



# Day 5: Multi-level Governance and Action for Policy Coherence

Module 9: Policy Coherence and Multi-level Governance:  
From Local to National to International Cooperation,  
with emphasis on national to local

Action for Policy Coherence



# Recap Day 4

Why

Concepts

What

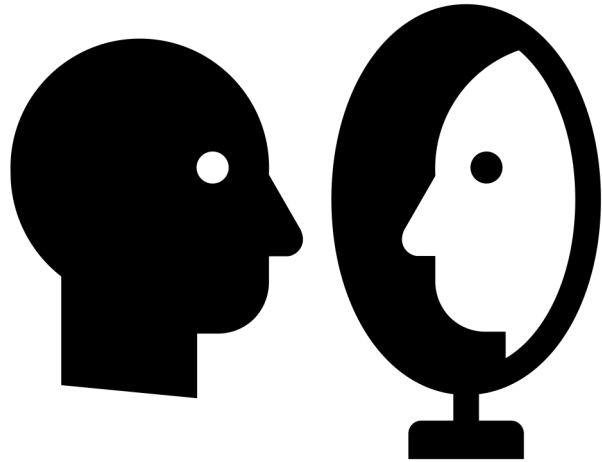
Strategy

How

## *Organization*

- Reflect on the importance of the organizational pre-conditions for policy coherence
- Understand how the instruments of planning, budgeting, digital technology, **M&E** need to change to move towards policy coherence for SDG implementation
- Learn how leadership, HR and mindsets contribute to enabling policy coherence, how to engage effectively with stakeholders for coherent SDG implementation and **how data is significant** for moving forward.

# Individual Activity: Recap Day 4 – Letter to yourself



- Reflect on Day 4
- Write a brief letter to yourself covering which lessons you take from Day 4, why they are crucial to you and how they link to your personal working environment!

# Key objectives of Day 5



Concepts

Strategy



How

## *Organization*

- Reflect on the importance of the organizational pre-conditions for policy coherence
- Understand how the instruments of planning, budgeting, digital technology, M&E need to change to move towards policy coherence for SDG implementation
- Learn how leadership, HR and mindsets contribute to enabling policy coherence, how to engage effectively with stakeholders for coherent SDG implementation, how data is significant for moving forward and how to achieve **policy coherence across levels of governance.**

# What is Module 9 about?

- Concept of vertical governance
- Decentralization and the localization of the SDGs
- SDGs as drivers of greater coordination and collaboration across levels of government
- Organizational arrangements of a territorial approach to the SDGs
- Coordination of national/subnational/city level with international development cooperation
- International experiences of Multi-Level Governance for policy coherence

# What will be achieved through module 9?

- To appreciate the role of vertical coordination and collaboration for policy coherence within countries and beyond national levels
- To understand the relationship between SDGs and decentralization
- To be aware of instruments, tools and challenges of coordination of SDGs across levels of government in practice
- To learn from international experiences of vertical policy coherence

# Afternoon

- Action Plan

# Policy Coherence and Multi-level Governance From Local to National to International Cooperation with emphasis on national to local

Module 8, Day 5, 9:30 – 12:45



# Agenda of the Module

09:30-09:45	Round table	Existing understandings, objectives
09:45-10:05	Presentation	Concepts: Vertical policy coherence
10:05-10:25	Activity	Multilevel Governance Arrangements in participants' country
10:25-10:35		Break
10:35-10:50	Presentation	Concept: Localization of SDGs
10:50-11:20	Activity	UN DESA Institutional Readiness Assessment Building Block 7
11:20-11:45	Presentation	Tools and Approaches to Localization, cases
11:45-12:30	Activity	Group work: Case Study on Road Project
12:30-12:45	Wrap-up	Key insights for Action Plan

## Round table

Vertical policy coherence  
– how to align levels of  
government for SDG  
Implementation?

Participants are invited

- to share their understanding, experiences and insights
- of aligning SDG priorities, policies and implementation across levels of government
- from the perspective of

**international**

**central,**

**regional,**

**local**

government entities.

