



Training Toolkit on Effective National to Local Public Governance for SDG Implementation





Vertical Integration for Policy Coherence

Module 3.2





Policy Coherence for Sustainable Development

Vertical Policy Integration for the 2030 Agenda

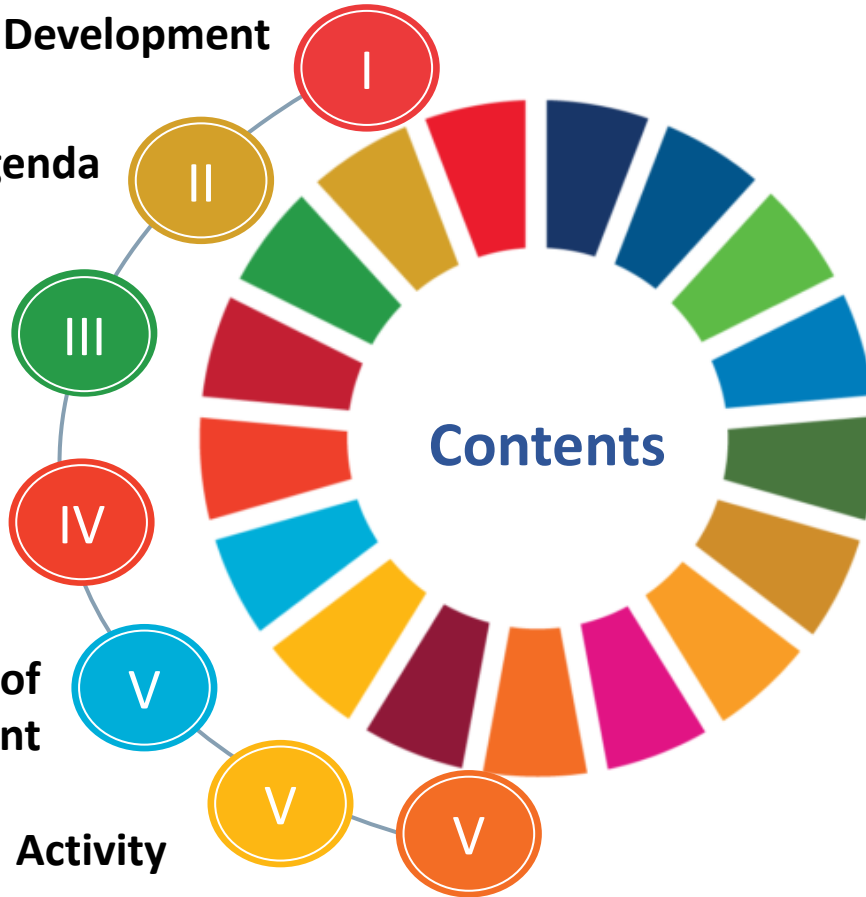
Approaches for Vertical Integration

Tools for Vertical Integration in SDG implementation

Vertical Alignment and Horizontal Integration of Government

Activity

Key Takeaways





Learning Outcomes



Understand the concept and relevance of policy coherence



Reflect on the building blocks of an institutional system for policy coherence



Learn vertical integration across levels of government at the planning stage



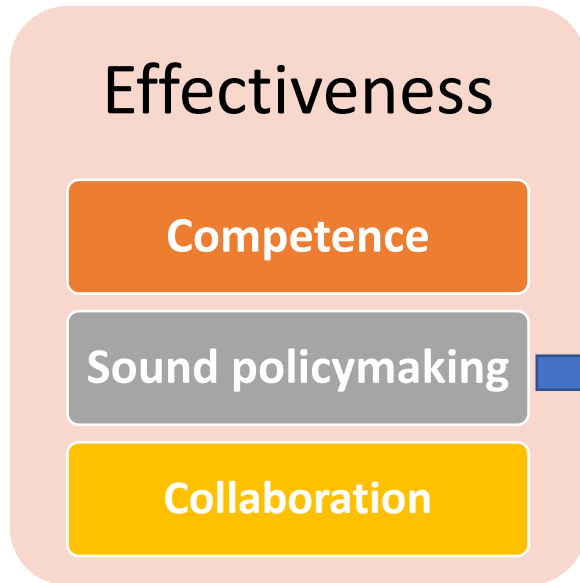
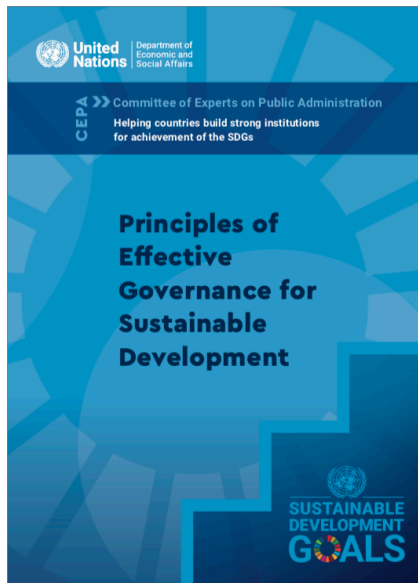
Learn the tools for vertical integration in SDG implementation



I. Policy Coherence for Sustainable Development



pursue policy coherence and an enabling environment for sustainable development at all levels and by all actors



To achieve their intended results, **public policies are to be coherent with one another** and founded on true or well-established grounds, in full accordance with fact, reason and good sense.



I. Policy Coherence for Sustainable Development



- Policy coherence in the 2030 Agenda requires bringing in sustainability considerations more **systematically in policy-making**
- **Policy coherence provides a useful lens to inform policy-making**
- Enhancing policy coherence will entail looking at the *whole policy-making process*
- Strengthening institutions for more integrated solutions

