TECHNOLOGY
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SUSTAINABLE DEVELOPMENT G🌐ALS

Current Approaches to STI Policy Making in the Context of SDGs

2ⁿᵈ session

Science, Technology and Innovation (STI) Policy Instruments: Implementation Challenges

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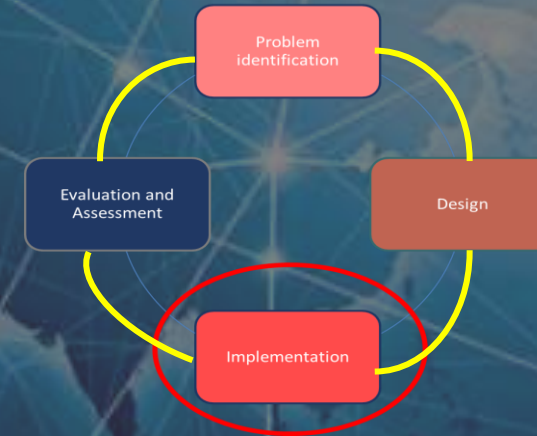**UNU MERIT**
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❑ Implementation is the stage of STI policy cycle where policy instruments are executed or operationalized
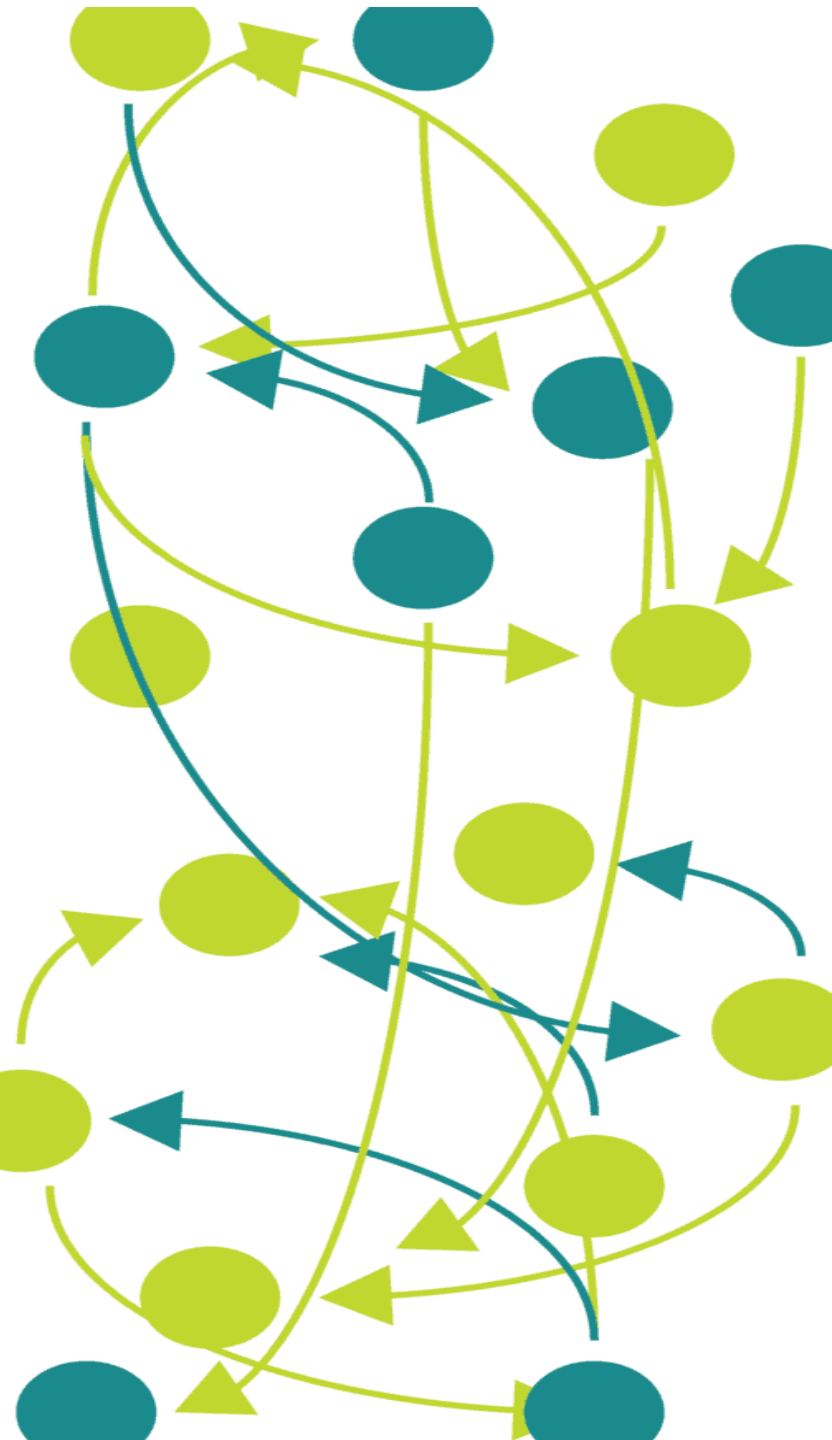
What is STI policy Implementation?

