Italy's National Action Plan for Policy Coherence for Sustainable Development



OECD

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Foreword

With the 2030 deadline to meet the Sustainable Development Goals (SDGs) less than ten years away, progress on the Goals is uneven, both across and within countries. This is largely because, in most countries, policies tend to be formulated on the basis of short-term priorities, often without taking into account their impacts on other sectors and other countries. Improving policy coherence – and the government mechanisms and capacities that underpin it – is crucial for collective action on global sustainability.

Italy's National Action Plan for Policy Coherence for Sustainable Development (NAP) was developed in accordance with the 2019 OECD Recommendation on Policy Coherence for Sustainable Development (PCSD), and it forms part of the 2022 National Sustainable Development Strategy's (NSDS) revision process. The NAP is strongly oriented toward enhancing co-ordination in the public administration to more effectively and inclusively mainstream sustainable development across policy sectors and levels of government, while taking into account the impact of domestic policies on developing countries.

The PCSD Action Plan results from the project *Policy Coherence for Sustainable Development: mainstreaming SDGs in the Italian Decision Making* launched in 2020, funded by the Technical Support Instrument (TSI) of the European Commission, and implemented by the DG EC (Directorate-General for Circular Economy) within the Italian Ministry for Ecological Transition (MiTE) in close collaboration with the OECD. It builds on the 2021 OECD Italy Governance Scan for Policy Coherence for Sustainable Development, which provides a snapshot of the Italian governance system's capacities for policy coherence. The actions included in the NAP are the result of over forty multi-stakeholder consultations held since 2020 with central and territorial public administrations as well as the adherents to the National Forum for sustainable development.
Building on existing elements of policy coherence in the Italian policy cycle, the NAP provides for a set of enablers for the implementation of the 2022 NSDS The approval of this proposal via Inter-ministerial decision, of which the NAP will constitute the Annex as well as integral part in Vettore 1, firmly anchors policy coherence for sustainable development as a guiding principle for Italian policy decisions and their measurement. The NAP proposes adaptations of existing governance processes and mechanisms to ensure Italian strategies and investments systematically consider broader sustainability policy objectives. The most tangible result of these adaptations would be to empower the Italian public administration at all levels to frame the expected results of their new policies within the long-term targets of the NSDS, to ensure that they complement existing policies implemented by other ministries and take into account the impact on developing countries. Such a systemic approach to policy making would create the conditions for formulating integrated and evidence-based policies that, by tackling simultaneously different dimensions of sustainability, can accelerate the implementation of the SDGs by 2030 and beyond.

Acknowledgements

The OECD would like to thank the Government of Italy for its engagement and commitment during the preparation of this National Action Plan for Policy Coherence for Sustainable Development (PCSD) and the Directorate General Reform of the European Commission for continuous support during the implementation of this project funded through the Technical Support Instrument. This scan is the result of close collaboration with the DG EC (Directorate-General for Circular Economy) within the Italian Ministry for Ecological Transition (MiTE). In particular, the OECD would like to thank the Director General Silvia Grandi and her team, Mara Cossu, Francesca De Crescenzo, Luca Grassi, Andrea Innamorati, Tiziana Occhino, Isabelle Ronvaux. The authors would like to express their appreciation to all the stakeholders who participated in virtual meetings and interviews undertaken from June 2020 to June 2022 for producing first the 2021 Italy's National Action Plan for Policy Coherence for Sustainable Development and then this National Acton Plan.

This Action Plan was prepared under the guidance of Tatyana Teplova, Head of the Policy Coherence for Sustainable Development, Justice and Gender (PCSDG) division within the Public Governance Directorate of the OECD. Anna Piccinni, project coordinator (PCSDG), drafted the content of the Action Plan in close collaboration with Mara Cossu, Francesca De Crescenzo, Isabelle Ronvaux, Tiziana Occhino from MiTE. Inputs were received from Ernesto Soria Morales, Senior Policy Analyst (PCSDG), Giulia Giordani and Daniela Di Filippo. The author would like to thank for the revisions Stefano Marta, from the OECD Centre for Entrepreneurship, SMEs, Regions and Cities (CFE); Liva Stokenberga, Ziga Zarnic and Guillaume Cohen from the OECD Centre on Well-being Inclusion, Sustainability and Equal Opportunity (WISE); Duncan Cass Beggs and Dexter Docherty from the Foresight Unit of the Office of the Secretary-General. Adem Kocaman, Meral Gedik, Melissa Sander and Christophe Brilhault provided graphic and editorial support during the preparation of this report.

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Abbreviations and acronyms

ACRONYMS	ABBREVIATIONS
A&PI	NSDS/PCSD Alignment and Policy Integration Group
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 indicators)
CdR	Cabina di Regia Benessere Italia (Steering Committee Well-Being Italia within the PCM)
CIPE(SS)	Comitato Interministeriale per la programmazione economica e lo sviluppo sostenibile (Inter-ministerial committee for economic programming and sustainable development)
CITE	Comitato Interministeriale per la transizione ecologica (Interministerial Committee for the ecological transition)
CM	Cittá Metropolitana (Metropolitan City)
CNCS	Consiglio Nazionale per la Cooperazione allo Sviluppo
DARA	Dipartimento per gli Affari Regionali e le Autonomie within the PCM (Department for regional affairs and autonomies within PCM
DG CRESS	Direzione Generale Per La Crescita Sostenibile e la Qualità Dello Sviluppo, Directorate General for Sustainable Growth and Development Quality, MiTE
DNSH	Do Not Significant Hurm indicators
DEF/EFD	Documento di Economia e Finanza – Economy and Finance Document
DPCoe/NUVAP	Dipartimento per le Politiche di Coesione (Department for Territorial Cohesion within the Presidency of the Council of Ministries)
DIPE	Dipartimento per la programmazione e il coordinamento della politica economica (Department for programming and coordinating economic policies)
DPE	Dipartimento Politiche Europee
ESIF	Over half of EU funding is channelled through the 5 European structural and investment funds (ESIF)
Forum	Forum nazionale per lo sviluppo sostenibile (National Forum for Sustainable development)
I&A	NSDS/PCSD Implementation and assessment Group
ISTAT	Instituto di Statistica (Italian Institute of Statistics)
MAECI	Ministero Affari Esteri e Cooperazione Internazionale (Ministry of Foreign Affairs and International Cooperation)
MFF	Multiannual Financial Framework, European Union's long-term budget (usually over 7 years)

ACRONYMS	ABBREVIATIONS
MiTE/MATTM	Ministero della Transizione Ecologica (Ministry for Ecological Transition previous Ministry for Environment, Land and Sea)
MEF	Ministero Economia e Finanze (Ministry of Economy and Finance)
MI	Ministry of Education
MUR	Ministry for University and Research
NSDS	National Sustainable Development Strategy
NSO	National Strategic Objectives
NUVV	Nucleo di valutazione e verifica degli investimenti pubblici
PCM	Presidenza del Consiglio dei Ministri (Presidency of the Council of Ministries)
PCSD	Policy coherence for sustainable development:
PCSD Project	mainstreaming the SDGs in Italian decision-making process", funded by the EU Structural Reform Support Programme, requested by MiTE and implemented by the OECD
PNR	Programma Nazionale di Riforma – National Reform Programme
PNRR/NRRP	Piano Nazionale di Ripresa e Resilienza – National Recovery and Resilience Plan
PON/ONP	National Operational Programmes – Piani Operativi Nazionali
POR/ROP	Regional Operation Programmes – Piani Operativi Regionali
PTE	Plan for the Ecological Transition - Piano per la Transizione Ecologica
RGS	Ragioneria Generale dello Stato - State General Accounting Department
SC	Strategic Choice of the NSDS
SD	Sustainable Development
SISTAN	Sistema statistico nazionale
SNA	Scuola Nazionale dell'Amministrazione
SNSvS/NSDS	Strategia Nazionale per lo Sviluppo Sostenibile – National Sustainable Development Strategy
Tecnostruttura	Tecnostruttura for the Regions for the European Social Fund

Executive Summary



Italy has developed, through a two-year participative process and with the support of the OECD and the European Commission, the National Action Plan for Policy Coherence for Sustainable Development (NAP). The fundamental role that governance plays in the implementation of the interconnected goals of the 2030 Agenda is thoroughly explored in the Plan and operationalised through concrete actions, results and time-bound targets. The NAP sets out an incremental path to mainstream sustainability as the standard for all decisions, systematically taking into account the trade-offs with other sectors, the priorities for future generations and for other countries, in particular developing ones. Two elements have characterised its formulation: first, horizontal, vertical and multi-actor participation and second, the identification of tools (such as the coherence matrixes, policy fiches and dashboard) to inter-operationalise existing policies and evaluation frameworks, such as the one associated to the Recovery and Resilience Fund, with the objectives of the NSDS, in order to facilitate policy integration and data comparability across sectors.

NAP's key elements and benefits that they could bring to Italy include:

- **Establishing policy coherence as the enabling factor for the implementation at all levels of the revised National Strategy for Sustainable Development 2022** (the 2022 NSDS/SNSvS revision proposal): this Plan will be presented for approval by the Inter-ministerial Committee for Ecological Transition (CITE) as the annex to the 2022 NSDS revision proposal with the aim of ensuring that public policies and investments (initiative and responsibility of the executive) take into account the three sustainability dimensions and accelerate the NSDS's implementation.

- **PCSD focal units within ministries and PCSD Labs are envisaged to facilitate information flows during policy formulation and evaluation within and across ministries with a view to producing more integrated policies.** That Information multi-dimensional policy impacts would be discussed among other relevant ministries through the PCSD Labs before a legislation or strategy is submitted to inter-ministerial or parliamentary scrutiny. The shared knowledge of policies' impact that the Labs will generate could increase the number of cross-sectoral policies being designed and implemented with simultaneous positive impacts across different areas of sustainability and increase budget efficiency.