# Key objectives of Module 9

Why

Concepts

What

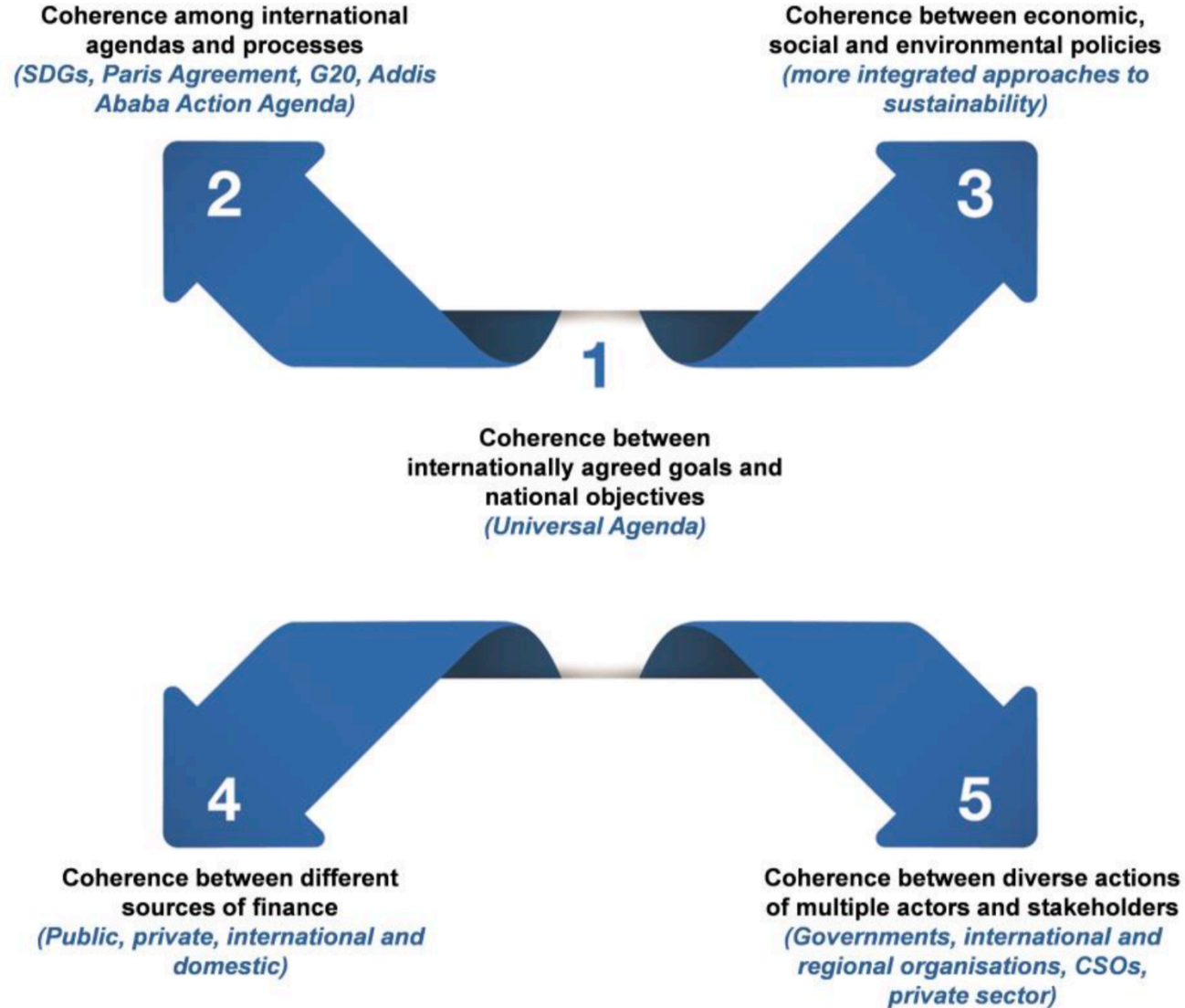
Strategy

How

Organization

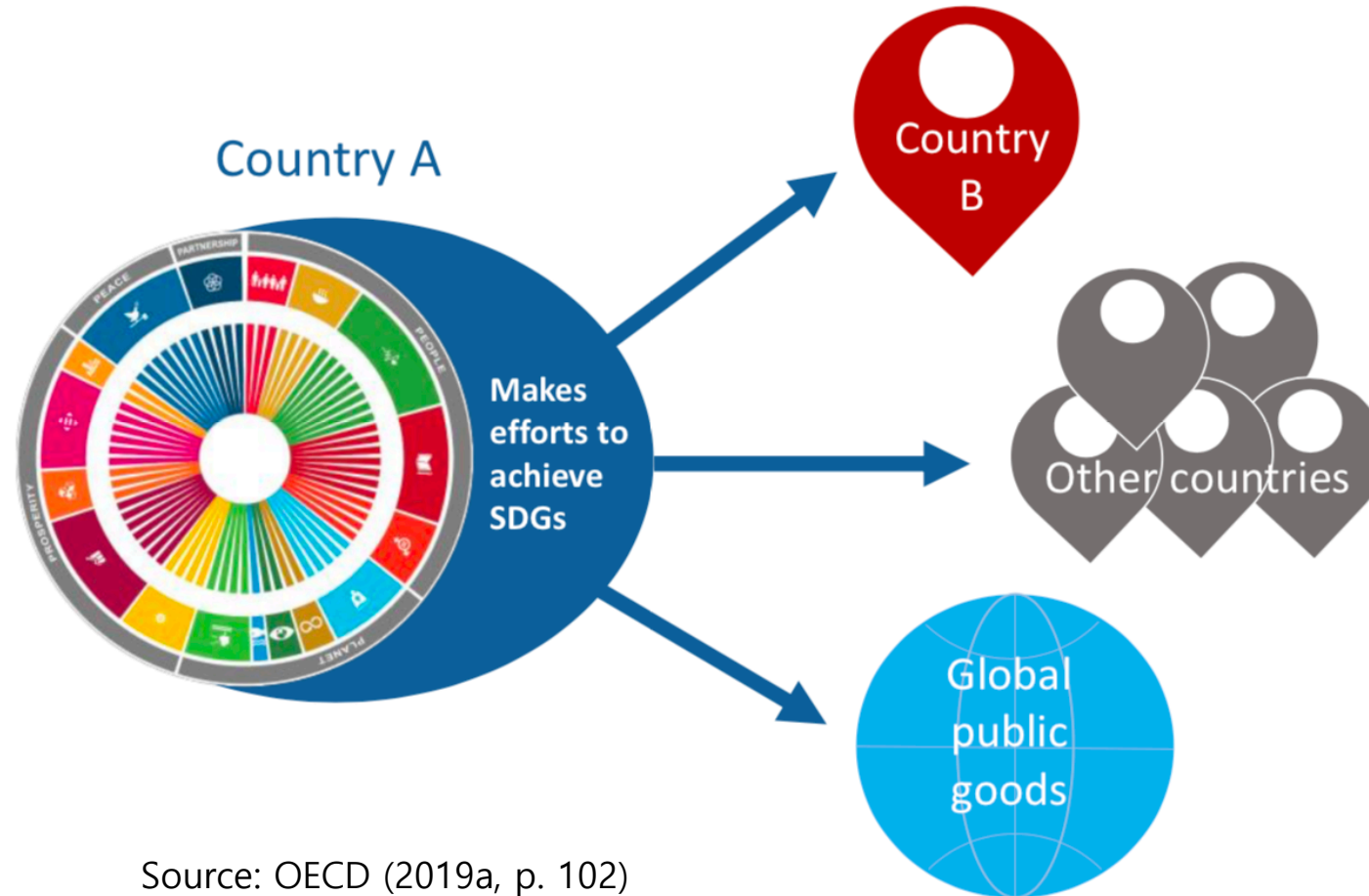
Learn how to achieve **policy coherence across levels of governance.**

# Key Concept: Dimensions of Coherence at International Level



SD (2018, p. 203)

# Mapping Transboundary effects in SDG implementation



Source: OECD (2019a, p. 102)

# Key concept: Dimensions of Multilevel Coherence



Source: OECD (2019a, p. 112)

# Why coherence across national levels of government?

## With regard to the SDGs

- Most SDGs involve a local dimension (see next slide for detail)
- Subnational governments play a key role in policy-making and implementation
- They link the international agenda with local communities
- Territorial structure and division of competences between levels of government are key to SDG implementation and the integrated nature of the SDGs requires coherence across levels

## In general

- All countries divide competences between levels of governance and need to make sure that policies are consistent across the territory, hence vertical coherence is crucial
- Wide variation in the organization the degree of decentralization

# 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

UNDESA, World' Public Sector Report 2018, p.41

## Goals and targets relevant for subnational levels

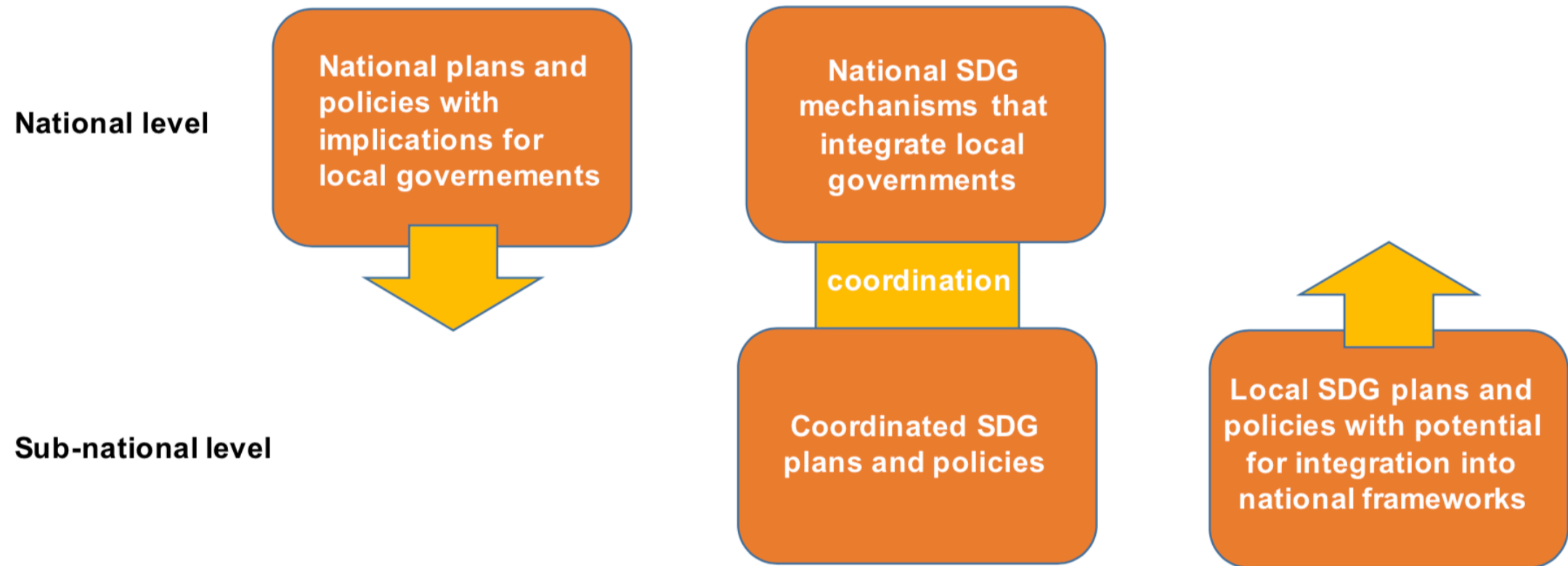


## Vertical policy coherence – a function of territorial governance

Vertical policy integration refers to mechanisms that deal with the challenge of coordinating and integrating sustainable development strategies and policies across different levels of governance. (UNDESA, World Public Sector Report 2018, p37)

