches and settings of Italian administration (both at local and central level): the need to act in the context of a long-term vision, inspired by sustainable development, coupled with limited financial resources and deepened challenges to face, is calling for an improved capacity to programme and implement public policies.

In this context, Italy decided to take the opportunity to include in the revision process of the National Sustainable Development Strategy (NSDS) – due every three years by law - a strengthened dialogue on PCSD. The NSDS was approved in 2017 by CIPE and represents the transposition of the 2030 Agenda at the national level. The NSDS is structured in six areas recalling the “5Ps” of the 2030 Agenda, plus an area dedicated to the “enablers” (education, information, efficiency and capacity of the public administration,...). The NSDS identifies strategic areas and objectives, but not quantitative targets, while providing a set of indicators. The NSDS indicates that the coordination role is vested in the Presidency of the Council of Ministries (PCM), supported by the Ministry of Environment, Land and Sea for the internal dimension and by the Ministry of Foreign Affairs for the external dimension. In fact, two successive acts, DPCM March 2018 and DPCM June 11th 2019, attributed specific mandates to the PCM for the implementation and monitoring of the Strategy. The operationalization of such normative acts is still ongoing through the work of the Cabina di Regia Benessere Italia. Moreover, on January 1st 2021, the CIPE has been transformed in the Interministerial Committee for Economic Planning and Sustainable Development (CIPESS), adding Sustainable Development to its name and including the NSDS as one of the reference points for its decision making within its new mandate (CIPESS new internal Regulation adopted on 15th December 2020). In parallel, Italy is elaborating its National Recovery and Resilience Plan (NRRP) inspired by the ecological transition, in line with the European Green Deal. The reform of CIPESS, the ongoing work around the NRRP, the revision of the wellbeing indicators (BES framework) to be launched, the approved Financial Law 2021 and the revision of the NSDS will all be the object of the policy coherence for sustainable development exercise carried out by MATTM and OECD with the support of the European Commission.

In the past three years, MATTM has ensured the implementation of the NSDS by promoting coherence at local level through day to day work based on a platform dedicated to Sub-national Governments - Metropolitan areas, Autonomous Provinces and Regions - that provides space for dialogue on vertical coherence as well as related financial support. In compliance with CIPE 108/2017 Deliberation, MATTM facilitated the establishment of a forum for civil society where proposals around thematic areas of sustainable development are discussed and partnerships are activated (the Forum nazionale per lo sviluppo sostenibile -National Forum for Sustainable development).

With the launching of the revision process, MATTM intends to take the opportunity to bring all central and sub-national administrations as well as stakeholders (rightsholders) around the table and experiment coordination around sustainable development in practice. In line with DPCM June 11th 2019, MATTM is working with the Cabina di Regia Benessere Italia (Steering Committee Italy Wellbeing within the –



Predienza del Consiglio) to ensure that the revision process properly involves all central administrations and the other key National entities therein.

Objectives of the revision of the NSDS and of the PCSD Project

Both the revision and the PCSD Project aim at operationalising the NSDS¹. The NSDS has the ambition of offering a reference framework for public policies, also in the post-covid context.

Specifically, the revision process intends to:

- Strengthen the alignment and comparability of the NSDS objectives with the Agenda 2030 objectives;
- Broaden or revise (where needed) the national objectives included in the NSDS as results of proposals formulated by institutions and civil society, also in the context of the elaboration of the NRRP with a view to create synergies between sustainable development and economic programming;
- Set quantitative objectives (targets) for 2030 for specific NSDS strategic objective;
- Update and deepen the set of indicators selected to track the NSDS starting from the proposed set of 43 indicators included in the Strategy and working at different level of government and with National mandated agencies to better define and align them with the strategic national objective.
- Take stock of the actions for implementing the NSDS that are undertaken across levels of government and civil society. A mapping exercise is being undertaken by MATTM of the existing public policies at sub-national level that contribute to achieving the NSDS as well as practices of the civil society, to be included in the revision.
- Use PCSD as the main tool to inform and support the revision process. Identify PCSD tools and evaluation mechanisms to be included in the Italian PCSD Action plan, annexed to the revised NSDS draft.
- Use the NSDS as a platform for linking the thematic strategies that are currently being formulated/updated (circular economy, biodiversity, adaptation, etc.) within and outside MATTM,

As for the PCSD project, the objective is to achieve a more coherent and effective approach to sustainable development by mainstreaming SDGs into Italy's policy-making cycle and addressing governance challenges to sustainable development by breaking policy silos, improving sustainability measurement and analysis and strengthening multi-stakeholder dialogue, enabling an effective mainstreaming of SDGs into policy formulation and evaluation at all levels of government.