TARGET 17-14

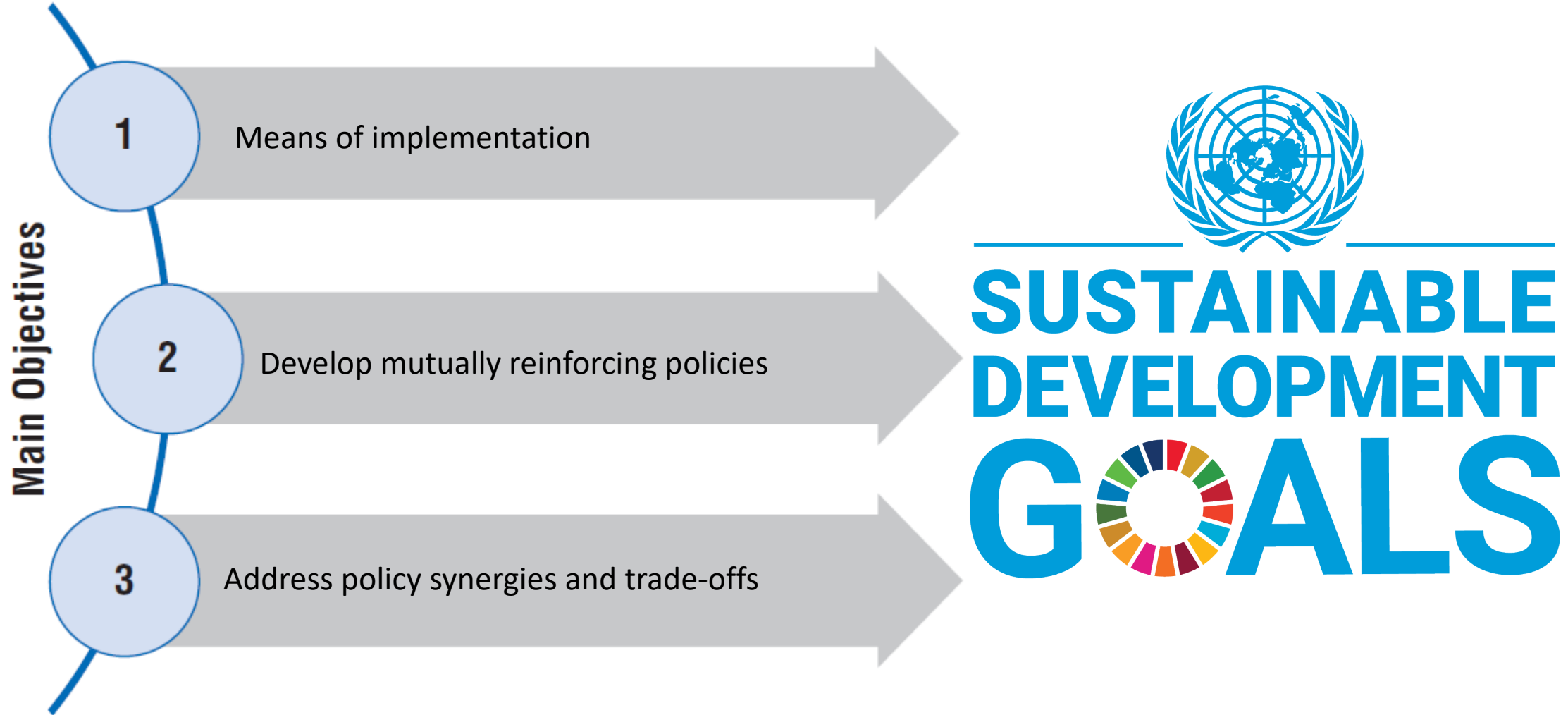


ENHANCE POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT

“Number of countries with mechanisms in place to enhance policy coherence for sustainable development”



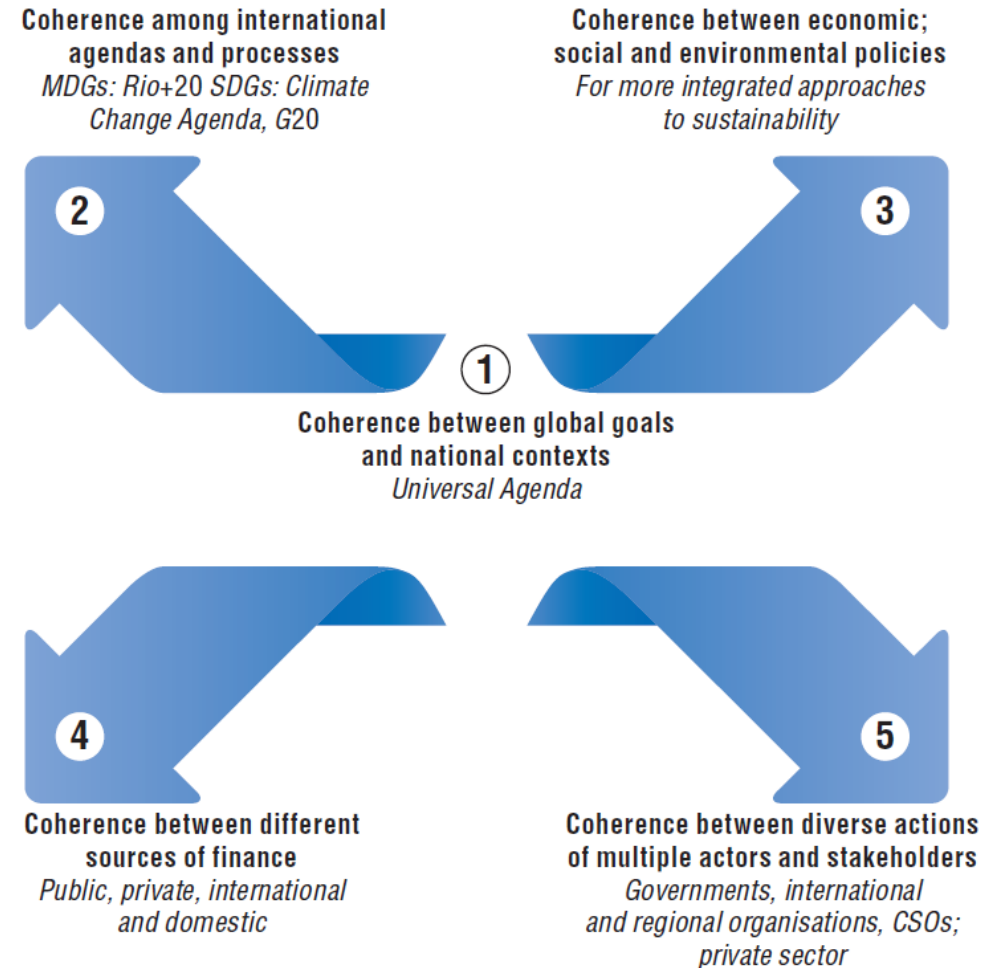
I. Policy Coherence for Sustainable development (cont.)



Source: UN DESA



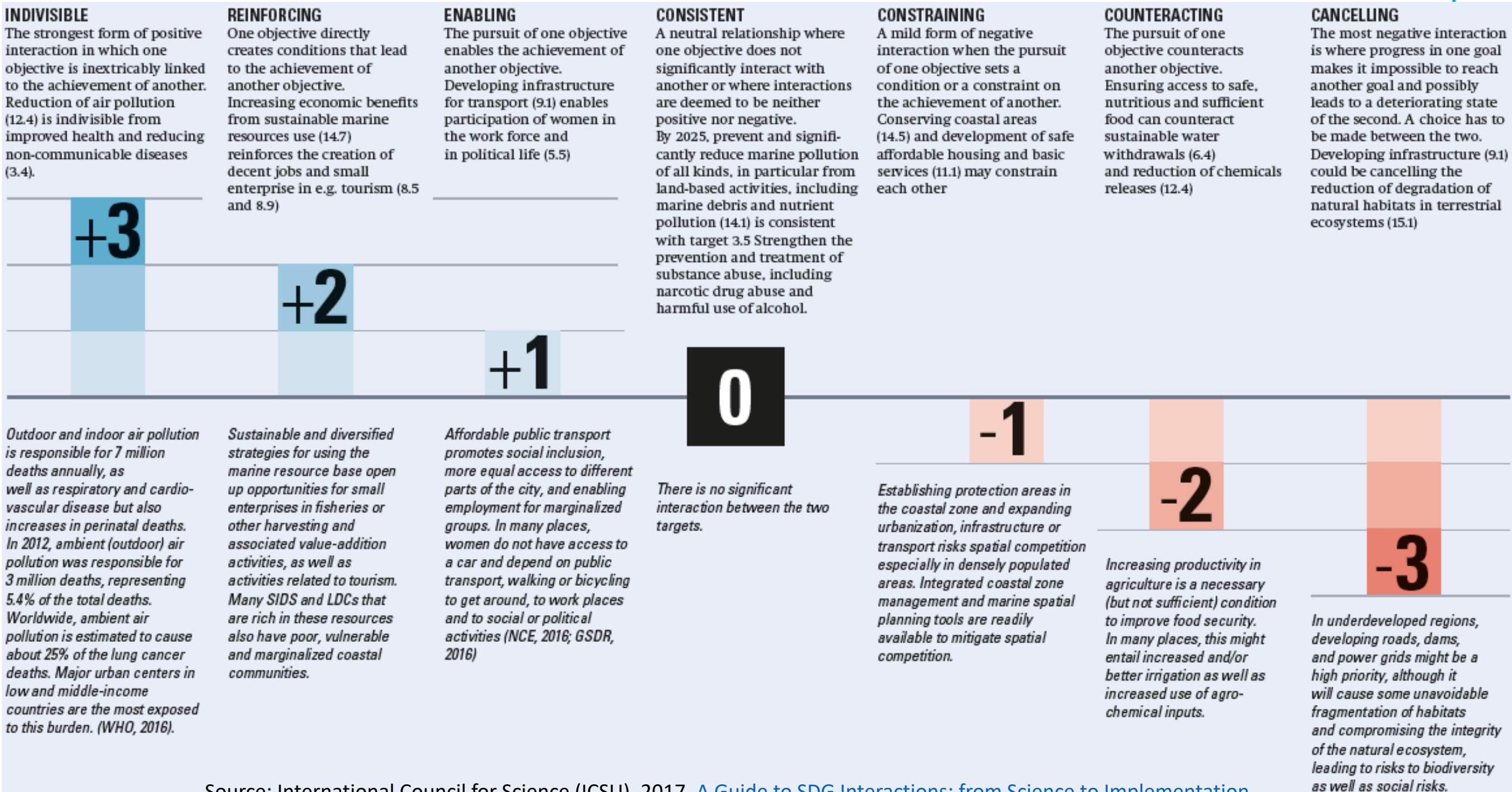
I. Policy Coherence for Sustainable development (cont.)