More centralized countries will, by design, tend to exhibit more policy coherence across levels of government, as policy making powers are concentrated in the national government, which defines strategies and plans for the subnational units. Conversely, more decentralized and federal countries can show more diversity in the distribution of resources across levels of government as well as differences in policy objectives due, for example, to more differentiated local priorities. (UNDESA, WPSR 2018, p40)

# Linkages between national and subnational levels for SDG implementation



UNDESA, World Public Sector Report 2018, p.41

# Individual Activity

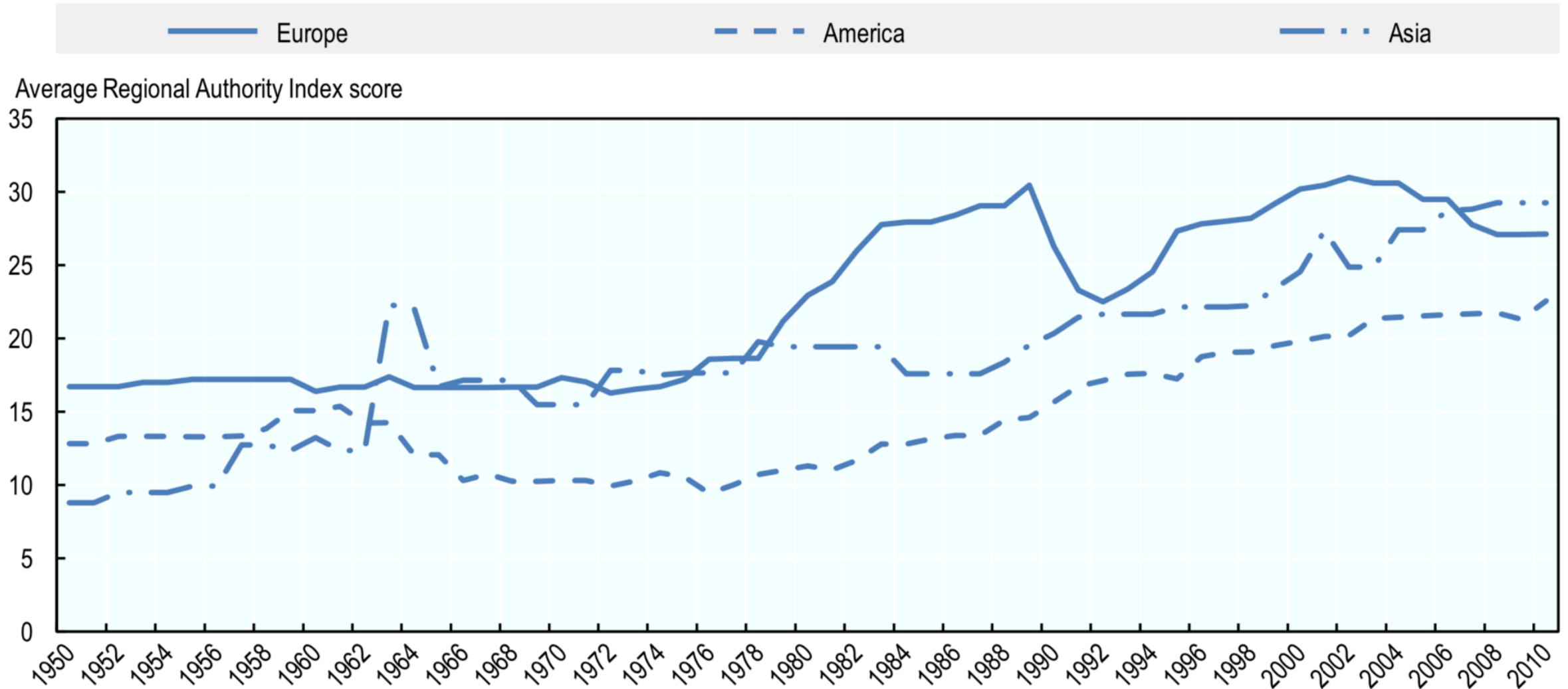
- Think of your own country and its mechanisms for vertical policy coherence!
- Try to visualize these mechanisms on the handout!
- Reflect on
  - How many levels of government are in place;
  - Which levels are participating in national policy formulation?
  - Is there autonomy for cities and other local governments?



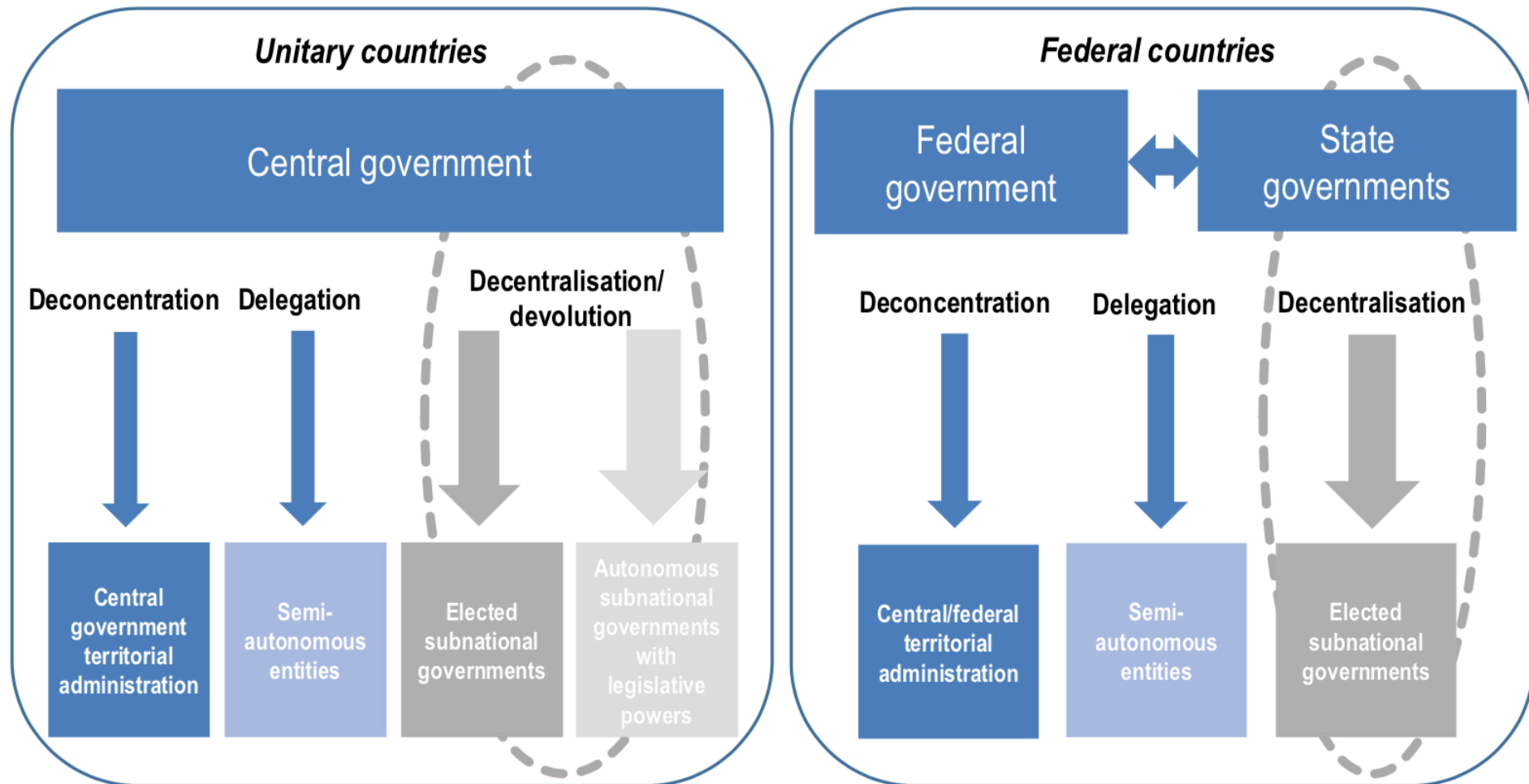
# Concept: Localizing SDGs - Shaping and Depending on levels of Decentralization