❑ Characteristics of the Implementation Stage
- Proof of concept and learning
- Social and Political
- Change process
- Managerial

IMPLEMENTATION CHALLENGES: PLANNING

❑ STI Roadmap: list all the necessary long, middle, short term and operational actions

❑ Set:
- Calendars
- Roles and responsibilities
- Targets and performance indicators
- Costing

IMPLEMENTATION CHALLENGES: SYSTEMS APPROACH

❑ Assess the current social, economic, and political (SEP) environment and how to adapt to it

❑ Identify:

- Inputs and outputs

- Key STI actors

- SEP relations between key STI actors

- SEP effects and repercussions

❑ Examine and assess the interactions of all the above aspects of the STI system
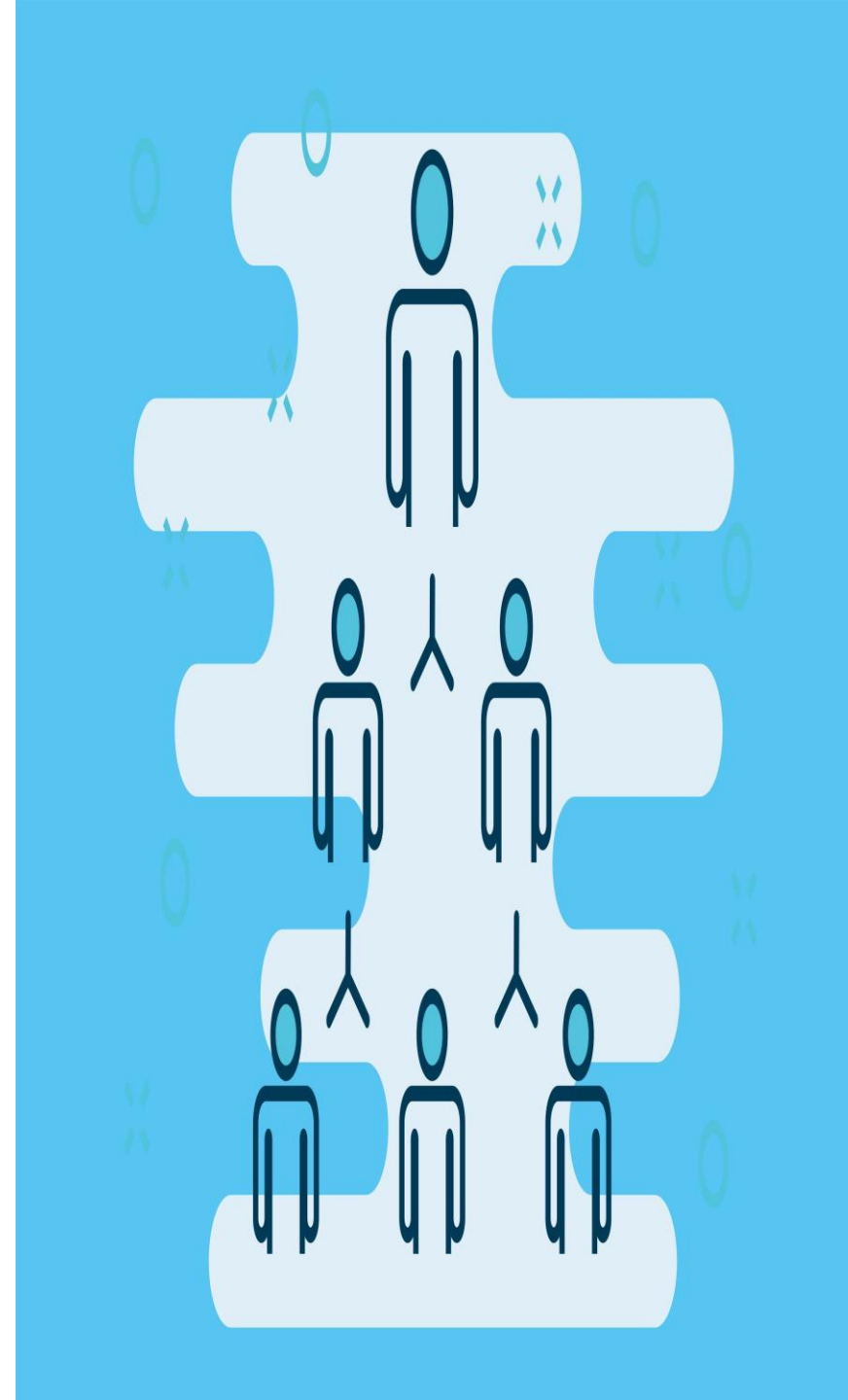
IMPLEMENTATION CHALLENGES: LEADERSHIP AND COMMITMENT

- ❑ Ensure
  - Top Presidential or parliamentary priority
  - Top Ministerial priority
  - Champions
- ❑ Draw on STI bureaucracy
  - Influence and advocate
  - Create leadership and commitment
- ❑ Build on committed personnel