Five levels emphasizing **vertical coherence** and **horizontal coherence**

Source: OECD (2015), *Better Policies for Development 2015: Policy Coherence and Green Growth*, OECD Publishing, Paris.

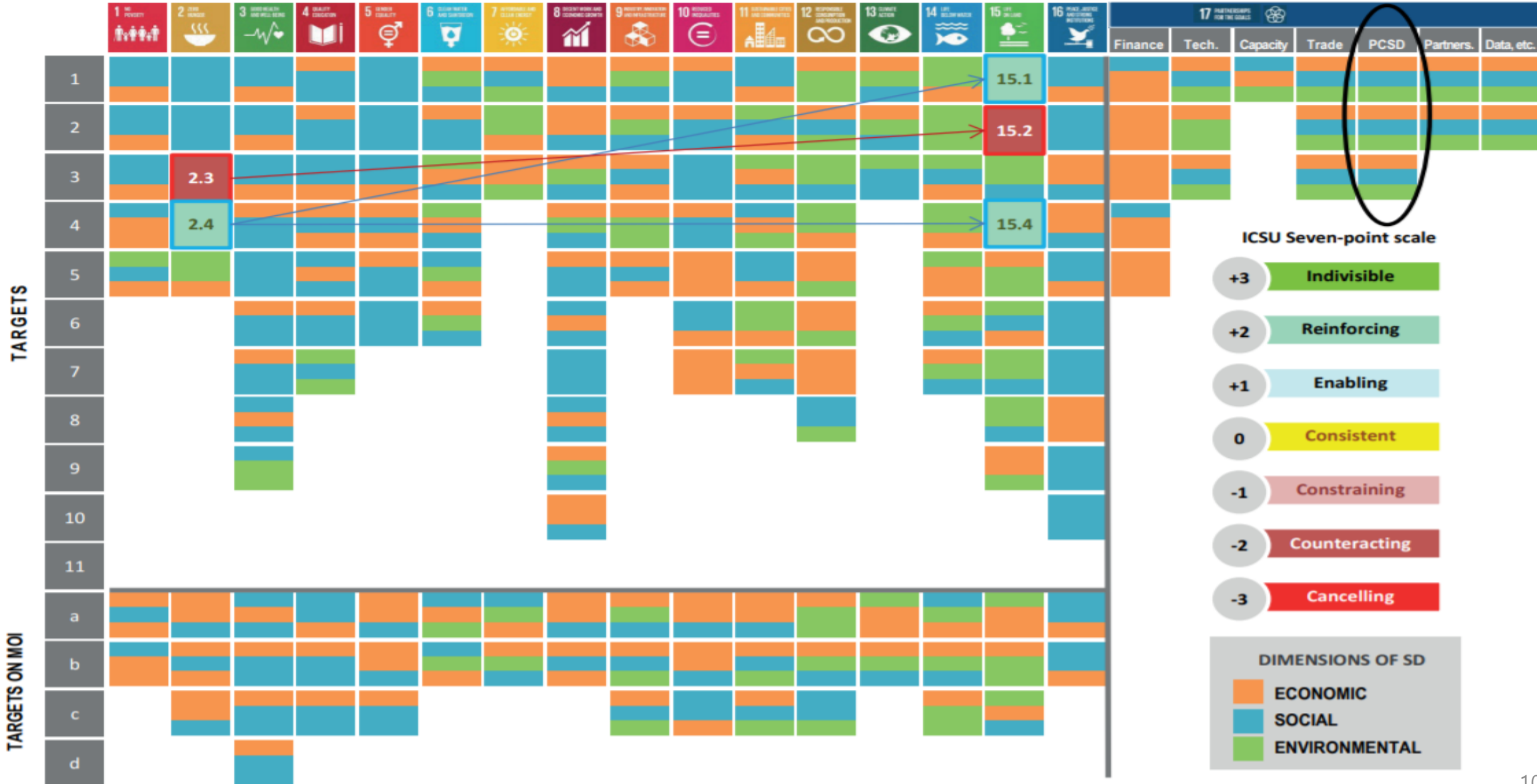
How to assess synergies and trade-offs



Example of policy coherence: Identifying interactions among SDGs and targets

SUSTAINABLE DEVELOPMENT GOALS (SDGs)

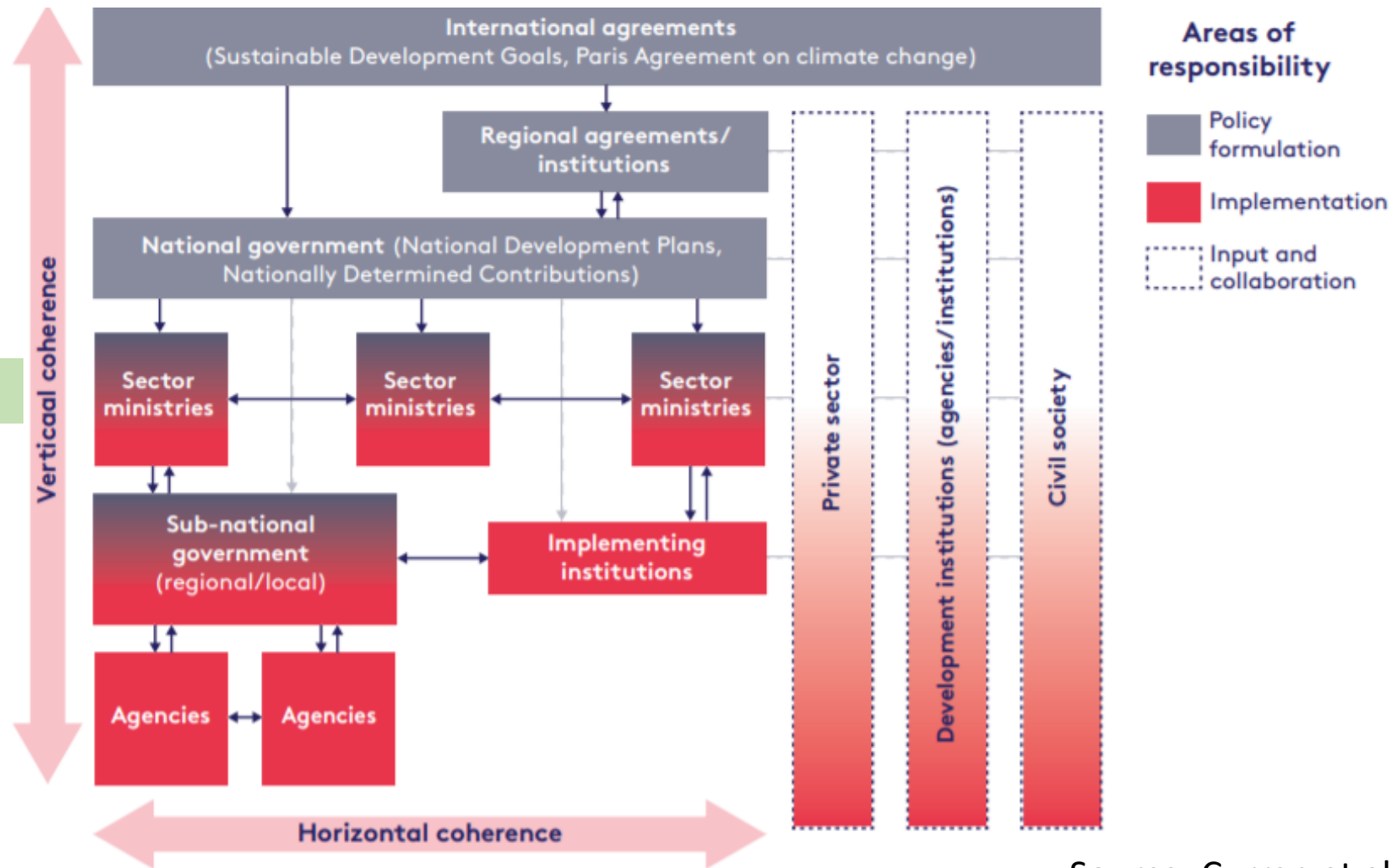
GOAL ON MEANS OF IMPLEMENTATION (MOI)