- Agenda 2030 emphasizes that governments and public institutions will work closely on its implementation with regional and local authorities. SDGs will not be achieved without proper engagement and coordination with local and regional governments.
- Cities and regions play a crucial role to achieve the SDGs nationally as they know the local place-based context and needs. They are at the forefront of delivering public services and are responsible for 40 percent of public investment worldwide
- *The space for policy coherence between levels of government is made up of existing arrangements of decentralization and institutional, territorial and management reforms for alignment with and integration of SDGs.*

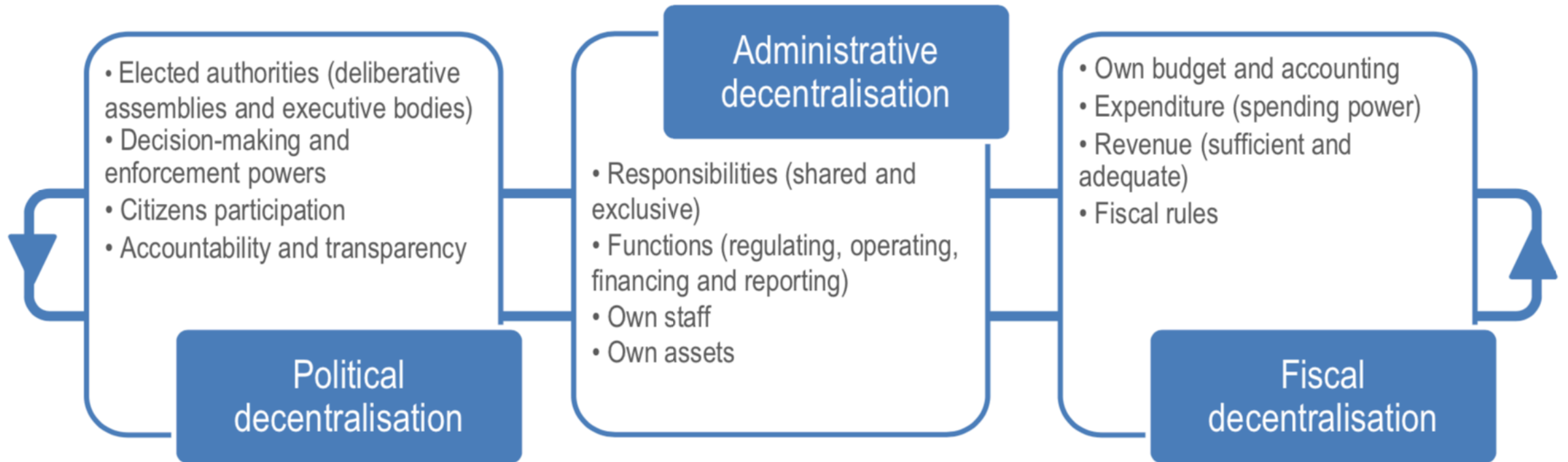
# Starting point: Increasing regional authority



# Concept: Decentralization in Unitary and Federal Countries

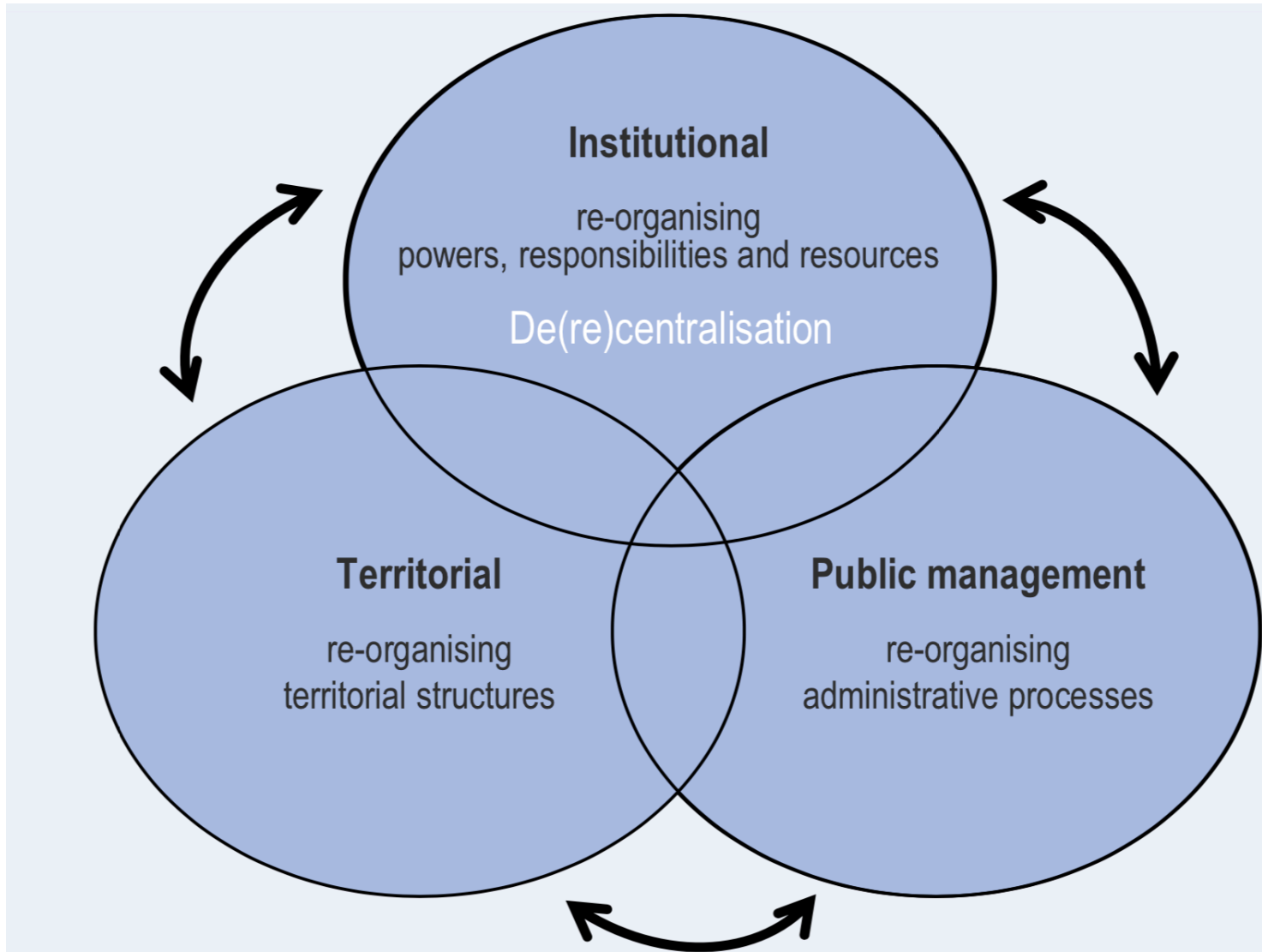


# Concept: Political, Administrative, Fiscal Decentralization



Source: OECD (2019, p.32)