- **Coherence Matrixes and Policy coherence Fiches:** the NAP introduces these operational tools to map existent and future policies in relation to the NSDS strategic choices. In the past regional officers and Tecnostruttura, the Ragioneria Generale dello Stato, and the NUVAP developed matrices connecting the indicators and related actions of ordinary policies with those of the European Structural Investment and Funds and the Recovery and Resilience Fund and showing their overall contributions to the NSDS and the SDGs. These experiences demonstrated the feasibility and potential use of such coherence instruments that the NAP proposes to incrementally apply at all levels. By doing so, sustainability priorities would be embedded as the principle inspiring policy formulation and evaluation across Italian policy cycle.

- **A Sustainability Dashboard** is foreseen in the NAP that could generate, and constantly update an integrated picture of how Italy is progressing towards the NSDS's implementation. The Sustainability Dashboard indicators will derive from the Coherence Matrixes. The Dashboard will reflect on the interactions across indicators from different policy areas, improving **government's capacity to look across indicator frameworks and assess positive and negative interactions of sectoral policies.** Compiling such data is crucial to monitor the key context indicators for the implementation of the NSDS over time and will also help introducing performance and process indicators in the decision-making cycle.

- **Improve the links between existing ex ante policy assessment and budgeting tools and sustainability principles and objectives.** The information required by law for ex ante policy assessments (i.e. Committee for sustainable economic investments or CIPESS, Regulatory impact assessment or VIR, Strategic Environmental assessment or VAS/ IPPC/EIA, Do No Significant Harm or DNSH, etc.) as well as for budget screenings (gender, green, Equitable and Sustainable Well-being EWB/BES, etc.) would be compiled in the policy coherence fiches, allowing to connect the information produced and assessing policies for their overall impact across NSDS objectives.

- **Enhanced skills for integrated policy programming focused on sustainability priorities.** The NAP introduces concrete coherence tools and envisages capacity building for public officers at all levels to facilitate their work when formulating and implement evidence-based policies to achieve multidimensional sustainability objectives. In this sense, the Italian School of Public Administration and the Public Function Department are identified as key partners (i.e policy coherence, foresight, policy interlinkages) and implement capacity-building mechanisms.

- **A collaborative path towards systematic inclusion of civil society in the policy cycle.** The NAP envisages the participation of the National Forum for Sustainable Development in its relation with the Working Group 1 of the National Council for Development Co-operation (CNCS) in procedural and consultative processes for the definition of coherence tools as well as the integration of their views in new policies (on the initiative and responsibility of the executive) and in the annual report on NSDS implementation.

- **A strengthened role for existing multi-level collaborative roundtables across the spectrum of national-local strategies that contribute to sustainability.** The Tavoli di confronto for sharing the practices and measurement of the NSDS would be institutionalised and they would also be mobilised, together with the territorial Cabine di Regia for sustainable development, when discussing the implementation of other sectoral national-local strategies that contribute to sustainability, potentially using the same indicators.

- **A more systematic consideration of domestic policies' impact on developing countries.** The coherence matrices would cross-check the transboundary impacts of sectoral policies associated to a NSDS strategic choice and highlight potential trade-offs.

- **Increased awareness across Italian society of sustainability issues and cross-cutting approaches.** Educational Pacts would be implemented to support teachers, university professors and professional orders are trained on systemic approaches to sustainability as part of their lifelong training programmes (e.g. crediti formative/open badge).

- **The NAPs Monitoring and assessment framework** currently being developed will take stock of its implementation and its effects in achieving the NSDS indicators. As the Italian Action Plan is the first such plan, the progress made in Italy in implementing PCSD tools and capabilities will set the standard for other countries.



1 - A Visual version of Italy's National Action Plan for Policy Coherence for Sustainable Development

Infographic 1.1 The NSDS as umbrella to integrate sectoral policies for achieving sustainable development



The Italian National Sustainable Development Strategy (SNSvS/NSDS)

Overview:
The NSDS/SNSvS represents the political framework to implement the 2030 Agenda and its SDGs in Italy.

Produced by:
The NSDS has been approved with Delibera CIPE (108/2017) in December 2017 after a consultative formulation process. The 2022 NSDS revision proposal will be presented to the Interministerial Committee for Ecological Transition (CITE) for approval in 2022 (Dlgs Art. 34 co 3, 152/2006) and includes the National Action Plan for PCSD.

Addressed to:
Line ministries, Regions, local authorities and the National Forum for SD as the reference policy framework for sustainability. The public at large to engage in plans and projects.

Characteristics:
The Italian SNSVS/NSDS is structured around the five areas of the Agenda 2030: People, Planet, Prosperity, Peace and Partnership. The 5Ps of the SNSVS/NSDS are spelled out in a system of strategic choices and national strategic objectives, specific to the Italian context.

Enablers for implementation:
Complementary to the "5P", the 2022 NSDS/SNSvS revision proposal provides for a set of enablers for its implementation (Vettori). This is where the PCSD is endorsed as the reference approach at all levels. The section dedicated to Vettori is complementary to this proposed Action Plan in identifying fundamental levers to initiate, manage, disseminate and monitor the integration of sustainability into national policies, as well as to stimulate an active participation from private sector, citizens and civil society organisations. Overall, three types of Vettori have been defined, accompanied by related cross-cutting Trajectories.

Monitoring mechanisms:
The Ministry for Ecological Transition (MiTE) is responsible for reporting every year on the overall implementation of the SNSvS/NSDS to CITE. This Implementation Report builds on the collaboration with all the actors and specifically with the Ministry of Foreign Affairs and Development Cooperation (MAECI) on the international dimension. MiTE is also responsible for updating the NSDS every three years. To support the domestic implementation of the NSDS, MiTE created over the last three years a constructive dialogue with central administrations, regions, autonomous provinces, and metropolitan areas as well as with the National Forum. On this basis MITE led a dialogue to co-revise the SNSvS/NSDS. The 2022 NSDS revision proposal includes numeric targets and a set of core primary indicators. The targets and indicators have been identified through a multi-stakeholder process and then validated with ISTAT and ISRA. They are aligned with the indicators included in fundamental programmatic schemes such as the NRRP, the Cohesion Policies National Partnership Agreement, the National Ecological Transition Plan (PiTE), the Economic and Financial Document (DEF).