Source: adapted from the presentation by Amb. Csaba Körösi, PR of Hungary to UN: "From SDGs to Post-2015 Agenda" at the OECD in Paris on October 7th, 2014.



I. Policy Coherence for Sustainable development (cont.)

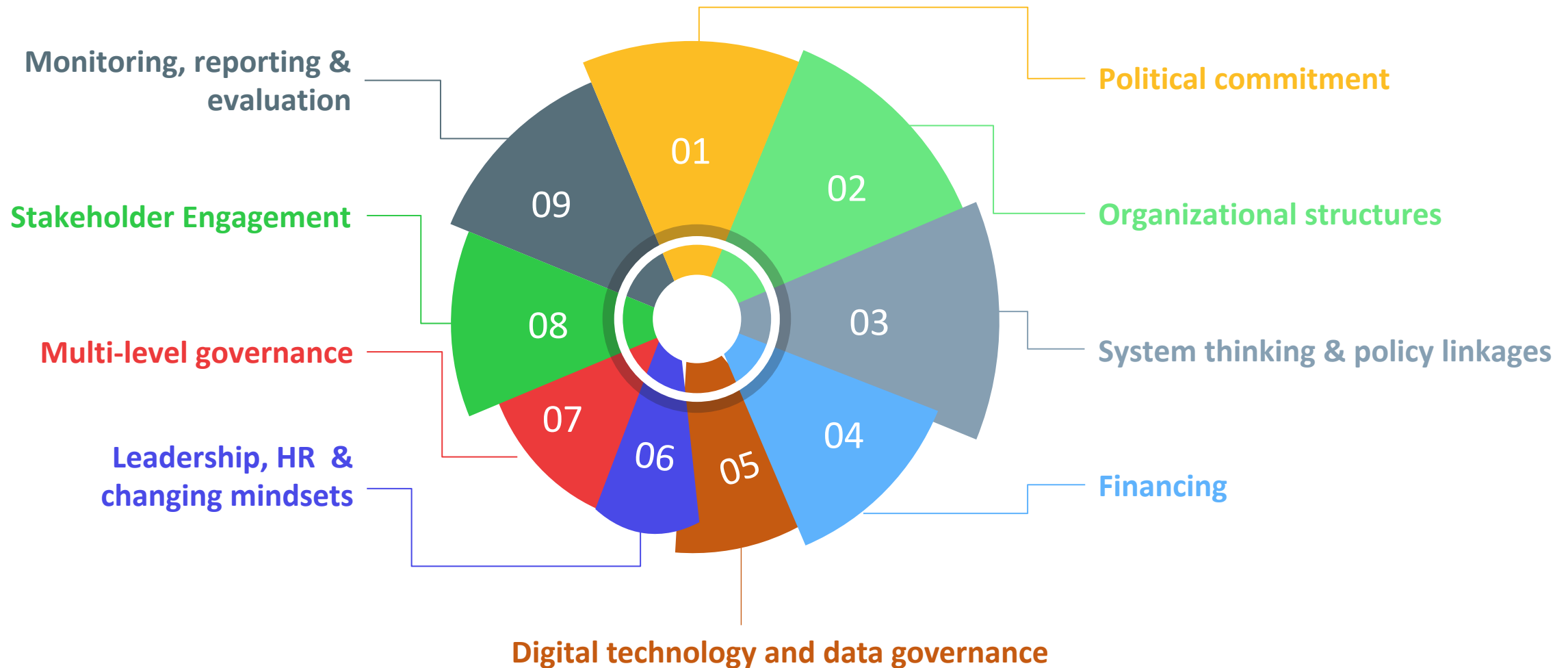


Source: Curran et al., 2018



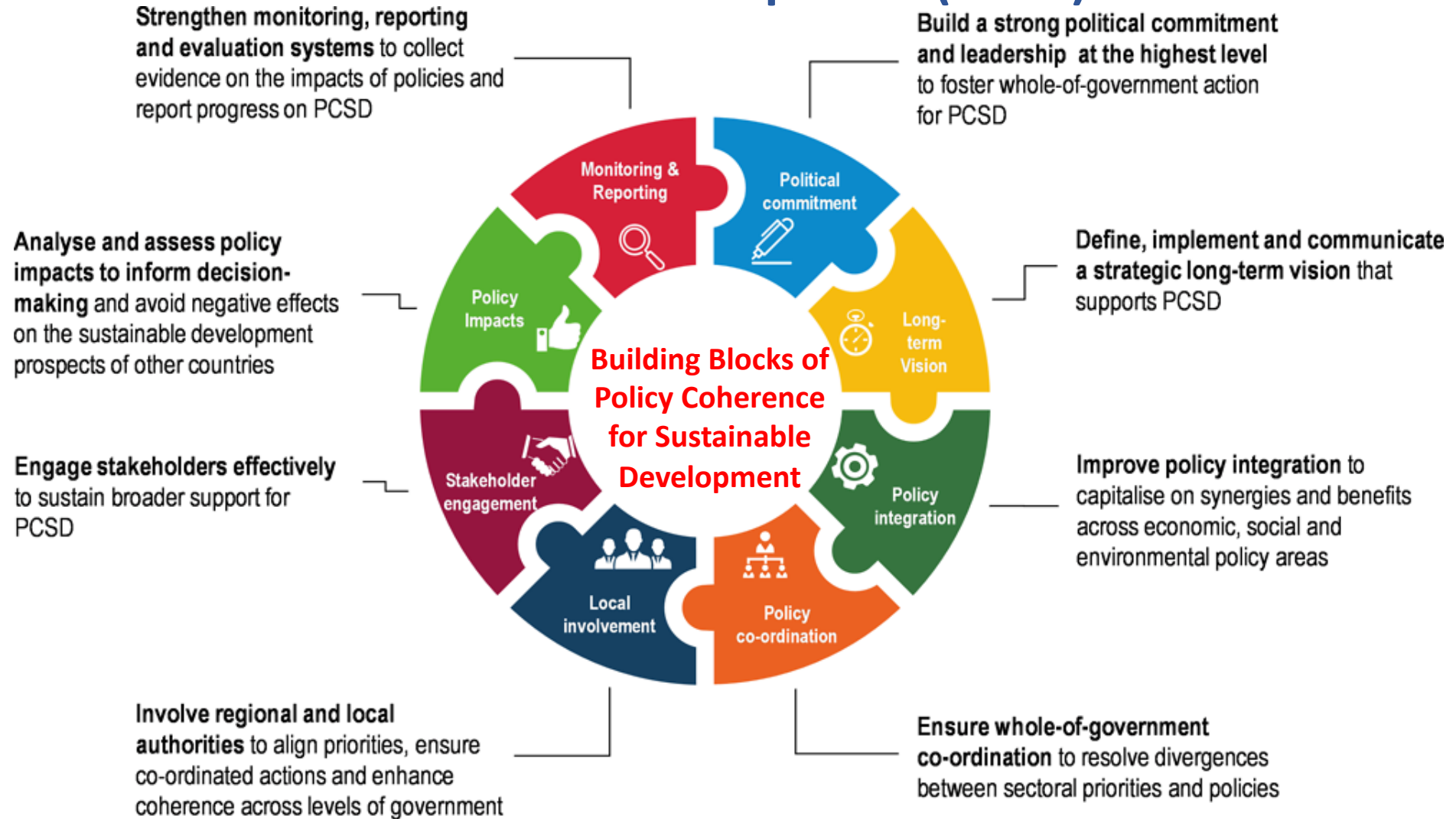
I. Policy Coherence for Sustainable development (cont.)