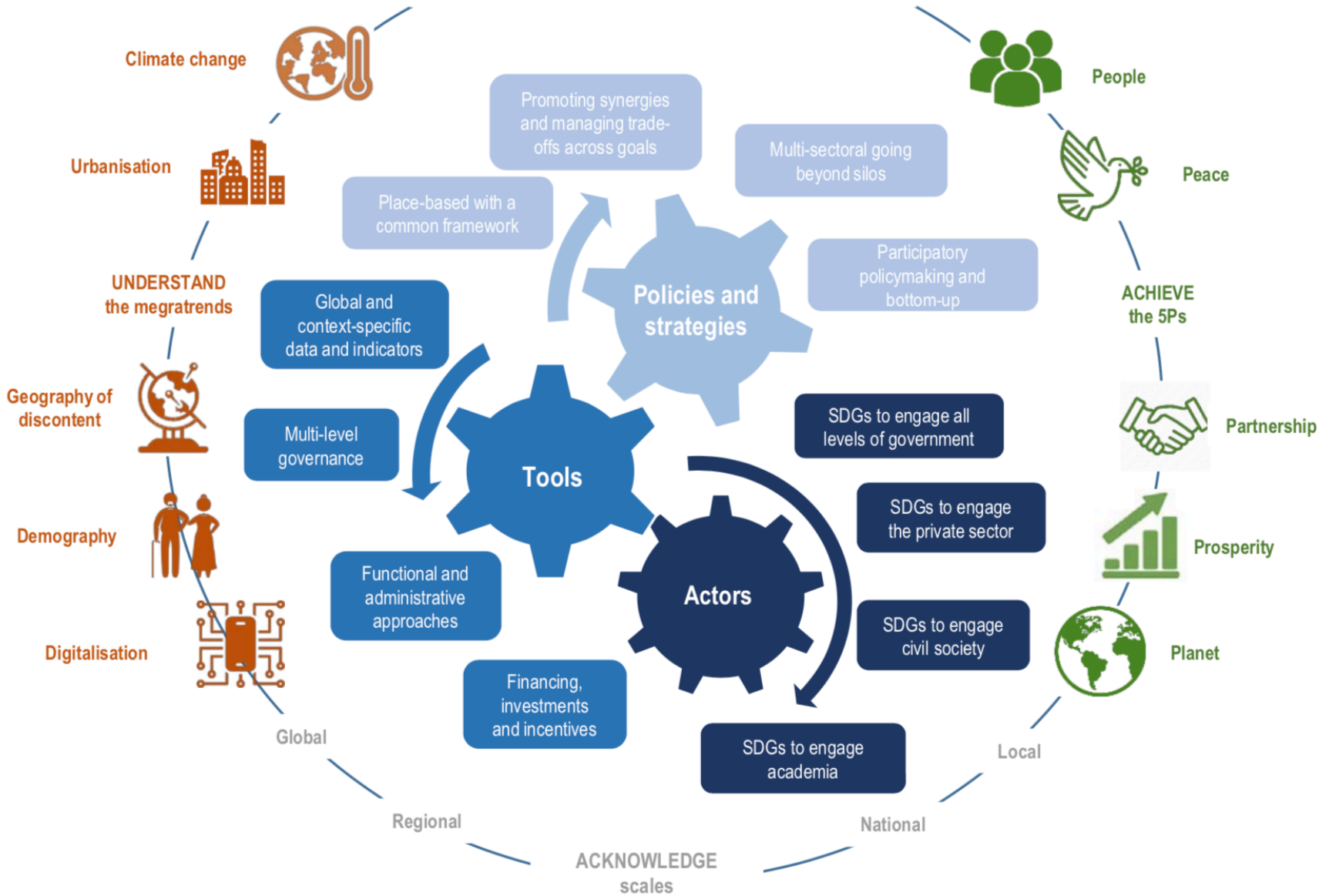
# Concept: Institutional, territorial and management reforms



OECD (2019b, p. 38)



**IMPLEMENT**  
A Territorial Approach to the SDGs



# Analytical Framework for a Territorial Approach to the SDGs

OECD (2020a, p.33)

# Individual Activity: Readiness Assessment

- Please fill out Building Block 7 of the Institutional Readiness Assessment :

Coherence between national and local/regional level – The country has mechanisms in place for aligning priorities, policies and plans between various levels of government



# Plenary Round Table



Plenary round table:

Discuss the findings from Building Block 7

# Tools for vertical integration in SDG implementation

	Leadership	Laws and regulations	Planning	Implementation	Monitoring
<p><b>National</b></p> <p>Actions, driven by the national government for assistance or implementation by LGs, including both soft (e.g. learning) and hard (e.g. guidance) approaches</p>	<ul style="list-style-type: none"> <li>• Recognition of the importance of LGs and vertical integration</li> <li>• Outreach and awareness campaigns intended for LGs on SDGs</li> </ul>	<ul style="list-style-type: none"> <li>• National laws or regulations that acknowledge, mandate or enable the participation of LGs in planning and implementation of the 2030 Agenda</li> </ul>	<ul style="list-style-type: none"> <li>• Guidelines or templates to support LGs' planning processes</li> <li>• Learning activities intended to share and incorporate inputs on SDGs from LGs (workshops, seminars, forums, dialogues, online activities)</li> <li>• Assessments of subnational alignment</li> </ul>	<ul style="list-style-type: none"> <li>• Financing/budget support for localization</li> <li>• Capacity building for localization</li> <li>• National policies (urban, climate, water, transportation, etc.) that mainstream SDGs across levels</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing of experiences and good practices</li> <li>• Monitoring or reporting SDG implementation at subnational level</li> <li>• Building capacity for subnational monitoring.</li> <li>• Auditing</li> </ul>
<p><b>Sub-national</b></p> <p>Bottom-up actions adopted by LGs to advance SDGs with potential of adoption by central government and integration into national policies</p>	<ul style="list-style-type: none"> <li>• Declarations and high-level events that signal political commitment to implement SDGs</li> <li>• Outreach and awareness raising campaigns and events on SDGs for LGs, communities and their stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Subnational legislation to facilitate the adoption of SDGs in strategies, plans and policies</li> </ul>	<ul style="list-style-type: none"> <li>• LGs adopt a SDG strategy or align their strategies and plans with the SDGs</li> </ul>	<ul style="list-style-type: none"> <li>• Alignment of LGs' financial plans with SDGs or national SDG policies</li> <li>• Training/capacity building in LGs</li> <li>• Policy tools (action plans, institutional, regulatory, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing of experiences and good practices</li> <li>• Alignment of LGs' indicators to SDGs' frameworks</li> <li>• LGs' mechanisms for reporting and data collection</li> <li>• Auditing</li> </ul>
<p><b>Multi-level</b></p> <p>Mechanisms that incorporate the active participation of multiple (national, regional, local) levels of government. Shared spaces or processes across levels of government</p>	<ul style="list-style-type: none"> <li>• Involvement of LGs in high-level events to signal commitment</li> <li>• Adoption of agreements with LGs for implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Elaboration of global and international guidelines and training materials to support local and regional government involvement in SDG delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement of LGs in national structures for coordination in formulation of national policies</li> <li>• Multi-level mechanisms for communication and/or coordination in national policy formulation</li> <li>• Non-institutionalized/ ad-hoc multi-level communication and/or coordination processes</li> <li>• 2- way learning activities intended to give or receive inputs for/from LGs (workshops, seminars, forums, dialogues, online activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement of LGs in structures for coordination in implementation</li> <li>• Structures for multi-level coordination in implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops to share information and practices</li> <li>• Involving LGs in monitoring structures</li> <li>• Ensuring consistency of SDG indicators across levels</li> <li>• Coordinated auditing across levels of government</li> <li>• Multi-level accountability frameworks</li> </ul>