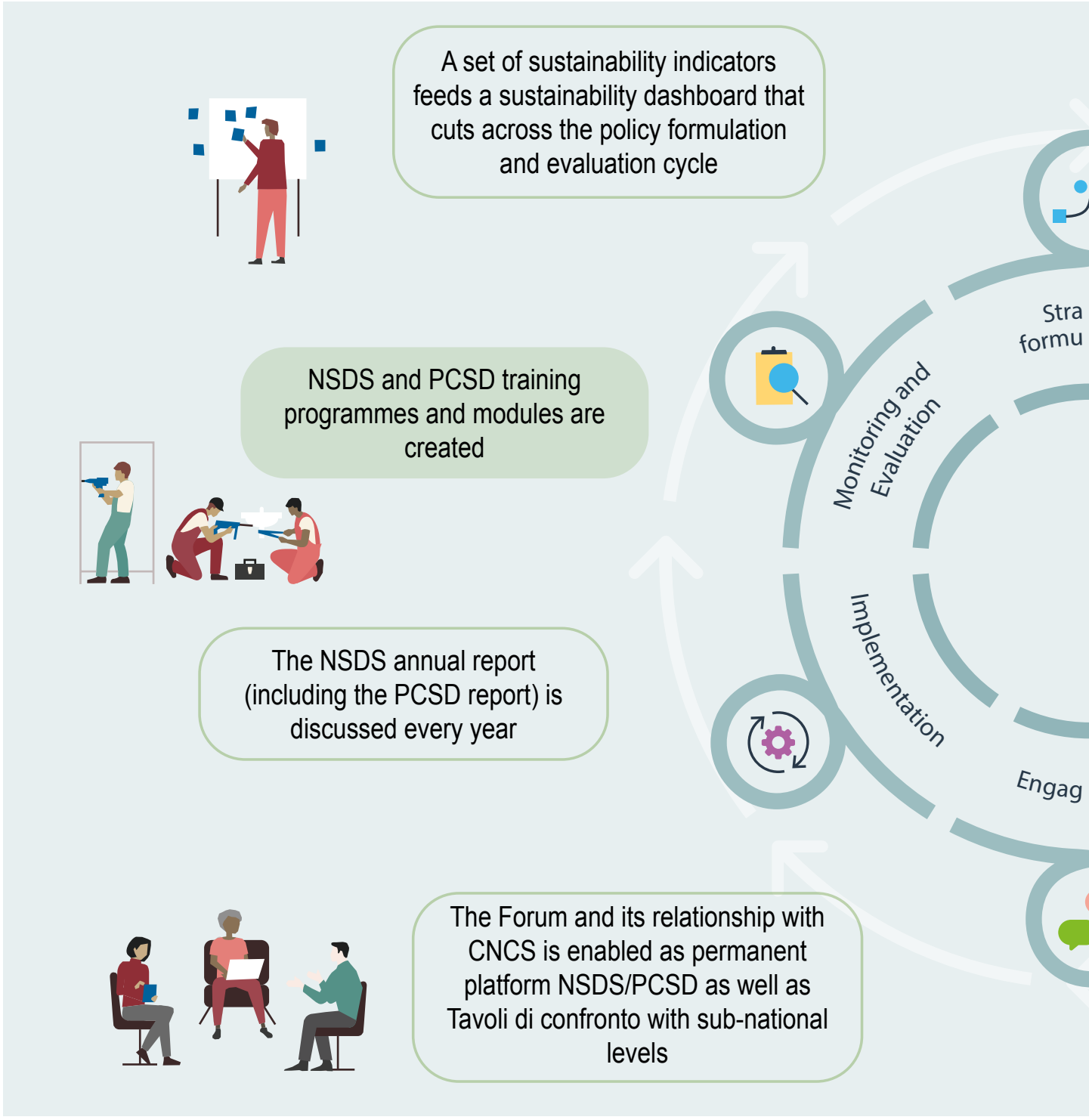
Other countries' experience: Finland

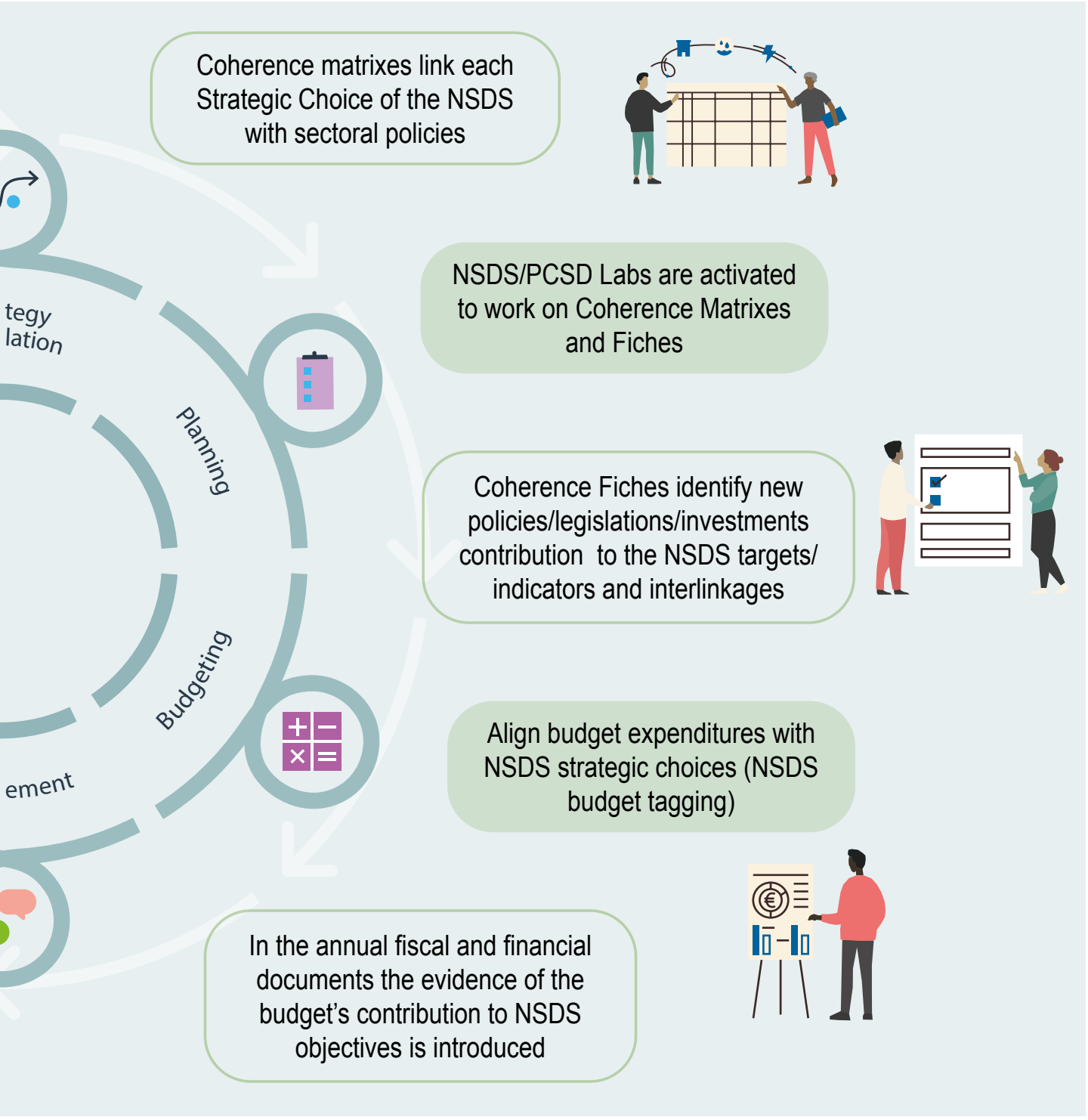
The "Finland we want by 2050", adopted in 2014 and updated in 2016, aims at reconciling economic, social and environment imperatives. The strategy provides a long-term strategic framework for a whole-of-society commitment to sustainable development.
The Prime Minister's Office co-ordinates national SDG implementation.

An interministerial Coordination Network consisting of sustainable development focal points from each line ministry supports the co-ordination function of the PMO. The National Commission on Sustainable Development (NCSD), a prime minister led multi-stakeholder forum, brings together the public and private sectors, Civil Society Organizations, academia and municipalities and regions with the task of integrating sustainable development into Finnish policies, measures and everyday practices at different levels.

Infographic 1.2 PCSD entry points along the policy cycle

The NSDS is recognised as the policy reference framework for public policy and investment making and co-ordination mechanisms across levels




Coherence matrixes link each Strategic Choice of the NSDS with sectoral policies
NSDS/PCSD Labs are activated to work on Coherence Matrixes and Fiches
Coherence Fiches identify new policies/legislations/investments contribution to the NSDS targets/ indicators and interlinkages
Align budget expenditures with NSDS strategic choices (NSDS budget tagging)
In the annual fiscal and financial documents the evidence of the budget's contribution to NSDS objectives is introduced
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Planning
Budgeting
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Policy Coherence Matrix per each NSDS's strategic choice

Characteristics:

Living Document compiling the linkages across existing policies' objectives, targets and indicators relevant for a long-term sustainable choice.

Produced by:

- NSDS/PCSD Implementation and Assessment Group designs the template of the Coherence Matrixes building on existing territorial and national Coherence Matrixes and defines the guidance for compiling them.
- Ministerial Focal Units for NSDS and PCSD and territorial Cabine di Regia provide the information for the Matrixes relevant to their policy areas and levels.
- The PCSD labs compile the Matrixes for each Strategic choice.
- PCSD Labs will update the Matrixes on a rolling basis.
- Contributions from the National Forum for Sustainable Development to the Matrixes will be activated.

Used by:

- Line ministries, regions, local authorities.

Why using the Matrix:

- Check how sectoral policies are directly contributing to a same strategic choice of the NSDS (e.g. eradicating poverty).
- Highlighting linkages across sectoral policies in that policy area to better balance future policies (trade-offs/potential or synergies).
- Highlight common key policy indicators for each Strategic Choice.
- Check how the policies in that area influence the achievement of SDGs targets in other relevant areas as well as in developing countries building on the indicators included in the area Partnership of the NSDS.

When using the coherence matrix in the policy cycle:

- During policy formulation: each ministry, region, local authorityy will use the Coherence Matrix a basis of information when filling in the coherence fiche for new investments and policies.
- During *ex ante* and *ex post* assessments: provide data potentially useful for existing *ex ante* screening process (DNSH, RIA,CIPESS, etc) of investments and policies and their evaluations.

Infographic 1.3 Coherence Matrix (OECD visual elaboration)

Coherence Matrix for the NSDS area People, Strategic Choice (SC) I: "Fight poverty and social exclusion eliminating territorial gaps"

Objectives included in other related policies that are measured according to the same NSDS indicators

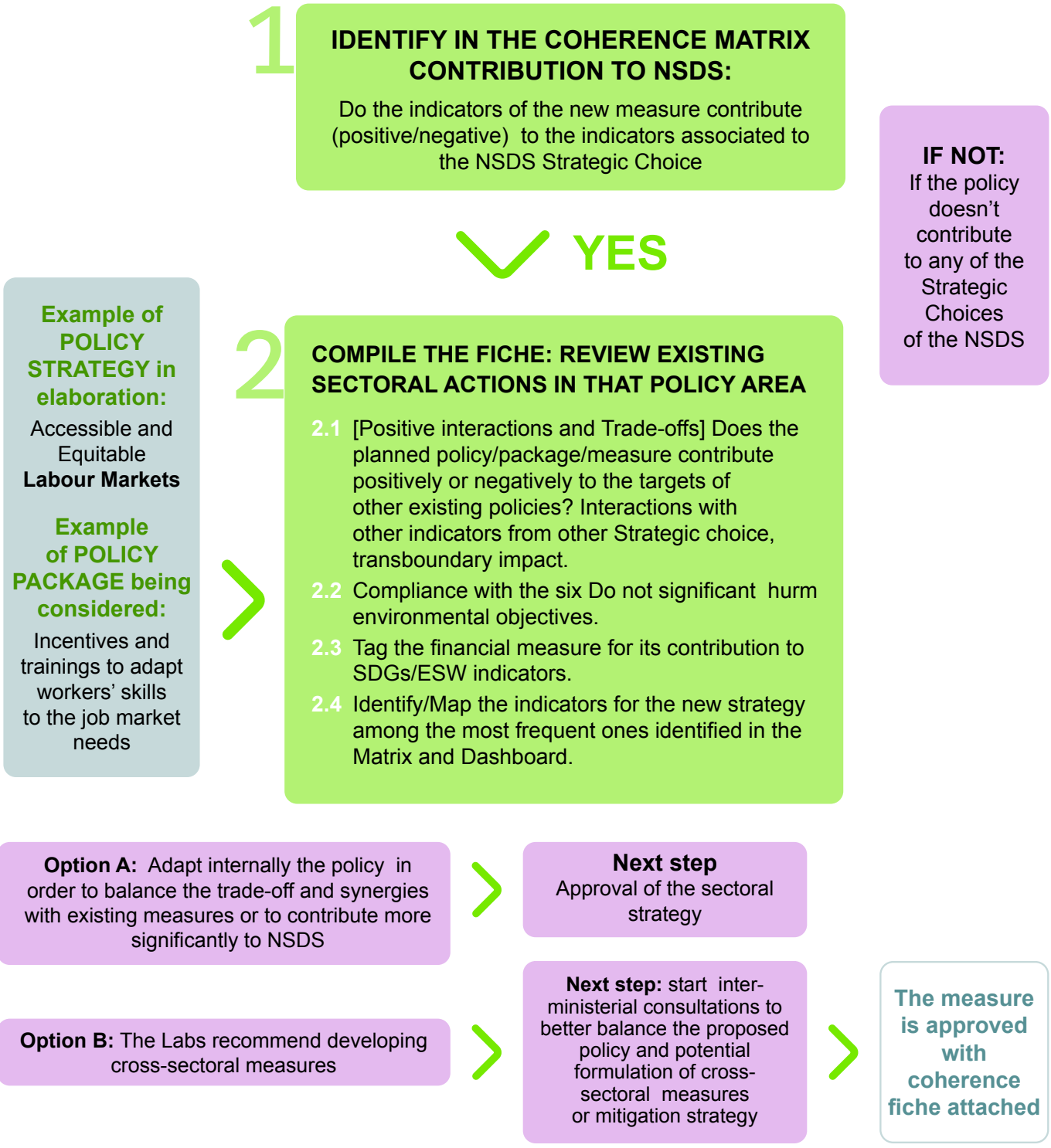
NSDS Strategic Objectives to implement the SC	Indicators and targets related to the NSDS Strategic Choice	Measures included in existing and new programmatic documents				
		ERDF + ESF +EARDF (MFF)	PNRR	Active labour policies	National social housing policy	National plan for Italian social services and interventions 2021-2023
Tackle poverty and social and economic inequalities	SDG 1."No poverty" ISTAT indicator 1.2.2 and SDG Absolute poverty Framework BES/DEF					
Fight material and food deprivation	SDG 10 "Reduce inequalities within and among countries", ISTAT indicator and SDG 10.1.1 "Income inequality" Framework BES					
Reducing housing hardship	SDG 1 " No poverty" ISTAT INDICATOR 1.2.2 "Severe Material Deprivation" Framework Bes					