Institutional Readiness Assessment for Policy Coherence





I. Policy Coherence for Sustainable development (cont.)



Source: OECD (2017), *Policy coherence for sustainable development 2017*



I. Policy Coherence for Sustainable development (cont.)

Activity: Brainstorming

- Think of your country and working environment!
- Spontaneously think about what you consider the strengths and weaknesses of this context for moving towards policy coherence!
- Write on post-its
 - Strengths
 - Weaknesses





II. Vertical Policy Integration for the 2030 Agenda

The realization of the SDGs requires the coordination of actions of different levels of government.

SDG Goals and targets that involve sub-national authorities

11 SUSTAINABLE CITIES AND COMMUNITIES



• All targets



1 NO POVERTY

1.1
1.2
1.3
1.4
1.5
1.b



2 ZERO HUNGER

2.1
2.2
2.3
2.4
2.5
2.c



3 GOOD HEALTH AND WELL-BEING

3.1 3.6
3.2 3.7
3.3 3.8
3.4 3.9
3.5 3.c
3.5



4 QUALITY EDUCATION

4.1 4.a
4.2 4.b
4.3 4.c
4.4
4.5
4.6



5 GENDER EQUALITY

5.1 5.a
5.2 5.b
5.3 5.c
5.4
5.5
5.6



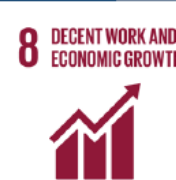
6 CLEAN WATER AND SANITATION

6.1
6.2
6.3
6.4
6.5
6.6
6.b



7 AFFORDABLE AND CLEAN ENERGY

7.1
7.2
7.3



8 DECENT WORK AND ECONOMIC GROWTH

8.1 8.8
8.2 8.9
8.3 8.10
8.5
8.6
8.7

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



16.1
16.2
16.3
16.4
16.5
16.6
16.7
16.9
16.10



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

9.1
9.3
9.5
9.c



10 REDUCED INEQUALITIES

10.1
10.2
10.3



12 RESPONSIBLE CONSUMPTION AND PRODUCTION

12.2
12.3
12.5
12.5
12.7
12.b



13 CLIMATE ACTION

13.1
13.2
13.3



14 LIFE BELOW WATER

14.1
14.2
14.4
14.5
14.b



15 LIFE ON LAND

15.1 15.9
15.2 15.a
15.3
15.4
15.5
15.7



17 PARTNERSHIPS FOR THE GOALS

17.1
17.14
17.17

Source: WPSR 2018

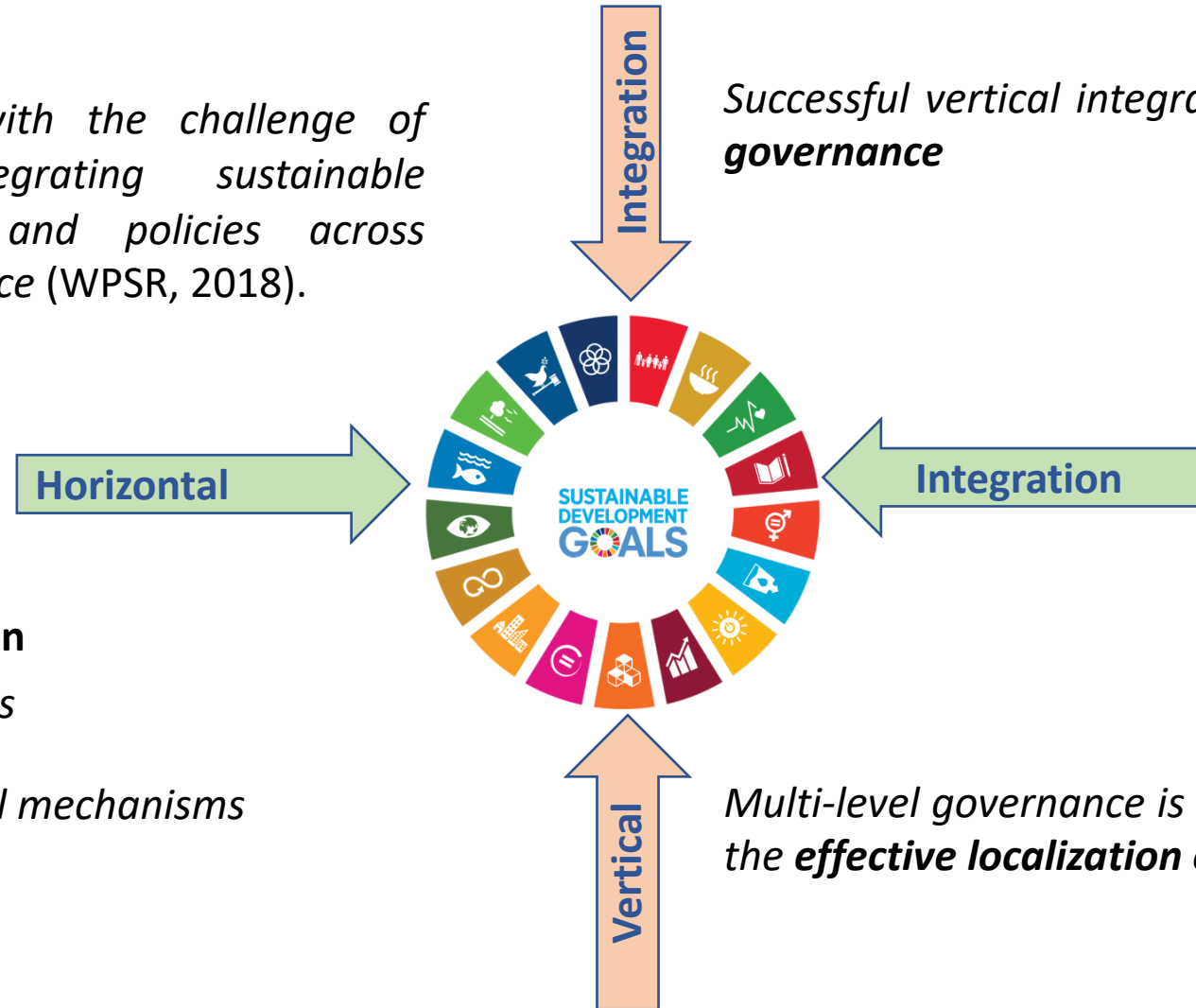


II. Vertical Policy Integration for the 2030 Agenda (Cont.)

Vertical policy integration

mechanisms that deal with the challenge of coordinating and integrating sustainable development strategies and policies across different levels of governance (WPSR, 2018).