Source: UN DESA (2018, p. 42)

# Multi-level governance gaps – and how to overcome them in decentralized contexts?

Gap	Description	Actions needed
<b>Information gap</b>	Asymmetries of information (quantity, quality, type) between levels of government, either voluntary or not	Instruments for revealing and sharing information
<b>Capacity gap</b>	Insufficient scientific, technical, infrastructure capacity of subnational actors, in particular for designing appropriate strategies	Instruments to build local and regional capacity
<b>Funding gap</b>	Unstable or insufficient revenues undermining effective implementation of responsibilities at subnational level	Shared financing mechanisms
<b>Policy gap</b>	Silo approaches by sectoral ministries and agencies	Mechanisms to create multidimensional/systemic approaches at the subnational level, and to exercise political leadership and commitment
<b>Administrative gap</b>	“Mismatch” between functional areas and administrative boundaries	Instruments to reach “the appropriate scale”
<b>Objective gap</b>	Different actors have different and often contrasting objectives creating obstacles for convergent targets	Incentives to align objectives
<b>Accountability gap</b>	Difficulty to ensure the transparency of practices across the different constituencies	Institutional quality measurement; instruments to strengthen the integrity framework at central and local level; instruments to enhance citizens involvement

# Coordination arrangements for vertical policy coherence I: Local and regional governments and the VNRs

## LRG participation in the preparation of the VNRs 2016-2019<sup>1</sup>

	2016		2017		2018		2019		TOTAL	
<b>Total countries (per year)</b>	22	100%	43	100%	46	100%	47	100%	158	100%
<b>Consulted</b>	10	45%	17	40%	21	46%	18	38%	66	42%
<b>Weak consultation</b>	6	27%	10	23%	7	15%	11	23%	34	22%
<b>Not consulted</b>	6	27%	14	33%	13	28%	9	19%	42	27%
<b>No local government organizations<sup>2</sup></b>			2	5%	4	9%	5	11%	11	7%
<b>No information<sup>3</sup></b>					1	2%	4	9%	5	3%

Source: UCLG (2019, p. 23)

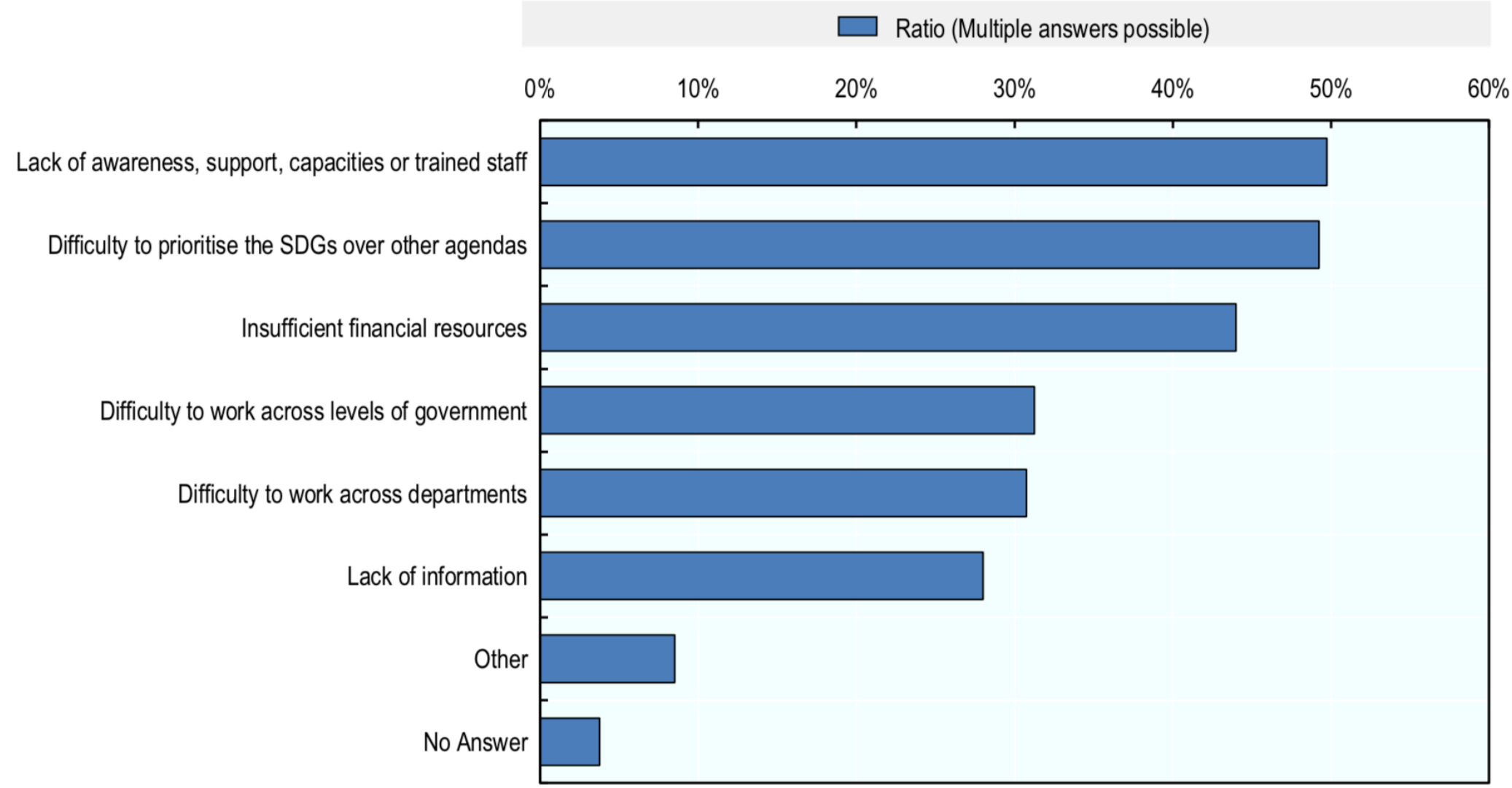
# Coordination arrangements for vertical policy coherence II: Participation in national SDG coordination mechanism

## Participation of LRGs in the National Coordination Mechanisms for the implementation of the SDGs

	PARTICIPATION/ CONSULTATION		WEAK CONSULTATION		NO INVOLVEMENT		NO LRGs		TOTAL
<b>Total number of countries</b>	49	34%	22	15%	61	43%	11	8%	143
<b>Africa</b>	13	36%	6	17%	17	47%			36
<b>Asia-Pacific</b>	7	25%	3	11%	15	54%	3	11%	28
<b>Europe</b>	20	50%	6	15%	13	33%	1	3%	40
<b>Eurasia</b>	1	14%	1	14%	4	57%	1	14%	7
<b>Latin America</b>	6	35%	6	35%	5	29%			17
<b>MEWA</b>	1	8%			5	42%	6	50%	12
<b>North America and Caribbean</b>	1	33%			2	67%			3

# Main challenges in implementing the SDGs at local and regional level

## Results from OECD survey





## **Box 2. The SDGs and local development planning – Ethekekwini Municipality**

The SDGs are deeply integrated into city development planning.