Overall Key Results and Findings of the workshop

Key results reported here emerged from the exchanges during the workshops as well as from the views expressed at the end of the workshops by the participants through a quick survey.

- ✓ The workshop allowed MATTM to present its activities relating to the implementation of the NSDS and the ongoing revision process as well as the substantive ongoing work on green sustainable finance to foster investments in the circular economy.
- ✓ The workshop allowed OECD to present the PCSD approach. OECD also introduced the concept of policy foresight as a key tool for PCSD showing its potential to contribute to preparing governments as well as civil society in anticipating foreseeable changes and disruptions.

¹ According to the legislative act approving the NSDS (Delibera CIPE 22nd December 2017) a document to operationalise the NSDS (Documento di Attuazione) should have been drafted by December 2018, but it was never produced.



- ✓ The workshop contributed to disseminate key best practices that the Italian Regions, Autonomous provinces and Metropolitan Areas have implemented (with the support of MATTM), exercising policy coherence and aligning with the NSDS.
- ✓ The workshop was a first opportunity to speak about integrated policy making across line ministries, useful for launching an investigation on the identification of integrated objectives and activities.
- ✓ The workshop investigated on the objectives identified in the Strategic Area of Prosperity and allowed an initial identification of mid-term paths. These initial paths will be further analysed while policy options might be formulated to be included in the PCSD Action Plan as well as to contribute to the operationalisation of the NSDS during the revision process. Such paths include:
 - Strengthened regulatory actions in specific areas, i.e. public procurement and green finance;
 - Work on targeted and coherent incentives, such as: shifting from environmental harmful subsidies to environmental favourable subsidies and introduce environment-friendly fiscal schemes; introduce finance taxonomy and focus on opportunities for developing tailored national standards;
 - Identify shared policy and plan's programming, evaluation and monitoring tools and frameworks, building on the experiences of the DPCOE work on the European structural and cohesion funds as well as on the ongoing work at sub-national level relating to the NSDS;
 - In the context of the above, recognize the need to strengthen the competence of central administrations with specialised experts that have time and competence to dedicate to PCSD;
 - Overall acknowledgement of a need for building skills on: connecting policy-making with accountability and reporting; identifying the inter-linkages across actions; assessing the impact of policies that cut across different SDGs and anticipate the synergies and trade-offs that they could generate;
 - Acknowledge of the need to put in place a clear governance system/institutional spaces to perform policy coherence in decision-making with continuous involvement of the local level and civil society;
 - Fill the gap of important elements missing in the NSDS such as an overall governance system and a stronger accent on enhancing PCSD;
 - Share experiences in overcoming a silos approach. Such experiences have been taking place at local level where cross-fertilisation of SDGs is more evident and immediate than at central level;
 - Call for strengthening the mechanisms for involving citizens in policy making. The capacity of existing platforms to provide citizens with real opportunities to influence the policy cycle as well as the synergies among different platforms (Consiglio Nazionale per la Cooperazione allo Sviluppo and the Forum per lo Sviluppo Sostenibile) could be further strengthened;
 - Shift from knowledge to competence learning: working with enterprises and education centers (vocational institutes) to make sure they speak the same language in terms of what competence in sustainability are needed;



- Address the social and economic component in the transition to environmentally friendly communities (just environmental transition) particularly focusing on circular economy as well as promoting sustainable production and consumption.