*Successful vertical integration requires **multi-level governance***



Horizontal policy integration

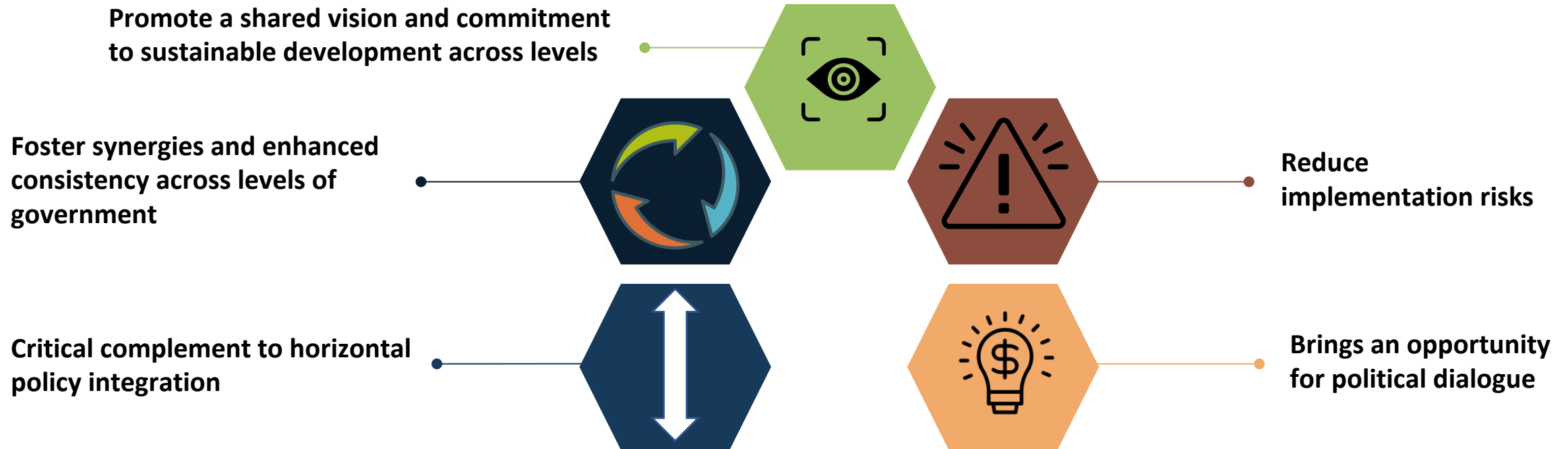
- *Integrated policy analysis*
- *Coordinated institutional mechanisms*
- *Integrated modelling*

*Multi-level governance is expected to contribute to the **effective localization of the SDGs***



II. Vertical Policy Integration for the 2030 Agenda (Cont.)

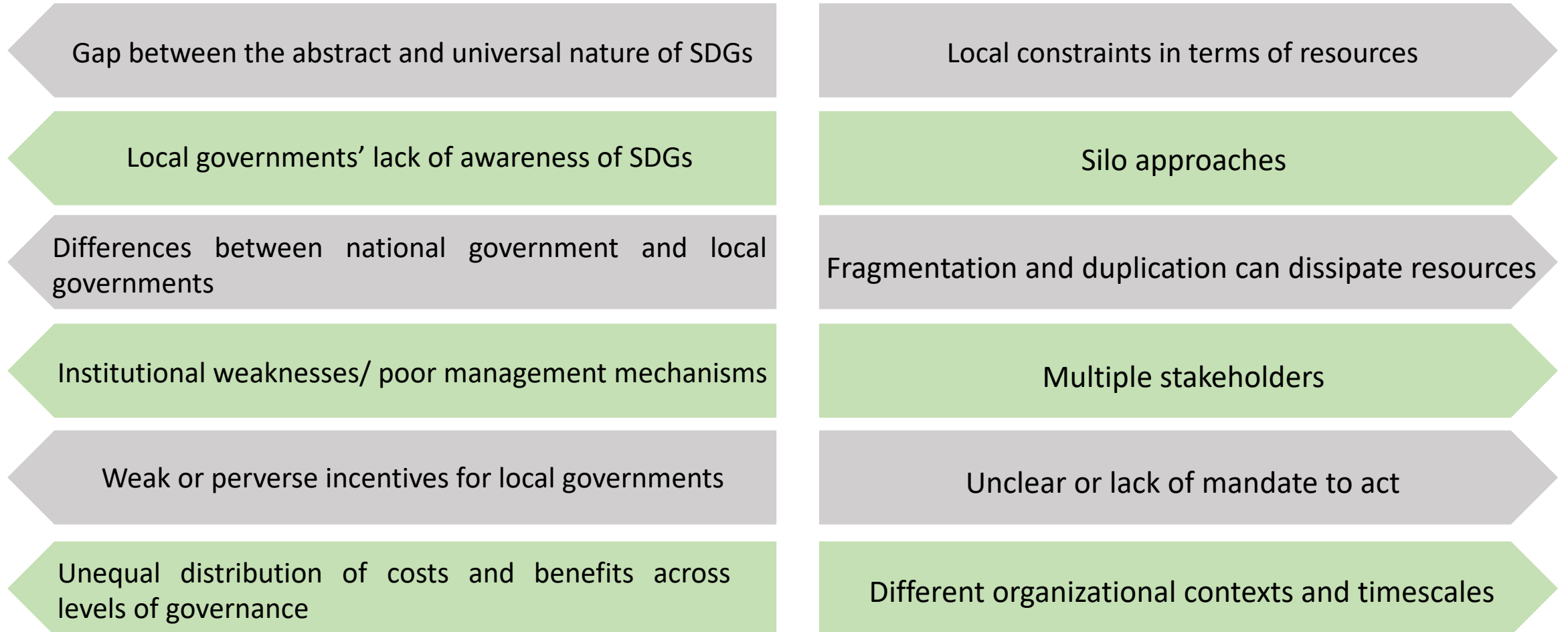
Potential benefits of vertical integration





II. Vertical Policy Integration for the 2030 Agenda (Cont.)

Challenges to vertical integration





II. Vertical Policy Integration for the 2030 Agenda (Cont.)

Various mechanisms available for creating vertical policy coherence, integration and partnerships





III. Approaches for Vertical Integration





III. Approaches for Vertical Integration (Cont.)

Vertical integration at the planning stage

Planning is frequently the stage of the policy-making cycle that is more clearly identified with government functions.

National governments can issue guidelines or templates that local governments can use to integrate the SDGs and align their own plans, policies and budgets.

At the sector level, national governments can use policy frameworks to advance policy integration in specific SDG areas.