- ✓ The internal communications related to sustainable development and municipal strategies reflect alignment to the relevant SDG. For example, any publication or communication on gender equality will refer to the relevant SDG, as well as the associate targets and indicators.
- ✓ All master classes held in the municipality have been revised to emphasize direct linkages to the SDGs. For example, the master class on strategic planning and performance monitoring reflects SDGs 11 and 16.
- ✓ SDG awareness and advocacy seminars have been held with senior and middle management so as to inform them on the global agenda and the need for alignment of their operational programmes to the SDGs.

The active participation of Ethekekwini Municipality in the United Cities and Local Government (UCLG) organization has assisted the Municipality in developing toolkits for SDG awareness and localization. Senior staff within the municipality have been involved in the packaging and development of training modules that can be used to build capacity on SDGs at the local government level. Ethekekwini Municipality, through the Strategy Office, has provided content and assisted the UCLG and UN Habitat in the development of training modules on SDG awareness, SDG strategic planning and implementation, and SDG monitoring and reporting. Currently, 12 staff members have been trained on the methodology of SDG localization using the above modules.

## South Africa: Localizing SDGs at city level

Source: South Africa's VNR  
(2019, p. 26)

# Localization of SDGs – emerging trends

## **Cambodia**

- Beginning in 2019, provinces will begin to integrate the CSDGs into the provincial 5-year development plans. 70 Local authorities are organizing awareness-raising workshops and events in order to promote local engagement with the 2030 Agenda.

## **South Africa**

- MoPED (Ministry of Planning and Economic Development) is currently working to re-establish Regional Planning Offices and strengthen district level development coordination, for effective follow-up and reporting on activities at the district and community levels. The local councils are responsible for the implementation of the SDGs at the district level. All SDGs were integrated into local council plans. Nation-wide training and awareness-raising on the 2030 Agenda in 2015 and 2016 included strong engagement of local authorities.

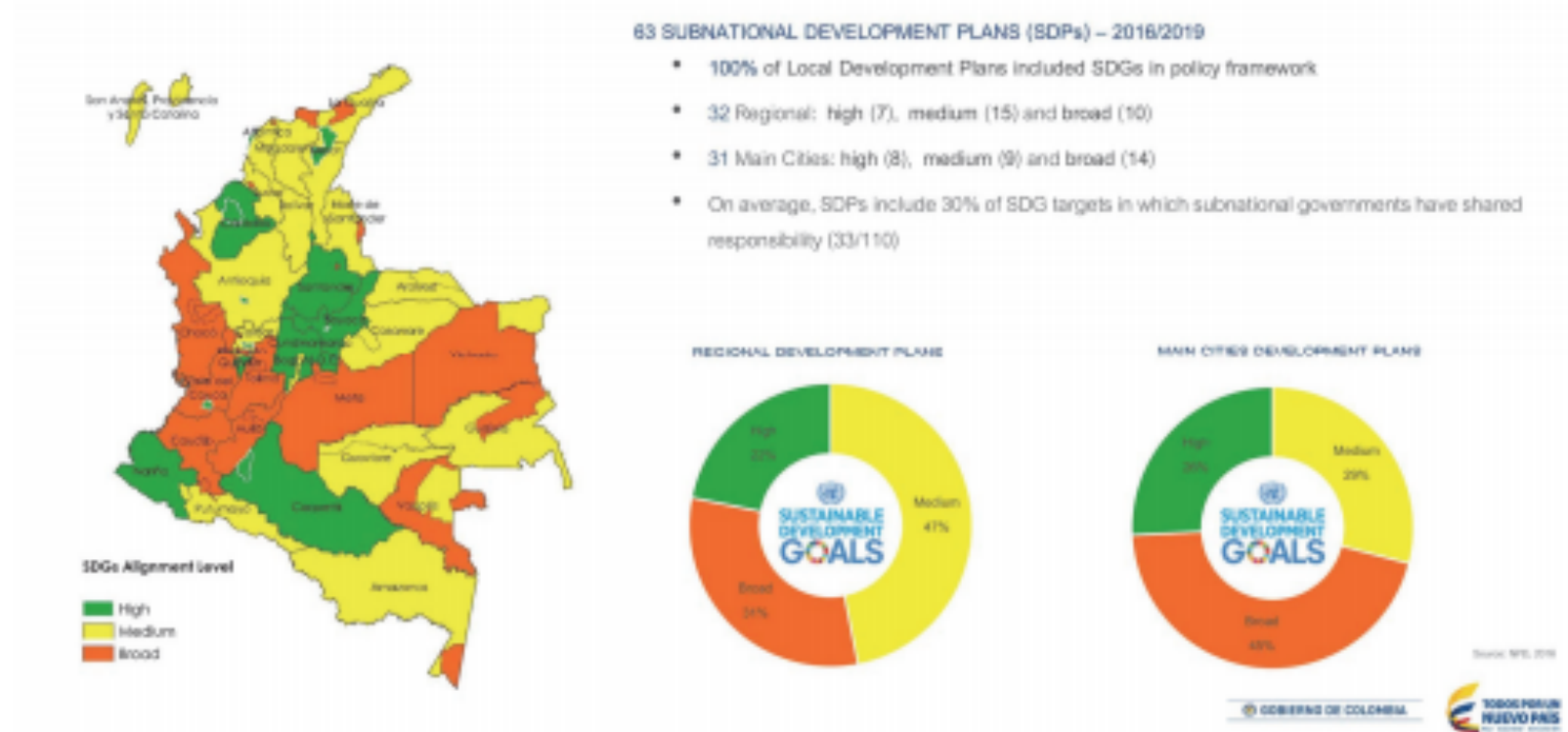
# Brazil. Participation of States in the National SDG Commission



# Paraná, Brazil – state to local level SDG governance

- Paraná is establishing partnership agreements to implement the SDGs with the 399 municipalities. Since the beginning of the Social and Economic Development Council of Paraná's (CEDES) mandate in 2016, mayors have mobilized to ensure the involvement of municipalities. By November 2019, 16 out of 19 regional associations and 315 municipalities had engaged with the state to join a municipal capacity-building strategy.
- In parallel, Paraná is also strengthening its financial support to municipalities to help them advance the implementation of the SDGs. For instance, cities can access specific funding for institutional strengthening programs and investments in urban infrastructure. The state is also working on the identification of local, national and international partners that can expand the funding base to support municipalities in their localization efforts.

# Localization of SDGs through and Subnational Development Plans Colombia



Source: “Colombia National Voluntary Review – The SDGs: a Tool for Peacebuilding”, Presentation by Simón Gaviria Muñoz, Minister of Planning of Colombia, HLPF, July 20, 2016.

[https://sustainabledevelopment.un.org/content/documents/21388Colombia\\_PPT%20NVR%2020%20JULIO.pdf](https://sustainabledevelopment.un.org/content/documents/21388Colombia_PPT%20NVR%2020%20JULIO.pdf)

# Colombia: The Territorial KIT

(<http://kitterritorial.co/>)

A web tool designed to provide technical support to territorial governments, in which the methodologies, tools and guidelines for the formulation of Territorial Development Plans are presented, including guidelines in relation to the SDGs.