DAY 1 – Practices for policy coherence in the context of the NSDS

The first day of the workshop started with a plenary session devoted to presentation by MATTM of its work on the NSDS, highlighting also the ongoing activities supporting green and sustainable investments. Specifically, MATTM launched in November 2020 a pilot project to develop a Green Investment Financial Tool, building on the Taxonomy Regulation, and fit-for-the-purpose of assessing the environmental impact of intended green investments. Through its gradual alignment with the Taxonomy Regulation and its Delegated Acts, the project aims at reinforcing and promoting the fundamental role of this initiative of the EU within the sustainability landscape of medium and small companies.

Several local government representatives (Regions Umbria, Friuli Venezia Giulia) presented their best practices developed under a strengthened dialogue with MATTM. The Department for Policy Cohesion within the PCM (DipCoe) introduced the activity being carried out with MATTM about the use of the NSDS as a sustainability framework for the programming period 2021/2027. The main aim of working on a shared monitoring and assessment system for public policies has also been stressed out. In this view, the common work with regions and metropolitan cities has also been presented, aimed at testing and updating the preliminary set of indicators for the NSDS proposed in 2019, in order to deliver a shared set of indicators for monitoring the NSDS at all vertical levels.

During the rest of the plenary session the OECD introduced the Policy Foresight concept and tools as a key instrument for PCSD. The participants were divided in three groups, grouped around a strategic objective included in the Area Prosperity of the NSDS. The three strategic choices identified through a pre-workshop questionnaire were:

- Group A: Dematerialize the economy Through a short pre-workshop survey, participants will select one Strategic Choice and two Strategic objectives out of the one listed in the area Prosperity of the NSDS based on their level of priority and cross-sectoral nature.
- Group B: Promote social and environmental responsibility of the private sector and public administration
- Group C: Reduce waste production and promote secondary raw material market

Each group responded to three questions:

- *What possible disruptive changes in the coming ten years could have an impact on achieving the strategic choice that your group is analysing?*
- *What actions should Italy take to be better prepared for possible future disruptions?*
- *Identify a new practice or institutional change that could enable Italy to better future-proof its SDG strategy.*

Participants were introduced to the concept of Policy foresight and were shown how it could contribute to preparing for future uncertainty. Concrete pathways identified include: i) integrating dynamic analysis in government strategies (i.e. using multiple scenarios analysis in ex ante project assessments rather than just forecasting a single expected future); ii) regularly update planning tools (i.e. regular updates of climate adaptation strategies, three-years revision of sustainable development strategy, etc) to test whether



systemic changes are occurring which challenge the assumptions underlying efforts ; iii) Use evaluation and policy mechanisms for anticipating the challenges in the implementation of policies. In this context, the ex ante evaluation of policies, programmes and investments was also discussed.

The following future scenarios were identified as those which concerned participants the most:

- ✓ The potential desertification of territories due to climate change and other negative environmental impacts (floods, drought...).
- ✓ Possible decline of tourism in some areas hit by climate change and the pandemia (i.e. ski destinations, sea side erosion, desertification of landscapes, etc).
- ✓ Reconfiguration of peri-urban areas due to an increase in teleworking.
- ✓ Requalification of inner areas hit by depopulation which could potentially receive more knowledgeable workers due to teleworking and renewed national and international tourism.
- ✓ Plausible impacts of technological change in terms of skills required.
- ✓ Aging and, as a consequence, excessive pressure on the health systems and stress on pension regimes; balance between abandonment of settlements and new migration flows, migration outflows, depauperation of the human capital, etc.
- ✓ Possible lack of new business and job opportunities. Lack of investments from and for SMEs if the transition to more environmentally sustainable models is not approached holistically.
- ✓ The opportunity for social, political and technological shifts in agriculture that could see an increase in local food consumption and shorter food supply chains.
- ✓ Potential impact of moving outside of urban areas in terms of increased individual consumption (owning vs sharing economy).
- ✓ Possibility of growing inequalities due to digitilisation shifting purchasing power and access to resources.
- ✓ Growing inequalities due to a long term economic crisis
- ✓ Capacity of the of the PA to identify and anticipate the disruptions.