Multi-dimensional policy drivers that cumulatively contribute to that Strategic choice

Cross-check the transboundary impact of these policies

Complementary policy measures that are contributing to the same NSDS Strategic Choice

Infographic 1.4 Steps in the formulation of a Policy Coherence Fiche (OECD visual elaboration)



LEGEND BOX: Purple boxes: steps of the process / Green boxes: content of the policy coherence fiche

Objectives:

This qualitative valuation tool shows:

- The contribution of the policy proposal in relation to the indicators of the NSDS Strategic Choices and targets/ indicators therein.
- Identifies potential trade-offs and synergies, transboundary impacts of the proposed policy with other relevant strategies identified in the Coherence Matrix, as well as interactions with other policy sectors.
- The estimated costs associated to the actions are associated to their positive and negative contributions to NSDS (tagging).
- Initiate the process to sketch potential mitigation strategies or cross-sectoral actions to balance interactions with existing strategies.

Produced by:

The NSDS/PCSD Implementation and Assessment Group produces the template. The Ministerial Focal Units for NSDS/PCSD, the territorial Cabine di Regia for SD and the Regional Evaluation Units fill the Fiches when developing new policies and investments. The PCSD/NSDS Labs verify the content.

Point of entry in the policy cycle:

- Consider the merit of using the information your ministry collected in the Coherence Fiches, to contribute to *ex ante* assessment processes DNSH, AIR/VIR, EIA/Strategic Environment Assessment (SEA/VAS/IPCC), CIPESS investment assessments and other budgetary assessment such as gender impact assessments (GIA) and well-being (ESW).
- Going forward can contribute to designing Sustainability Impact assessment SIA framework along the lines of EU better regulation toolbox.
- Take into consideration the comments to the proposals formulated by civil society through participatory mechanisms within and/or outside the PCSD PAN implementation process.
- Facilitate policy effects' comparability within and across policy areas by using the same outcome/result indicators as the ones proposed in the Sustainability Dashboard.

Infographic 1.5 Filling-in a Policy Coherence Fiche: example of formulation of a measure contributing to the NSDS Strategic Choice "Ensure conditions for human capital development"

SN

OBJECTIVE : Design a policy that fills the gaps and accelerates the achievement to the targets of the NSDS Strategic Choice 2: Ensure conditions for human capital development (area PEOPLE)

1 **Which are the indicators included in the NSDS and other existing sectoral policies? Is the new policy considering the same set of indicators as the ones included in the NSDS?**
i.e. employment rate, unemployment, social service expenditure, literacy (alphabetic and numeric), school drop-out, etc.

2 **Is the new measure contributing to the the NSDS targets? 78% of the population 20-64 is fully employed (EU social pillar)**

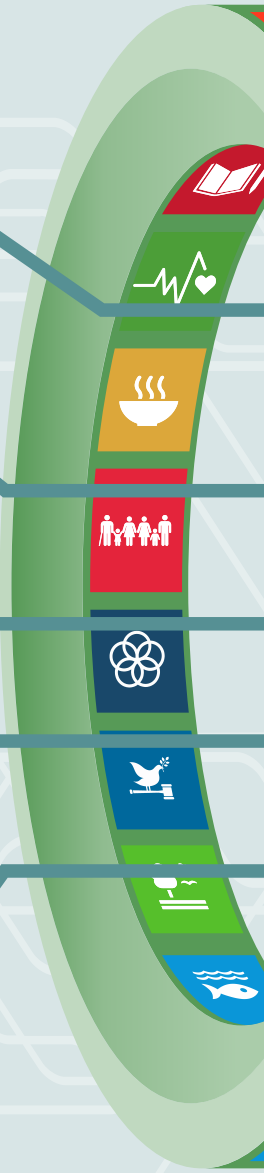
3 **Are there other policy measures aligned with the targets included in the NSDS?**

From the Coherence Matrix => Examples of existing policy measures in that policy area:

A - Create employment and career-building opportunities for persons with disabilities

B - Strengthen STEM skills

C - Strengthen the inclusiveness of the social security system



How to fill in a Policy Coherence Fiche During policy formulation



4 Potential trade-offs
Potential transboundary impacts?

5 Potential Synergies?
What Cross-cutting measure could be designed:
Apprenticeships for students who pursue higher education in STEM fields

6 How budget is split according to the different policy interventions ?

7 Which level of government is in charge?

Infographic 1.6 Institutional Mechanisms and the PCSD Labs to support the implementation of the PCSD Action Plan

Central institutional mechanisms

NSDS/PCSD ALIGNMENT AND POLICY INTEGRATION GROUP

- Collaborates with MiTE for activating the PCSDLabs.
- Issues annual calls for action to implement the NSDS.
- Defining the modalities and Driving the use of PCSD coherence tools.
- Contributes to the Preparation of the NSDS Annual Report.
- One year after the CITE approval of the revised. NSDS it supports the compilatrion of a stock -taking report, facilitated by MiTE and presented to CITE, to assess and take stock of the use of the Coherence Matrixes, Coherent Fiches as well as the functioning of the Labs.

MiTE, MAECI, MEF, DIPE, DPCoe, DPE, DARA, Conference of the Regions,, Ministerial Focal Units, NFSD, Tavoli di Confronto, territorial Cabine di Regia

NSDS/PCSD IMPLEMENTATION AND ASSESSMENT GROUP

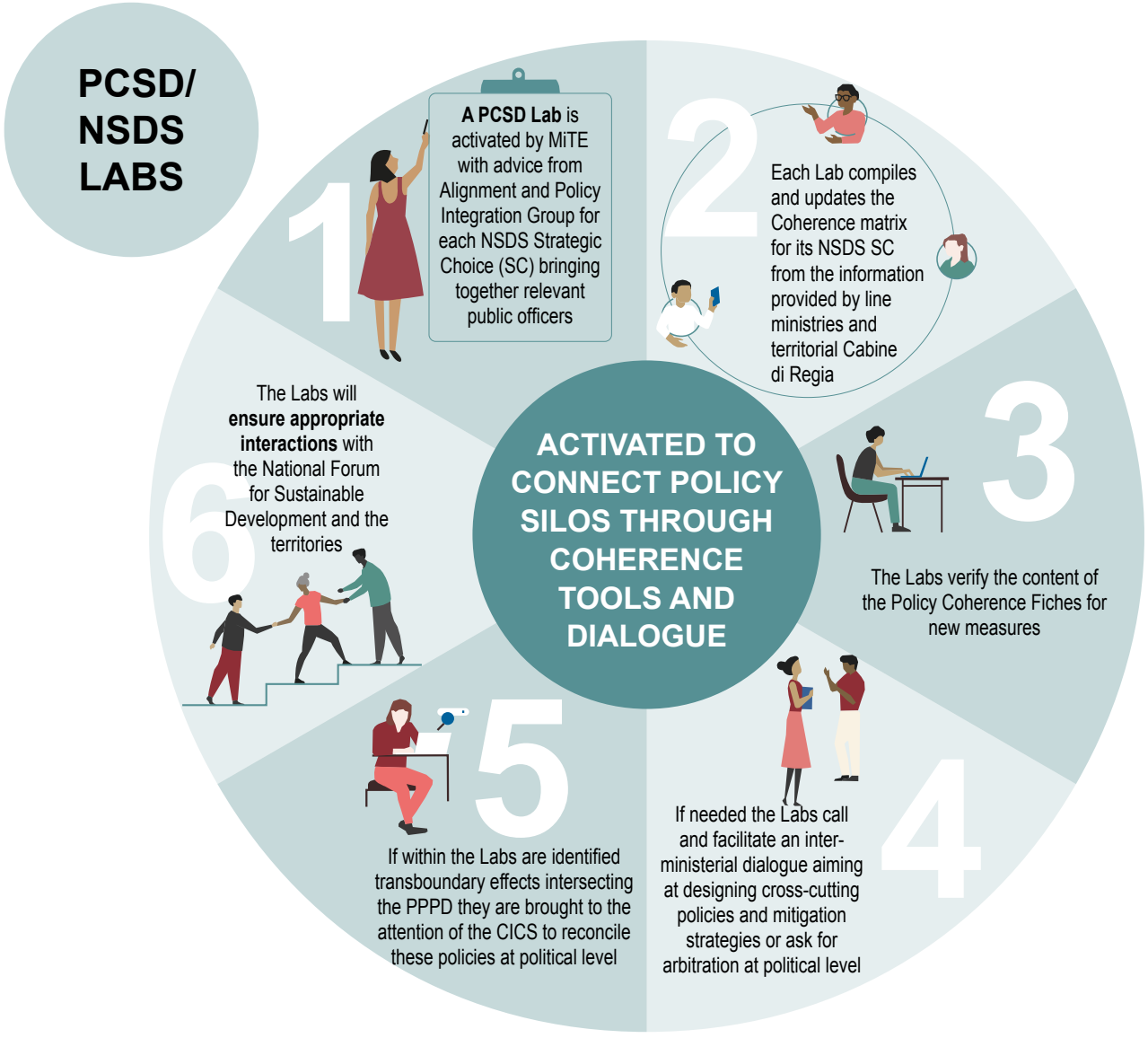
- Set the template of the coherence tools and indicators and relative guidance.
- Management of the Dashboard.
- Contributes to the NSDS Annual Report.
- Regular consultations with NSDS Forum and the Territorial permanent dialogue mechanisms (Tavoli di confronto territoriali).