IMPLEMENTATION CHALLENGES: GOVERNANCE

❑ Introduce an overall representative STI multi-stakeholder consulting/decision making instance

❑ Establish:
- A body with the overall responsibility for implementation
- The subordinate duties, structures and joint tasks
- Intra and interorganizational teams
- Clear accountabilities

❑ Transparency:
- Full information
- Clear and accessible processes and related rules

IMPLEMENTATION CHALLENGES: COORDINATION

❑ Achieving successful STI policy implementation often depends significantly non-STI actors or actions, which all need

❑ Create

- Multi-stakeholders implementation committees, working groups and teams
- Selection mechanisms that ensure relevant organizations are involved
- Rotating managerial responsibilities
- Focal points across implementation agents

❑ Follow-up on the tasks and ensure they are delivered as expected and in time

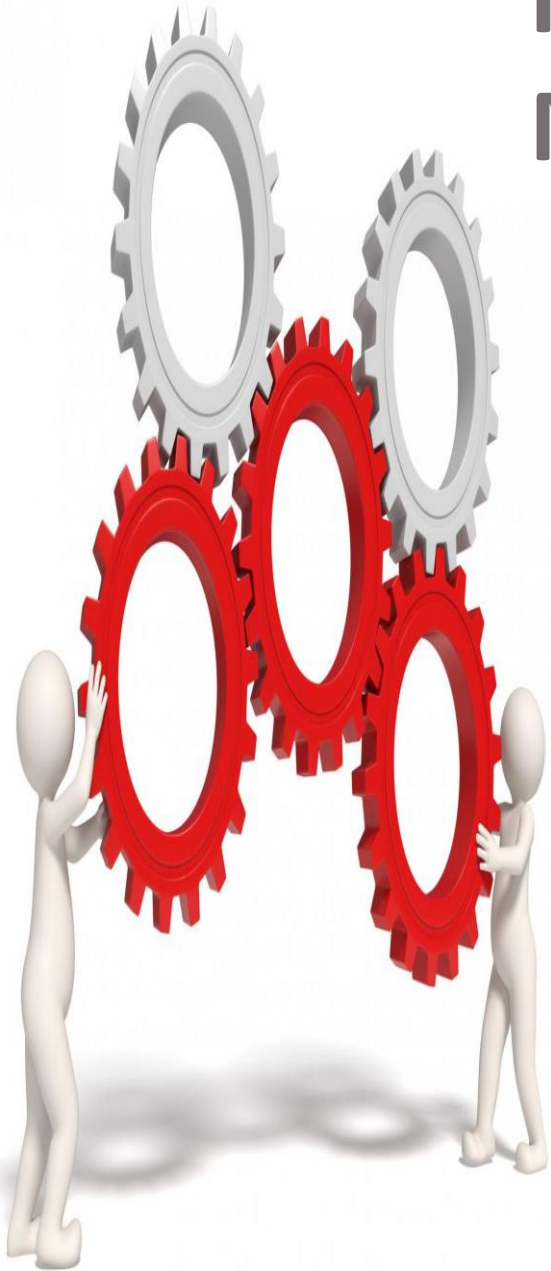# IMPLEMENTATION CHALLENGES: TRADITIONAL AND SOCIAL MEDIA AND INTERNET

❑ Identify media outlets that are used by the STI communities to disseminate information

❑ Begin a press and social media campaign

❑ Use internet platforms, facebook, tweeter, webpages and any available e-facilities to facilitate the involvement of stakeholders

❑ Ensure that information provided is easy to understand, useful and comprehensive

IMPLEMENTATION CHALLENGES: MANAGERIAL CAPABILITIES

❑ Entrust STI managers with driving the implementation stage of the policy process

❑ Introduce the required managerial capabilities:

- Technical expertise
- Holistic thinking
- Problem solving
- Social networks
- Communicating
- Influencing and convincing
- Trustworthy and respect
- Risk-taking

❑ Have available adequate implementation mechanisms: executive orders, administrative mechanisms, rules and regulations

IMPLEMENTATION CHALLENGES: RESOURCES

- ❑ Ensure the necessary level of financial resources:
  - Consultants, studies, interviews, travel, meetings, software, communications, press, social media
- ❑ Obtain the right amount and mix of human resources
  - Managers
  - Experts
  - Support staff
  - Communications professionals
- ❑ Access to the required knowledge
  - Epistemic community
  - Policy Research
  - International Experiences
  - Consultancy companies/international organizations

FINAL REMARKS

❑ The extent of the implementation challenge depends on the degree of institutional sophistication in a particular country, although even the most advanced countries face implementation challenges

❑ The more elaborate an instrument is the more complex the implementation process needs to be. Conversely, for instruments that are less sophisticated and have less impact, a more straightforward approach can be taken.

❑ During implementation stage complexities are more in the social, political and managerial processes than in the technicalities of the instruments

❑ Implementation processes need time. Do not 'cut corners' or reduce the length of time processes demand for political expediency

Many Thanks

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