The following possible tools and mechanisms for strengthening policy foresight in Italy, were identified:

- ✓ Improve sustainability assessment instruments of policies, programmes and investments.
- ✓ Align investments with long-term goals that are collaboratively built to ensure widespread sense of ownership and relevance among stakeholders and rightsholders. This would be particularly helpful in the context of the elaboration of the NRRP.
- ✓ Stress test these efforts against multiple alternative futures and adapt accordingly to ensure flexibility and agility rather than rigidity.
- ✓ Strengthen ongoing foresight tools moving from single context analysis to multiple scenario analysis.
- ✓ Overall, orient the public administration towards anticipation of emerging future trends to better prepare for potential challenges and opportunities.
- ✓ Territorial climate adaptation strategies could more systematically take into account future scenarios.



- ✓ Conduct multidisciplinary and multi-stakeholder exercises to identify synergies and trade-offs between the future strategies within various sectors.
- ✓ Increase data use in policy formulation.
- ✓ Strengthen the resilience and agility of policies by integrating dynamic scenarios into a contextual analysis on regulatory assessment, ahead of formulating a policy or strategy.
- ✓ Strategic support to SMEs in shifting to sustainable production practices (short and local solutions) also using exchange of experiences taking places within community of practice exercises to realize more effective PPP, starting from the local level.
- ✓ Support for eco-innovation (durable, reusable and shared economy) that is catered to specific contexts because what is sustainable somewhere may not be sustainable everywhere.
- ✓ Decrease consumption of material goods (tackling some of the limits to circular economy).
- ✓ Place-based policies should prepare better for changes that are foreseeable in their territories. Integrate a 'previsional effort' to make sense of what is likely to happen in their territories in the mid- to long-term (desertification, loss of biodiversity, risk of landslide, declining tourism demand in that area, coastal erosion, water scarcity etc) as well as an understanding of potential global developments could present challenges and opportunities at the local level.

DAY 2 Simulation of a coherent decision making process around the Strategic Choices of the SNSVS Prosperity Area

On the second day, participants were split in the same three groups as per Day 1 around 3 Strategic Choices of the NSDS selected through a short pre-workshop survey:

- Group A Dematerialize the economy Through a short pre-workshop survey, participants will select one Strategic Choice and two Strategic objectives out of the one listed in the area Prosperity of the SNSVS based on their level of priority and cross-sectoral nature.
- Group B: Promote social and environmental responsibility of the private sector and public administration
- Group C: Reduce waste production and promote secondary raw material market

Each group discussed the following questions:

- *Describe an existing action that is being implemented related to the Strategic Choice discussed.*
- *Discuss potential synergies and trade-offs emerging among the actions presented by the participants.*
- *Identify one new practice or institutional change that could enable Italy to better find synergies across policies contributing to this policy area.*

The main results of the three working groups discussion can be summarised as follows.



Group A - Strategic Choice III.1. Dematerialize the economy, improving the efficient use of resources and the circular economy