MITE, MEF and RGS, DIPE (NUUV), DPCoe (NUVAP and Rete dei Nuclei at regional level), Court of Auditors and SISTAN (ISTAT + ISPRA)

NSDS/PCSD MINISTERIAL FOCAL UNITS

- Prepare the Coherence Matrix/fiches.
- Promote internal and external consultations for policy coherence.

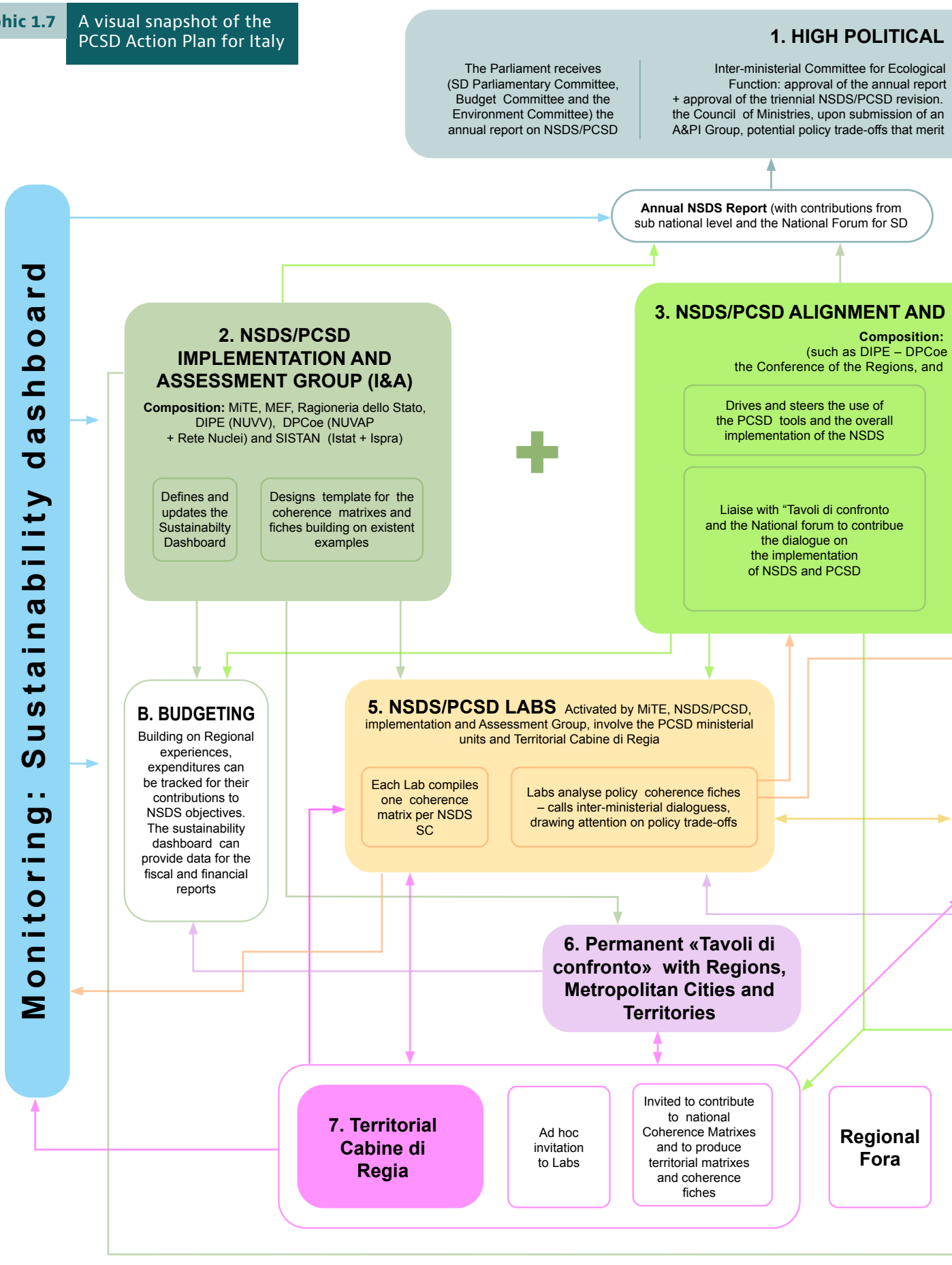
Within each line Ministry

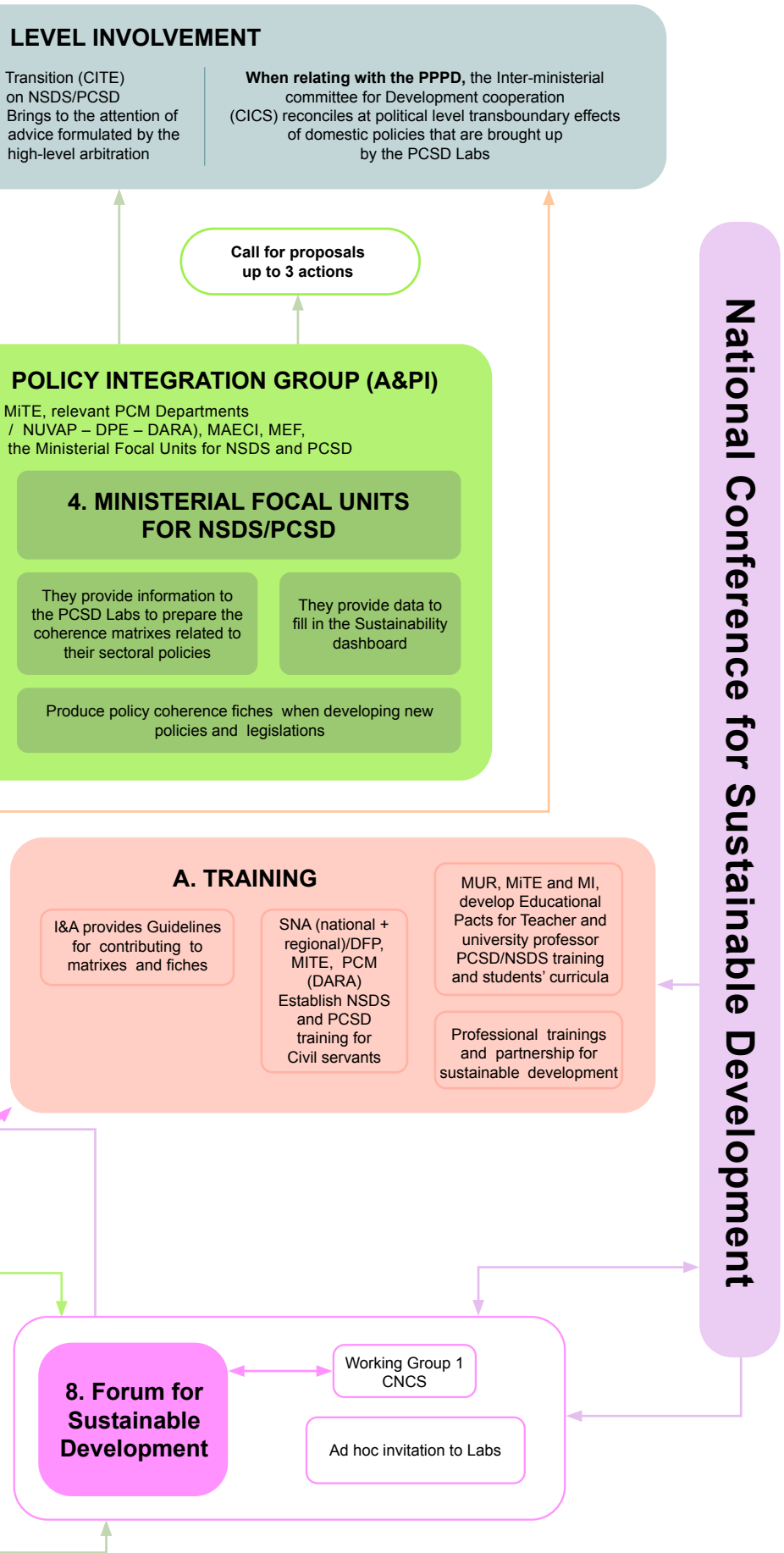


Other countries' experience: Germany

The country has co-ordination between all ministries on sustainable development or PC(S)D. In Germany there is a national Council (or Forum) for sustainable development in which civil society groups, trade unions and the private sector all participate. Consultation mechanisms are in place on sectoral policies, for instance on development cooperation, but not specifically on PCSD. It plans to achieve sustainable development through a "triple approach" consisting of implementation in, with and through Germany. The implementation of the German Sustainable Development Strategy is supported by an elaborate governance structure which includes different levels of government ranging from inter-ministerial co-ordination to collaboration between the national government and the Bundesländer governments, co-ordinated by the Chancellery.