Challenges in coordination with the national government have to do with different contexts in the territory, different priorities, with lack of leadership from the national government and with unclear instructions.

All departmental governments also face challenges regarding vertical coordination with municipalities due to lack of capacity, incentives, disagreements of political nature

# Consejo Nuevo León , Mexico – Institutional Approach



## Building Block 7: Coherence between National and Local/Regional Level

The Council was established by law in 2014 and started its activities by drafting a Strategic Plan for sustainable development, published in 2016. It is integrated with the various organizations that constitute the institutional landscape of Nuevo León. The Council is presided by the governor and has representatives of the legislative and judicial branches and the Federal Government. It works with the entire local public administration. Municipality governments are also involved directly and indirectly in certain activities, especially the mayors of the Greater Metropolitan Area of Monterrey, since most of the population lives there.

UNDESA (2021) Institutional Arrangements and Governance Capacities for Policy Coherence, FACT SHEET

## Consejo Nuevo León, Mexico – Impact

After five years of lessons learned and successful collaboration activities, the council has continued to work on the design of public policy for the state of Nuevo León as a bridge between applied research and public policy recommendations.

It also facilitates cross-sector collaboration between stakeholders to solve the state's most pressing problems.

Activities include a knowledge network created to enable multi-sector contributions to initiatives such as zero hunger, eradication of violence against women, water planning, local transportation, capacity building on information and intelligence analysis, promoting citizen participation on anti-corruption initiatives, investment, and better administration of public servants' pension funds, among many others.



# Pakistan – vertical organizations and localization of SDGs

- SDG Support Units have been created within the Planning and Development Departments in each of Pakistan's four provinces and two federally administered areas. They provide technical assistance and guidance to government entities, and serve as liaisons with the private sector, civil society, and international organizations.
- Local points have been nominated in each district, to enable better communication regarding the SDGs at the local level.
- The provinces have also established Technical Committees and Thematic Clusters, which disseminate sustainable development initiatives to the district level.
- Pakistan held its first Local Government Summit on the SDGs in March 2017. The Association for Development of Local Governance (ADLG) initiated a 4-year pilot program called LEAD for SDGs (Local Empowerment, Advocacy, and Development for SDG Localization).

# Group ACTIVITY: Design of inclusive growth strategies across territorial units

- CASE: A major new road is under consideration to increase mobility of people and the transport of export of goods from the inner territories of the country to one of the country's harbors. The three levels of government are represented in the national SDG Committee. External financing is available.
- Three groups of participants representing three levels of government engage in coordinating an action plan.
- Discuss and reflect on
  - Which SDGs are affected by the topic?
  - What are the substantive topics for discussion in each group?
  - What will be the proposals for the agenda of the next meeting?
  - What are the policy linkages that need to be addressed across levels of government?
- Reporting back and agreement on the agenda of the next meeting for the Action Plan

# Wrap Up

What are the three key insights into policy coherence of the Multi-Level Governance Module to retain for the Action Plan of the country?

Comments and Reflections

# Sources, Reading Material, References

- Charbit, C. & Romano, O. (2017). Governing together: An international review of contracts across levels of government for regional development", OECD Regional Development Working Papers, No. 2017/04, OECD Publishing, Paris, <https://doi.org/10.1787/ff7c8ac4-en>.
- Government of Pakistan (2019). Pakistan's Implementation of the 2030 Agenda for Sustainable Development. Voluntary National Review [https://sustainabledevelopment.un.org/content/documents/233812019\\_06\\_15\\_VNR\\_2019\\_Pakistan\\_latest\\_version.pdf](https://sustainabledevelopment.un.org/content/documents/233812019_06_15_VNR_2019_Pakistan_latest_version.pdf)
- Hynes, W., Lees, M., & Müller, J. M. (eds.) (2020). Systemic Thinking for Policy Making: The Potential of Systems Analysis for Addressing Global Policy Challenges in the 21st Century. New Approaches to Economic Challenges. Paris: OECD Publishing. <https://doi.org/10.1787/879c4f7a-en>
- Matona, T. (2019). 2019 South Africa Voluntary National Review. Empowering people and ensuring Inclusiveness and Equality. [https://sustainabledevelopment.un.org/content/documents/23402RSA\\_Voluntary\\_National\\_Review\\_Report\\_\\_The\\_Final\\_24\\_July\\_2019.pdf](https://sustainabledevelopment.un.org/content/documents/23402RSA_Voluntary_National_Review_Report__The_Final_24_July_2019.pdf)
- Munoz, S. G. (2016). Colombia – National voluntary review. The SDGs – a tool for peacebuilding. [https://sustainabledevelopment.un.org/content/documents/21388Colombia\\_PPT%20NVR%2020%20JULIO.pdf](https://sustainabledevelopment.un.org/content/documents/21388Colombia_PPT%20NVR%2020%20JULIO.pdf)
- OECD (2018). Policy Coherence for Sustainable Development 2018: Towards Sustainable and Resilient Societies, OECD Publishing, Paris .<http://dx.doi.org/10.1787/9789264301061-en>

# Sources, Reading Material, References

- OECD (2019a). Policy Coherence for Sustainable Development 2019: Empowering People and Ensuring Inclusiveness and Equality. Paris: OECD Publishing. <https://doi.org/10.1787/a90f851f-en>
- OECD (2019b). Making Decentralization Work: A Handbook for Policy-Makers. OECD Multi-level Governance Studies. Paris: OECD Publishing. <https://doi.org/10.1787/g2g9faa7-en>
- OECD (2020a). A Territorial Approach to the Sustainable Development Goals: Synthesis report. OECD Urban Policy Reviews. Paris: OECD Publishing. <https://doi.org/10.1787/e86fa715-en>
- OECD (2020b). A checklist for implementing a territorial approach to the SDGs. In A Territorial Approach to the Sustainable Development Goals: Synthesis report. Paris: OECD Publishing.
- Royal Government of Cambodia (2019). Cambodia's Voluntary National Review 2019 on the implementation of the 2030 Agenda on Sustainable Development. [https://sustainabledevelopment.un.org/content/documents/23603Cambodia\\_VNR\\_PublishingHLPF.pdf](https://sustainabledevelopment.un.org/content/documents/23603Cambodia_VNR_PublishingHLPF.pdf)

# Sources, Reading Material, References

- UCLG (United Cities and Local Governments) ((2019). Towards the localization of the SDGs, Local and regional governments' report to the 2019 HLPF, Barcelona.  
[https://www.uclg.org/sites/default/files/towards\\_the\\_localization\\_of\\_the\\_sdgs\\_0.pdf](https://www.uclg.org/sites/default/files/towards_the_localization_of_the_sdgs_0.pdf)
- UN DESA (2017). Synthesis of VNR
- UN DESA (2020). Handbook for the Preparation of VNR. The 2020 Edition.  
[https://sustainabledevelopment.un.org/content/documents/25245Handbook\\_2020\\_EN.pdf](https://sustainabledevelopment.un.org/content/documents/25245Handbook_2020_EN.pdf)
- UN DESA (2018). Working Together: Integration, institutions and the Sustainable Development Goals, World Public Sector Report 2018, Division for Public Administration and Development Management, Department
- UN DESA (March2021), Mexico, Institutional Arrangements and Governance Capacities for Policy Coherence  
FACT SHEET
- UN DESA (2021), Toolkit on Effective National to Local Public Governance for SDG Implementation,  
<https://unpan.un.org/node/582>