- ✓ *Silos approaches are still very present* and could undermine the implementation of SDGs when responsibility lies across policies areas related to circular economy. The implementation of the SDGs could overcome the silos approach by further supporting work at territorial level as this is where there is more margin for cross-fertilisation. Inspire the central administration.
- ✓ *Education: shifting from knowledge to competence.* Participants admitted that is not always clear which competences are needed on circular economy and dematerialisation. Partnerships between schools, NGOs, local authorities have been reported as successful experiences. The Metropolitan area of Reggio Calabria activated courses for secondary schools on sustainable development and 2030 Agenda, that will include knowledge seminars (theoretical and practical) on sustainability, innovation, circular economy, green jobs, digitalization 4.0². They suggested hiring experts on systemic thinking at different levels of the administration to make sure they can make the link across policies.
- ✓ *Multi-stakeholders platforms to build "green competences".* Several examples of programmes building networks for transferring knowledges and building "green competences" on sustainable development to civil society, were provided by Metropolitan Areas (Milan, Reggio Calabria) and Regions (Lombardy, Sardinia). Several initiatives created opportunities for sharing visions, programs, actions with stakeholders, enterprises, Universities and research centers. For instance the Metropolitan Area of Reggio Calabria through a grant from the Ministry of the Environment provided support to 30 organisations (associations, bodies, organizations, also municipalities) to implement six pilot³ actions contributing to implementing the objectives identified in the Metropolitan Agenda for sustainable Development and the Strategic Metropolitan Plan.
- ✓ *Indicators.* Stakeholders discussed the tools at their disposal for monitoring and evaluating the Strategic Choices and Objectives of the SNSvS using the 43 indicators produced by the Inter-institutional Working Group on indicators. Some difficulties emerged for translating how policies contributed to SDGs achievement. Some of the territorial initiatives (i.e. Reggio Calabria Metro Citizens in Transition⁴) plan to collect data that can contribute to populate the ISTAT SDGs indicators and simultaneously contribute to tracking local strategies.
- ✓ *Policy plans and strategies for strengthening circular economy:* at national level a Framework for circular economy was adopted two years ago and recent research calls for a National Strategy and action plan as well as a coordination entity⁵. Equally regions and metropolitan areas have mentioned different policy plans related to address circular economy and waste management (Milan Metro, Lombardy, Sardinia, etc).
- ✓ *Vertical coherence* among national, regional and local initiatives for circular economy is not always clear. SNGs ask for receiving EU or national guidance, however there is a risk that this steer would be based on outdated situational analysis by the time it is issued. On the other hand, the mandate to implement these strategies should be delegated at territorial level to give SNGs more power to enforce the provisions included in the national strategies.

² <https://www.rcmetrocitizensintransition.com/ecosistema-educativo>

³ <https://www.rcmetrocitizensintransition.com/le-azioni-pilota>

• ⁴ www.rcmetrocitizensintransition.com

⁵ <https://notizie24.it/il-sole-24-ore/economia-circolare-il-piano-dei-550-esperti-coordinati-da-enea/>



- ✓ *Public Green Procurement* is another policy tool that Regions and Metropolitan areas often use. For instance Sardinia was the first region to introduce best practices on green public procurement and opened offices in eith provinces.
- ✓ Regions and Metropolitan areas also provide *financial incentives* to individuals i.e. eco bonus for refurbishing buildings, or to enterprises for transitioning to green. For instance the Region Lombardy offers grant for SMEs (from 2 million EUR in 2020 to 3 millions EUR in 2021) to work on circular economy.
- ✓ Stakeholder involvement: the issue of ineffective or insufficient stakeholder involvement was raised by different participants, as for example in the Development of the new regulation including Sustainable Development in the decisions of the Inter-ministerial committee for economic programming (CIPESS). Some multi-stakeholders mechanisms that exist at national level such as the CNCS (National committee for development cooperation), with working groups on topics related to Sustainability, and the Forum for Sustainable Development could be more sytematically associated to decision making processes. The stakeholders mobilised during the revisión of the SNSvS could be part of a permanent platform, building on these existing mechanisms, to oversee the implementation and contribute to successive revision processes. The vision of the NSDS could be extended to 2050 (i.e. Spain vision 2050) and, in this context the three year deadline for the revision of the strategy could represent an opportunity to react to systemic changes more promptly and efficiently. The region Lombardy involved civil society in the formulation of strategic Documents such as the regional SD Strategy, Plan towards circular economy and Energy-Environment and Climate Plan through a multiskaholder platform (including eterprises, universities, etc) called the Observatory of Circular Economy and Energy Transition.

Group B - Strategic Choice III.4 Promote social and environmental responsability of the private sector and public administration

- ✓ Importance of emphasising the social dimension, and not only environmental one, in private sector responsibility. For instance, taking into account the impact of transitioning towards more green and digital industries in terms of jobs relocation and retraining.
- ✓ *Coalition building*. Examples: Metropolitan area of Genova is setting up a coalition between enterprises who signed up a Sustainable Services Chart and a collaboration with Ethic Lab, a network of enterprises from the metropolitan area that share best practices for sustainability. Metropolitan area of Florence is organising awareness raising events such as a bicycle tour from Florence to Prato in partnership with all sustainable businesses of the valley.
- ✓ *Shifting from knowledge to competence*. Working with enterprises and education (vocational institutes) to make sure they speak the same language. Example of Turin Metro area (APPVER) brings together teachers from vocational schools and enterprises to create a community of practice and understand what competence students need to have to be fit for greener enterprises.
- ✓ *Incentives*. Allowances for companies that integrate social and environmental concerns.
- ✓ *Sustainable finance*: pressure from financial markets to include social dimension in companies' disclosure requirements (ESG disclosure). Questions arised on what are the indicators that are relevant to measure this dimension. The EU taxonomy framework will be an important reference in this transition. Pushing governments to incorporating the social dimension in its investments.