Infographic 1.7 A visual snapshot of the PCSD Action Plan for Italy





SD: Sustainable Development

SNSvS/NSDS: National Sustainable Development Strategy

PCSD: Policy Coherence for Sustainable Development

CITE: Comitato interministeriale per la transizione economica

MiTE: Ministero della Transizione Economica

MEF: Ministero dell'Economia e delle Finanze

MUR: Ministry for University and research

MI: Ministry of Education

DIPE: Dipartimento per la programmazione e il coordinamento della politica economica

NUVV: Nucleo di valutazione e verifica degli investimenti pubblici

NUVAP: Nucleo di Valutazione e Analisi per la Programmazione

DPCoe: Dipartimento per le politiche di coesione

NUVAP: Nucleo di Valutazione e Analisi per la Programmazione

SISTAN: Sistema statistico nazionale

PCM: Presidenza del Consiglio dei Ministri

DPE: Dipartimento Politiche Europee

DARA: Dipartimento per gli affari regionali e le autonomie

MAECI: Ministero degli Affari Esteri e Cooperazione Internazionale

SNA: Scuola Nazionale dell'Amministrazione

CNCS: Consiglio Nazionale per la Cooperazione allo Sviluppo

SC: Strategic Choice of the NSDS

I&A: NSDS/PCSD Implementation and assessment Group

A&PI: NSDS/PCSD Alignment and Policy Integration Group

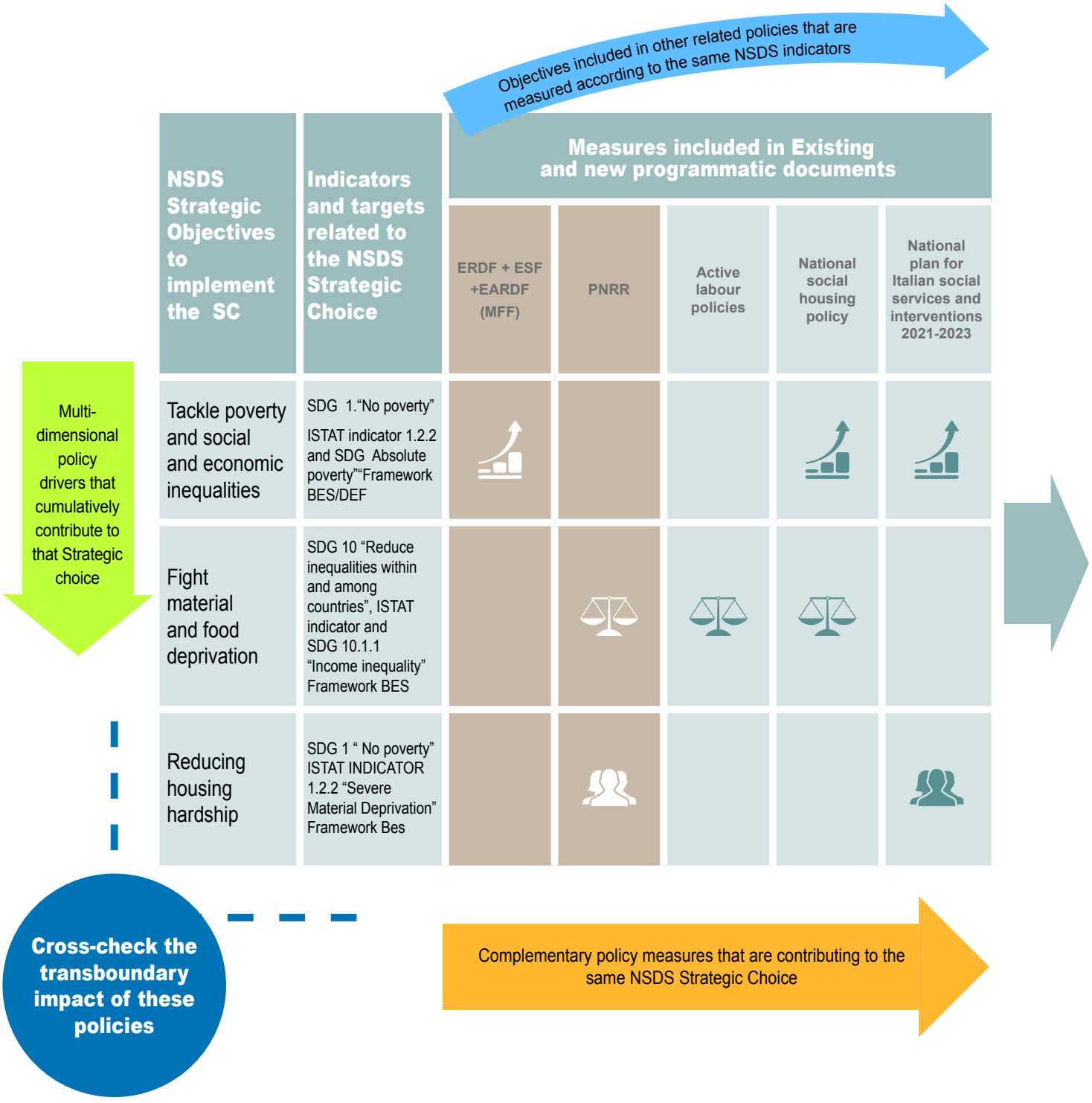
IPPC: Integrated Pollution Prevention Control

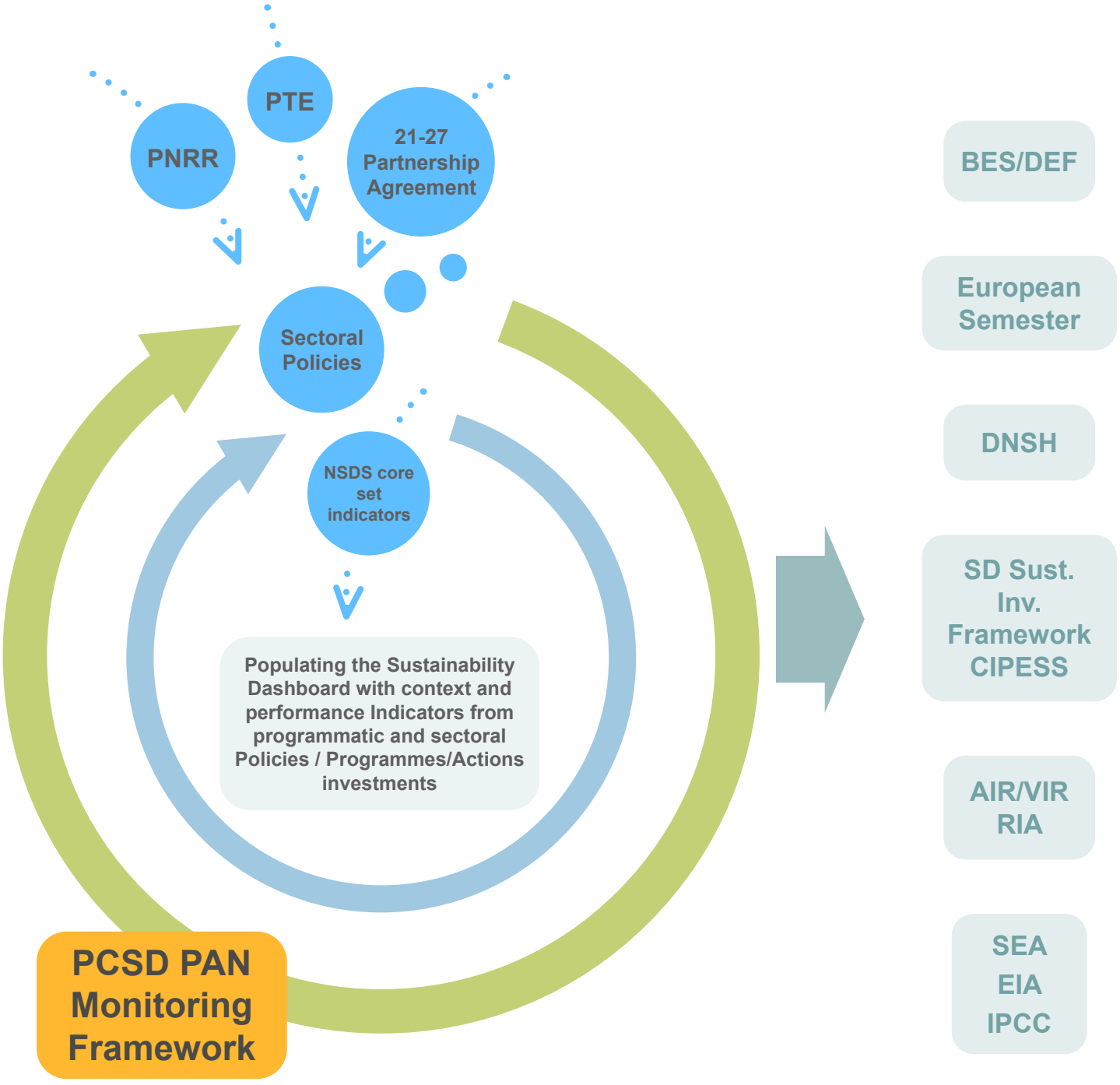
EIA: Environmental Impact Assessment

SEA: Strategic Environmental Assessment

Infographic 1.8 The Sustainability Dashboard (OECD visual elaboration)

The Coherence Matrixes will sift the most frequent indicators from sectoral policies, programmes and actions.