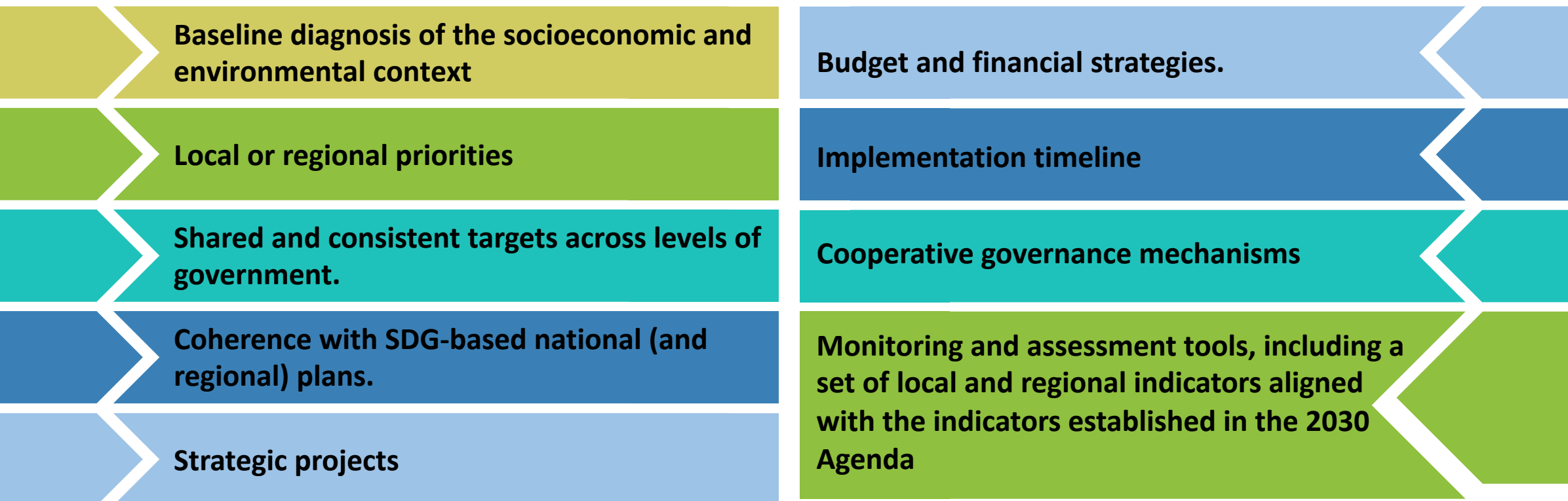
National governments can promote vertical integration by assessing the alignment of subnational strategies, plans and policies with the SDGs.



III. Approaches for Vertical Integration (Cont.)

Vertical integration at the planning stage

Alignment of subnational strategies and policies to the SDG





III. Approaches for Vertical Integration (Cont.)

Multi-level mechanisms of coordination and collaboration

It can be varied as the national institutional contexts in which they are adopted

Two relevant distinctions

- whether the structures themselves have decision-making powers or are merely advisory bodies
- whether local government participation is by invitation and for ad-hoc consultation, or involves actual membership in the coordination or collaboration structures

- One model is inviting or integrating representatives of local governments into national structures
- One model is inviting or integrating representatives of local governments into national structures for coordination and policy formulation

- Most effective to promote vertical integration, providing for both multi-level coordination and proper localization of SDG goals



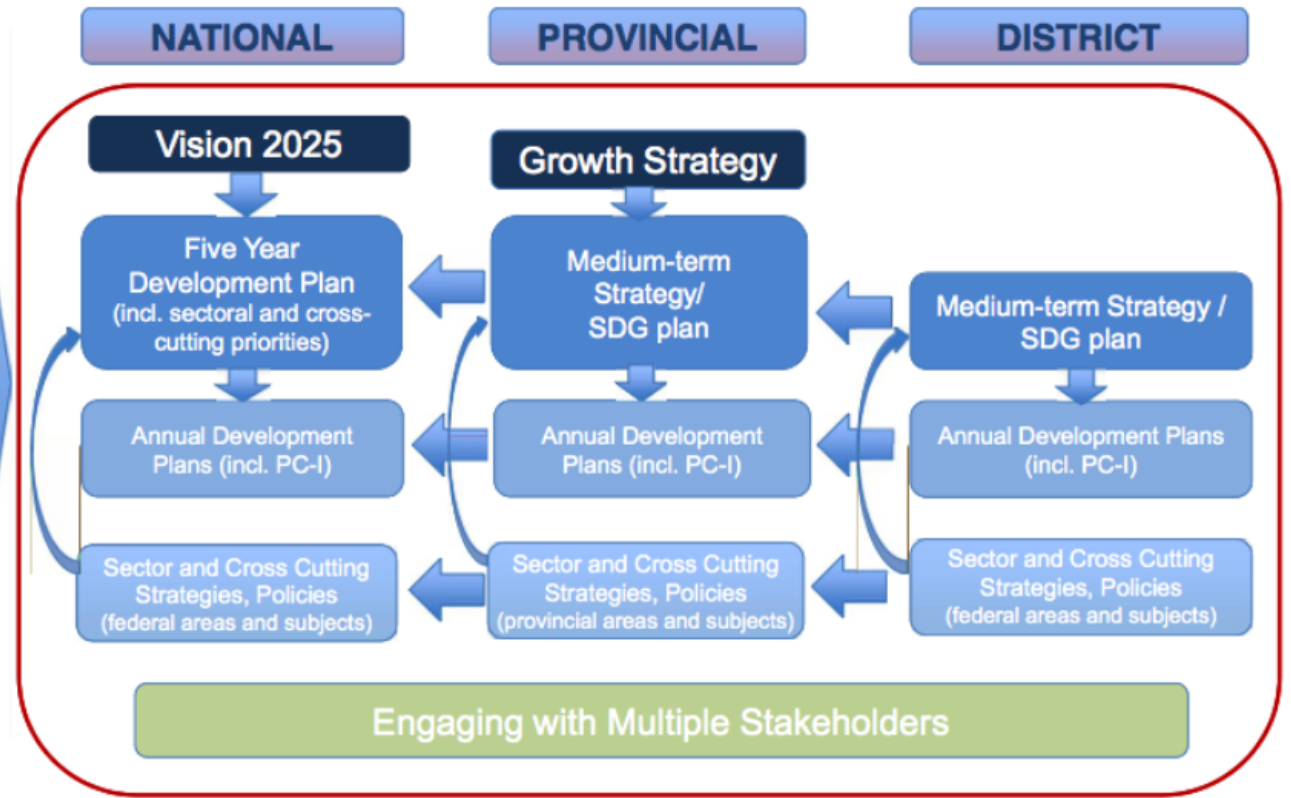


III. Approaches for Vertical Integration (Cont.)

Pakistan National SDG Framework - Engaging Three Levels of Government

Multi-level mechanisms of coordination and collaboration

2030 AGENDA



National SDG Framework

Source: [WPSR 2018](#)



IV. Tools for Vertical Integration in SDG implementation

	Leadership	Laws & regulations	Planning	Implementation	Monitoring
National	<ul style="list-style-type: none"> Recognition of the importance of LGs and vertical integration Outreach and awareness campaigns intended for LGs on SDGs 	<p>National laws or regulations that acknowledge, mandate or enable the participation of LGs in planning and implementation of the 2030 Agenda</p>	<ul style="list-style-type: none"> Guidelines or templates to support LGs' planning processes Learning activities intended to share and incorporate inputs on SDGs from LGs (workshops, seminars, forums, dialogues, online activities) Assessments of subnational alignment 	<ul style="list-style-type: none"> Financing/budget support for localization Capacity building for localization National policies (urban, climate, water, transportation, etc.) that mainstream SDGs across levels 	<ul style="list-style-type: none"> Sharing of experiences and good practices Monitoring or reporting SDG implementation at subnational level Building capacity for subnational monitoring Auditing