- ✓ *Indicators.* Encouraging voluntary non-financial reporting for the private sector on sustainability of their production but focus on what we exactly measure. The OECD Principles for responsible business conduct on corporate social responsibility can be a point of reference. Recent OECD works (2018)⁶ shows that despite the proliferation of information and frameworks to measure these impacts, there is currently no common understanding and practice on how to assess the performance of businesses in different social and environmental areas.
- ✓ *Measuring people experience and living conditions.* Need to understand links between aggregate and macro level measures, with micro company and project level ones. The OECD Business for inclusive growth initiative⁷ influences large companies in implementing their sustainability engagements in key areas such as human rights in operations, inclusive workplace, measure and value the impact of inclusive business. Currently, OECD is finalizing adaptation of OECD Well-being to business⁸, a framework originally developed for governments.

Group C - Strategic Objective III.5. Reduce waste production and promote secondary raw material market

- ✓ Upstream waste reduction can happen through:
 - *Setting up multi-stakeholders partnerships*, including chambers of commerce and consumers to keep them up to date on waste reduction.
 - *Awareness raising campaigns* on reducing waste production by buying reparable things (rights holders not just stakeholders) while taking into account the price gap – not everybody can afford to buy sustainable.
 - Involve *media* to create common language that is used in newspaper and on television.
 - *Enhancing innovation* for sustainability in the production processes.
 - *Fiscal incentives*, setting up incentives for re-use along the supply chains (i.e. practice of industrial symbiosis to close the resource cycle promoted by the DPCoE). Careful on too many fiscal burdens.
 - Green Public Procurement introducing mandatory minimal standards such as the Criteri Ambientali Minimi.
- ✓ Downstream waste reduction can happen through:
 - Policies regarding *waste collection* (successful experience of waste management plan in Milan metropolitan area) are more successful than waste treatment where unclear normative rules apply (Milan Metropolitan area engaged a partnership with universities to clarify and interpret regulatory framework).
 - *Standards for processing waste*. The Italian Standardization body (UNI) committees in charge of developing these standards are spontaneously adapting them to SDGs. These standards help companies understanding the whole production cycle. These norms are voluntary.
- ✓ Policy tools associated with the above needs:

⁶ https://www.oecd-ilibrary.org/economics/measuring-the-impact-of-businesses-on-people-s-well-being-and-sustainability_51837366-en

⁷ <https://www.oecd.org/inclusive-growth/businessforinclusivegrowth/>

⁸ <https://www.oecd.org/statistics/measuring-well-being-and-progress.htm>



- Regulation can change behaviour and relations but awareness raising is needed beyond regulation.
- Capacity building at the management level to improve the skills of civil servants. Need to create the skills to connect policy-making with accountability and reporting.
- *Ex ante* assessment to bring coherence knowing what we are heading to (dynamic scenario) and what is the expected impact in terms of waste reduction. Problem with impact assessment is that often objectives are abandoned too early to track their impact resulting in lack of accountability.
- *Horizontal coordination* to bring forth cooperation at a central level (whole of government approach).
- *Create change* and a common language from the very top towards the local level. regions and Cities are improving capacity to start something new.
- *Develop standards for users and companies to re-use products*: i.e. OECD Standards that help unite producers in a harmonized approach to manage the life cycles of products⁹. But the standards would need to be tailored to place characteristics to understand which practices are more sustainable in that context (i.e. water scarcity issue specific to some places; etc).

⁹ <https://www.oecd.org/env/tools-evaluation/extendedproducerresponsibility.htm>