PNRR
PTE
21-27 Partnership Agreement
Sectoral Policies
NSDS core set indicators
Populating the Sustainability Dashboard with context and performance Indicators from programmatic and sectoral Policies / Programmes/Actions investments
PCSD PAN Monitoring Framework
BES/DEF
European Semester
DNSH
SD Sust. Inv. Framework CIPESS
AIR/VIR RIA
SEA EIA IPCC

2 - Italy's National Action Plan for Policy Coherence for Sustainable Development

Table 2.1 Vision and Leadership

	ACTION	TARGETS
Relevance for the OECD PCSD Recommendation: **Pillar I:** Develop a strategic vision for achieving the 2030 Agenda and the SDGs in an integrated and coherent manner. **Principle I.1:** Building a strong, inclusive political commitment and leadership at the highest political level to foster whole-of-government action for PCSD.		
Expected result 1.1: Endorsing an institutional mechanism for integrated policy- making and enabling the NSDS as the reference policy framework and for strengthening PCSD at all levels.		
Link with NSDS (Vettori)		
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.1 Ob. 2 - 2.1, 2.2	**Action 1.1.1** – In 2022, within the Delibera approving the NSDS revision 2022 by the CITE (Interministerial Committee for Ecological Transition), the NSDS is recognised as the policy reference framework for the definition of public policies and investments and a mechanism for integrated decision making is adopted. Such mechanism includes: the establishment of the "NSDS/PCSD Alignment and Policy Integration Group" [See 2.1.1] and of the "NSDS/PCSD Implementation and Assessment Group" [see 2.1.2]; the consolidation of the territorial Cabine di Regia on SD already active at sub-national level as well as the recognition of the "Tavoli di confronto" (i.e. Tavolo Regioni e Province Autonome; Tavolo Città Metropolitane) [see 2.2]; the Ministerial Focal Units for NSDS/PCSD [see 2.1.3]; the strengthening of the civil society and non-state actors involvement, by recognising the National Forum for Sustainable Development, in its relation with the CNCS, as the permanent dialogue platform for the NSDS and the PCSD NAP implementation, monitoring, evaluation, reporting and revision processes [see 2.5].	- In 2022, CITE approves with an ad hoc Delibera the NSDS 2022 and establishes an integrated multilevel and multi-stakeholder policy-making mechanism. - From 2022, the Conferenza Nazionale per lo sviluppo sostenibile takes place once a year. - Within one year from Delibera CITE approval, the first annual call for proposal to implement up to 3 multi-dimensional, multiactors and multi-level sustainability actions is launched. - Following the Delibera CITE approving the NSDS, its implementation, monitoring, evaluation, reporting and revision processes includes the tools [1.2] envisaged in the PCSD Action Plan. - Without modifications to Art. 34 co 3 Dlgs 152/2006, the Parliament's involvement in the NSDS is strengthened.

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.4 **Vector 2** Culture for sustainability Ob. 4 - 4.3 **Vector 3** Participation for sustainable development Ob. 1 - 1.2	**Action 1.1.2** – Make the Conferenza Nazionale per lo Sviluppo Sostenibile an annual meeting to be organised by the National Forum for Sustainable Development and the MiTE, aimed at sensitising all levels of government around the contribution of civil society and nonstate actors to the NSDS and the PCSD Action Plan implementation, monitoring and revision processes [see 2.3.3].	
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.1	**Action 1.1.3** – The NSDS contains the PCSD National Action Plan and includes it in its implementation, monitoring, evaluation, reporting and triennial revision processes.	
Vector 1 Policy coherence for sustainable development Ob. 6 - 6.2	**Action 1.1.4** – The NSDS Annual Report (Relazione sullo stato d'attuazione della SNSvS) includes the monitoring of the implementation of the PCSD National Action Plan [see 3.3]. The Report is submitted to CITE for deliberation.	
	Action 1.1.5 – Without modifications to Art. 34 co 3 Dlgs 152/2006 and before addressing CITE, MiTE makes the Annual NSDS Report available to the Parliament, in particular to the Comitato Parlamentare permanente per l'attuazione dell'Agenda 2030 per lo Sviluppo Sostenibile (SD Parliamentary Committee), the Budget Committee and the Environment Committee.	
Vector 2 Culture for sustainability Ob. 4 - 4.3 **Vector 3** Participation for sustainable development Ob. 3 - 3.2	**Action 1.1.6** – An annual call for proposal is issued by the NSDS/PCSD Alignment and Policy Integration Group [see 2.1.1] to identify up to 3 multi-dimensional, multi-actors and multi-level actions implementing one or more NSDS's strategic objectives with a high transformational path potential, domestically and/or internationally. Proposals will be evaluated for their application of a policy coherence approach to sustainable development objectives. Budget is set aside in the budget law. All line ministries, regions, metropolitan areas, provinces, municipalities and the National Forum for Sustainable Development are invited to respond to the call.	

	ACTION	TARGETS
Relevance for the OECD PCSD Recommendation: **Pillar I:** Develop a strategic vision for achieving the 2030 Agenda and the SDGs in an integrated and coherent manner. **Principle I.3:** Improving policy integration to incorporate sustainable policy into policy and finance and across policy domains.		
Expected result 1.2: Shared mechanisms and evaluation tools (from now onwards: coherence tools) are provided to screen policies against their integration and compatibility with NSDS objectives.		
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.1 Ob. 3 - 3.2 Ob. 4 - 4.1	**Action 1.2.1** – Within a dedicated process, build Coherence Matrixes (one Coherence Matrix for each Strategic Choice), as living documents to enable the linking of each NSDS' Strategic Choices (SC) – and objectives/targets/indicators therein - to objectives/targets/indicators, including where available, context and performance, referenced in other national and territorial sectoral measures, including those of the PNRR, as well as in operational programmes (OP) of ESIF. Such an approach aims at promoting a holistic vision of the systemic contributions of policy and other regulatory measures to the NSDS. Already existing examples of such matrixes include: the matrix linking the measures of the PNRR to the Policy Objectives of the NSDS and SDGs (the Power Bi platform https://www.mite.gov.it/sites/default/files/archivio/allegati/sviluppo_soste nibile/documento_consultazione_interattiva_PowerBI.pdf); the matrix linking the policy objectives of the EU Cohesion policy (ESIF) with the strategic objectives of the NSDS (DPCoe/NUVAP matrix); the matrix linking regional policies to the Country Specific Recommendations CSR, with the objectives of the ESIF and the NSDS (Tecnostruttura/Conferenza delle Regioni). *How to build them* **Sub action 1.2.1.1** – The "NSDS/PCSD Implementation and Assessment Group" [see 2.1.2] is activated to design the template of the Coherence Matrixes and to define the guidance for compiling this tool. The Coherence Matrix will contribute to: i. increasing interoperability across monitoring frameworks currently used for a SC: the Matrixes provide a snapshot of the indicators used in a given SC (environmental, socio and economic outcomes). The most frequent effects that are associated to policies in this area will be tracked in the Sustainability Dashboard. ii. visualising positive and negative contributions to the achievement of the NSDS by existing policies and other regulatory measures; iii. identifying potential interlinkages among the existing policies and other regulatory measures inventoried in terms of trade-offs or synergies. iv. verifying the impact of the policy on the SDGs targets indicated in the area Partnership of the NSDS in order to identify its international spillovers and transboundary effects particularly on developing countries. **Sub action 1.2.1.2** – Within each Line Ministry, the "Ministerial Focal Unit for NSDS and PCSD" [see 2.1.3] is activated to provide information to the Coherence Matrix(es) of the SC(s) relevant for its area. **Sub action 1.2.1.3** – The first compilation, and following updates, of all ministerial contributions will be done in the context of the ad-hoc NSDS/PCSD Labs for each SC [see 1.2.3 and Sub action 1.2.3.1].	- After the approval of the NSDS by CITE, a process is launched and the templates for the coherence tools are developed. - Ministries and sub-national governments are involved on a voluntary basis and with an incremental approach. - Within one year from the approval of the NSDS by CITE, PCSD Labs are activated. - One year after the approval of the NSDS by CITE, a stock -taking report is compiled within the NSDS/PCSD Alignment and Policy integration Group, facilitated by MiTE and presented to CITE and to the Forum, to assess and take stock of the use of the Coherence Matrixes, Coherence Fiches as well as the functioning of the Labs (coherence tools). Information will be also part of the Annual report on the Status of the Implementation of the NSDS [3.3]. - Within the next NSDS revision cycle a decision is taken by CITE on making the coherence tools systemic for new policies/regulations. - Capacity building and training packages are activated for Coherence Matrixes and Coherence Fiches. In the long-term: - Line Ministries and governments at territorial level are aware of the contributions of their policies and other regulations to the NSDS through the Coherence Matrixes. - Line Ministries and government at territorial level use the Coherence Matrix tool as strategic framework for policy making and the Coherence Fiches as the basis for collecting information to contribute to other regulative impact assessments (DNSH, RIA, VAS, etc.) as well as in the implementation phase. - Coherence Matrixes, Coherence Fiches and Labs have contributed to: · address PCSD internal and external dimension · link the proposed annual budgetary measures to the NSDS · assess public investments against the NSDS contributing to the CIPESS Delibera 79/2020 and to Direttiva Draghi on Sustainable Development · contribute to producing relevant information for the DNSH requirement

	ACTION	TARGETS
	Sub action 1.2.1.4 – Capacities to build and use the Coherence Matrixes will be strengthened across ministries and territorial levels through trainings packages [see also 1.2.2.4] [see 1.3].	· establish cross-cutting policies and other regulatory measures, targets and objectives, overcoming a silos approach. - Within the PCSD Labs continuous assessment of the interoperability of monitoring and evaluation frameworks supporting a quantifiable estimation of synergies and trade-offs in that area.
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.1 Ob. 3 - 3.2 Ob. 4 - 4.1, 4.3	**Action 1.2.2** – Within a dedicated process, the ministry or competent authority elaborating new policies and other regulatory measure proposals, including public investments also relating to the PNRR, prepares the coherence fiches (Coherence Fiche(s)) to identify the contribution of the new act to the NSDS, identifying synergies/trade-offs across existing sectorial actions as well as transboundary effects and devising possible mitigation strategies. The Coherence Fiche can contribute to the devising of a Sustainability Impact Assessment (RIA) in Italy, along the lines of Better Regulation EU Toolbox. **Sub action 1.2.2.1** – The "NSDS/PCSD Implementation and Assessment Group" [see 2.1.2] is activated to design the template of the Coherence Fiche(s) and to define the guidance for its use, also using as reference practices implemented by other EU Member states. **Sub action 1.2.1.3** – Compilation of the Coherence Fiche(s) will contribute to: - show the relevance of the proposal in relation to the NSDS Strategic Choices - and objectives/targets/ indicators therein - show the relevance of the proposal relative to the ESW. This information, along with relevance for the NSDS, could be also used for ESW budget tagging - use the information collected in the Coherence Fiche(s), to contribute to existing assessment processes such as DNSH, AIR/VIR, EIA/Strategic Environment Assessment (SEA/VAS), CIPESS investment assessments and other budgetary assessment as gender impact assessments (GIA)- take into consideration the comments to the proposals formulated by civil society through participatory mechanisms within and/or outside the PCSD PAN implementation process - balance potential trade-off and synergies, spillover effects and transboundary impacts among new sectoral policies or regulatory measures and existing ones, and sketch potential mitigation strategies or cross-sectoral actions - facilitate interoperability of monitoring and evaluation frameworks in a same policy area. **Sub action 1.2.2.3** – The compiled Coherence Fiche(s) is an assessment tool that accompanies the policy or other regulatory measure proposal along the decision-making cycle. **Sub action 1.2.2.4** – The NSDS/PCSD Labs [see 2.1.4] verify the content of the Coherence Fiches, and based on the results, the Labs call and facilitate collaborative inter-ministerial moments, aiming at the design of cross-cutting policies and mitigation strategies [see 1.2.3.2]. **Sub action 1.2.2.5** – Capacities to build and use the Coherence Fiche(s) will be strengthened across ministries and territorial levels through trainings packages [see 1.3].	