Actions, driven by the national government for assistance or implementation by LGs, including both soft (e.g. learning) and hard (e.g. guidance) approaches

Source: [WPSR 2018](#)



IV. Tools for Vertical Integration in SDG implementation (Cont.)

	Leadership	Laws & regulations	Planning	Implementation	Monitoring
Sub-national	<ul style="list-style-type: none"> • Declarations and high-level events that signal political commitment to implement SDGs • Outreach and awareness raising campaigns and events on SDGs for LGs, communities and their stakeholders 	Subnational legislation to facilitate the adoption of SDGs in strategies, plans and policies	LGs adopt a SDG strategy or align their strategies and plans with the SDGs	<ul style="list-style-type: none"> • Alignment of LGs' financial plans with SDGs or national SDG policies • Training/capacity building in LGs • Policy tools (action plans, institutional, regulatory, etc.) 	<ul style="list-style-type: none"> • Sharing of experiences and good practices • Alignment of LGs' indicators to SDGs' frameworks • LGs' mechanisms for reporting and data collection • Auditing

Bottom-up actions adopted by LGs to advance SDGs with potential of adoption by central government and integration into national policies

Source: [WPSR 2018](#)



IV. Tools for Vertical Integration in SDG implementation (Cont.)

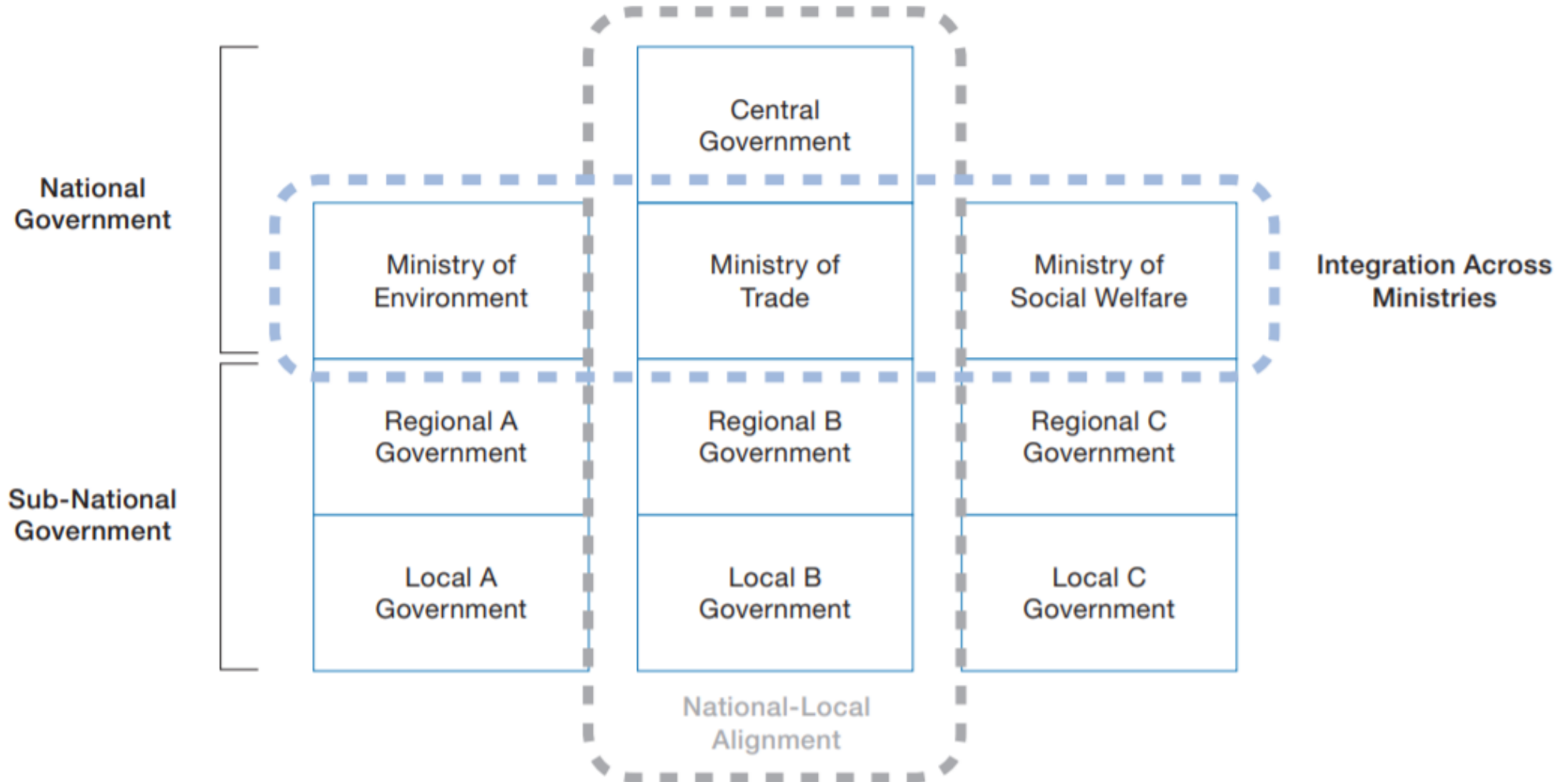
	Leadership	Laws & regulations	Planning	Implementation	Monitoring
Multi-level	<ul style="list-style-type: none"> Involvement of LGs in high-level events to signal commitment Adoption of agreements with LGs for implementation 	Elaboration of global and international guidelines and training materials to support local and regional government involvement in SDG delivery	<ul style="list-style-type: none"> Involvement of LGs in national structures for coordination in formulation of national policies Multi-level mechanisms for communication and/or coordination in national policy formulation Non-institutionalized/ad-hoc multi-level communication and/or coordination processes 2- way learning activities intended to give or receive inputs for/from LGs (workshops, seminars, forums, dialogues, online activities) 	<ul style="list-style-type: none"> Involvement of LGs in structures for coordination in implementation Structures for multi-level coordination in implementation 	<ul style="list-style-type: none"> Workshops to share information and practices Involving LGs in monitoring structures Ensuring consistency of SDG indicators across levels Coordinated auditing across levels of government Multi-level accountability frameworks

Mechanisms that incorporate the active participation of multiple (national, regional, local) levels of government. Shared spaces or processes across levels of government

Source: [WPSR 2018](#)



V. Vertical Alignment and Horizontal Integration of Government



Source: OECD/ILO, 2011.



ACTIVITY

VI. Readiness Assessment on Institutional Arrangements for Policy Coherence to Implement the 2030 Agenda for Sustainable Development



VII. Key Takeaways

1 Policy Coherence SD is an approach and policy tool to integrate the economic, social, environmental and governance dimensions of sustainable development at all stages of domestic and international policy making

2 Vertical integration can contribute to sustainable development by promoting a shared vision and commitment among different levels of governments

3 Coordination and integration across levels of government at the planning stage are fundamental for the attainment of the SDGs

4 Successful vertical integration requires multi-level governance

5 Some of the most ambitious and promising tools for vertical integration at the planning stage are multi-level mechanisms of coordination and collaboration.

6 Improving the policy coherence between national and local levels of government (vertically) and co-ordination across different ministries (horizontally) can realize the SDGs effectively.

7 Appropriate level of vertical integration and the role played by local governments in promoting sustainable development have to be contextually determined in accordance to the nature of each government system and the extent to which specific functions are local responsibilities, among other factors.



To learn more about Policy Coherence, please access the following toolkit



Institutional Arrangements and Governance Capacities for Policy Coherence

UN DESA | DPIDG
Training of Trainers | English



[Access the Toolkit](#)



References

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Thank you