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.1 Ob. 2 - 2.1 Ob- 3 - 3.1, 3.2, 3.3 Ob. 4 - 4.1	**Action 1.2.3** – The NSDS/PCSD Labs are activated by MiTE, in collaboration with NSDS/PCSD implementation and Assessment Group, involving experts and the Focal Units for their expertise on a Strategic choice. Labs will also ensure appropriate interactions with the National Forum for Sustainable Development and the territories. **Sub action 1.2.3.1** – As per the Coherence Matrixes, the NSDS/PCSD Labs are activated to systematise and continuously update such tool [see 1.2.1], with the contribution of Ministerial Focal Units for NSDS/PCSD and territorial Cabine di Regia for SD. **Sub action 1.2.3.2** – As per the Coherence Fiche(s), the NSDS/PCSD Labs are activated to verify the information provided therein, when developing new policy and other regulatory measures [see 1.2.2]: - If overlaps/trade-offs/spillovers and potential synergies have been adequately addressed in the Coherence Fiche(s), no further work will be done in the Labs. - When the results of the Coherence Fiche(s) highlight interlinkages among policies, the objective of the Labs is to facilitate ad hoc interministerial dialogues aiming at collaborative design of cross-cutting policies and mitigation strategies. Labs should not duplicate the work of existing responsible inter-ministerial bodies but could represent a contribution to them. - If within the Labs, are identified trade-offs that are difficult to reconcile and require political arbitration, they are brought to the attention of the Council of Ministries through a submission of an advice formulated by the NSDS/PCSD Alignment and Integration Group [see 2.1.2] to CITE. - If within the Labs are identified transboundary effects, should they intersect the Italian three-year Programming and Policy Planning Document (PPPD) for the International Development Co-operation, they are brought to the attention of the CICS to reconcile these policies at political level, in accordance with art. 15 co.1 of 125/2014. - Each identified incoherence might not be directly resolved but will need to be exemplified and approached through complementary proposed actions and closely monitored within a strengthened dialogue (i.e. the NSDS/PCSD Alignment and Policy Integration Group, CNCS, National Forum for Sustainable Development).	Within one year from the approval of the NSDS by CITE, PCSD Labs are activated related to the Coherence matrixes and Coherence Fiches

OECD PCSD Recommendation:

Pillar II: Develop effective and inclusive institutional mechanisms to address policy interactions across sectors and align actions among levels of government.

Principle II.4: Ensuring whole-of-government co-ordination to identify and mitigate divergences between sectoral priorities and policies, including external and domestic policies, and promote mutually supporting actions across sectors and institutions.

Expected result 1.3: Strengthen public service's capacities at all levels to use the NSDS as tool for policy formulation and assessment.

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 3 - 3.2 **Vector 2** Culture for sustainability Ob. 2 - 2.1	**Action 1.3.1** – NSDS and PCSD training programmes and modules are created and delivered through a collaboration with the School of Public Administration (SNA) activated by MiTE and the DFP (Dipartimento della Funzione Pubblica within the PCM) and also in collaboration with the capacity building office of the DARA (Dipartimento per gli Affari Regionali e le Autonomie within the PCM) in charge of public service training at territorial level. The training programmes are addressed to civil servants within public administration at all levels, with particular regard to the Ministerial Focal Units for NSDS/PCSD [2.1.3] and the territorial Cabine di Regia for SD [2.1.3]. Through the involvement of the Ministry of University and research (MUR), the training programmes and modules could tap into PhD students on relevant subjects (i.e. statistics, environmental science, economics, etc.) to contribute to designing and delivering the trainings. Capacity building programmes and modules can include: - Developing and using the coherence tools: Coherence Matrix(s), Coherence Fiche(s), the Sustainability Dashboard. - Design multi-stakeholders and integrated strategies formulation methods. - Foresight methods including building future scenarios, promoting future generation perspectives and designing participatory foresight processes. - Methodologies to analyse and address complex challenges. - Dissemination of Behavioural Public Administration (BPA) practices across Italian departments applying the principles and tools of behavioural sciences.	- Within the implementation process of the NSDS 2022, NSDS and PCSD training programmes are activated and public officers at all levels will be trained. - Within the implementation process of the NSDS 2022 the trained officers are able to mainstream NSDS and PCSD into their respective administrations.
	Action 1.3.2 – Assess and recommend avenues to increase the compatibility between the current public service performance management (KPIs) and sustainable objectives and indicators for Vettori/Enablers in the NSDS.	
OECD PCSD Recommendation: **Pillar II:** Develop a strategic vision for achieving the 2030 Agenda and the SDGs in an integrated and coherent manner. **Principle II.3:** Improving Policy Integration to better incorporate sustainable development into policy and finance and across policy domains.		
Expected result 1.4: Analysis of the measures of the Budget Law against NSDS goals and selected indicators, to accompany and inform the Budgetary process.		

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.4	**Action 1.4.1** – Start a process of co-ordination leading to the definition of a Law proposal that identifies and funds appropriate institutional structures within the Administrations to carry out the analysis of the Budget Law in terms of contribution to the NSDS, contributing to the mechanisms and tools identified in 1.2 in continuity and synergy with the mechanisms established in 1.1, and taking into account mechanisms supporting the use of ESW indicators in policy making and budgeting.	- Add the budgetary dimension to the policy coherence fiches. - Within the implementation process of the NSDS 2022, measures included in the budget law are tracked for their contribution to the NSDS, building on the information and knowledge developed thanks to the mechanisms and tools [1. 2]. - Jointly identify a law proposal to set up a mechanism that carries out the analysis of the Budget Law in terms of its contribution to the NSDS objectives, also building on the correlations identified with ESW. - The EU semester reporting draws on the indicators and targets highlighted in the coherence matrixes and the results on NSDS described in the annual report.
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.4	**Action 1.4.2** – Building on Regions' experiences and based on the work done by the NSDS/PCSD Alignment and Policy Integration Group as well as by the Implementation and Assessment Group and based on the above coherence tools (notably the Coherence Matrixes, Coherence Fiches, Labs), the competent structures keep track of budget expenditures against the NSDS. This work feeds into the annual fiscal and financial documents as foreseen by the law (approved as a consequence of Action 1.4.1) which sets up the framework necessary for effective NSDS budget tagging at the level of central government.	
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.4	**Action 1.4.3** – The NSDS Annual Report contributes to the implementation the ASGS 2022's indication to integrate the SDGs in the European Semester by providing information, both at national and subnational level, on the contribution to the EUROSTAT SDGs monitoring Report, based on the information captured by the mechanisms 1.2.	
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.4	**Action 1.4.4** – Continue collaborating with regions, metropolitan areas and territories to track budget expenditures against the NSDS and the 2030 Agenda.	
OECD PCSD Recommendation: **Pillar I:** Develop a strategic vision for achieving the 2030 Agenda and the SDGs in an integrated and coherent manner. **Principle I.2:** Defining, implementing and communicating a strategic long-term vision that supports policy coherence and orients the government and stakeholders towards common sustainable development goals.		
Expected result 1.5: Regularly conduct foresight activities when drafting or updating planning tools.		
	Action 1.5.1 – Use the three-year revision process of the NSDS as an opportunity to test whether systemic changes are occurring, which challenge the assumptions underlying the NSDS effort. The verification of the strategic objectives, targets and indicators according to the foresight analysis is activated by the MiTE within the revision process, with the support of relevant foresight structures at central and territorial level. Foresight activities will include international spillovers and transboundary impacts and collaboration will be sought with the National Forum for Sustainable Development, including CNCS and MAECI when addressing the Partnership Area.	- The triannual revision of the NSDS includes foresight analysis and potentially reviews targets and objectives accordingly - For the purpose of the 2025 triannual revision process, select one theme and experiment international foresight methodologies as well as results from public (Climate proofing of infrastructures assessments, European Commission, "2020 Strategic Foresight Report: charting the course towards a more resilient Europe" and CSOs studies (CMCC, Futura Insitute, etc.).

Table 2.2 Institutional mechanisms

	ACTION	TARGETS
OECD PCSD Recommendation: **Pillar II:** Develop effective and inclusive institutional mechanisms to address policy interactions across sectors and align actions among levels of government. **Principle II.4:** Ensuring whole-of-government co-ordination to identify and mitigate divergences between sectoral priorities and policies, including external and domestic policies, and promote mutually supporting actions across sectors and institutions.		
Expected result 2.1: Rationalise central institutional mechanisms for policy integration and in charge of aligning and mainstreaming NSDS and PCSD into the decision making.		
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.1 **Vector 3** Participation for sustainable development Ob. 2 - 2.1	**Action 2.1.1** – A **NSDS/PCSD Alignment and Policy integration Group** is established by CiTE Delibera on the NSDS 2022 [see 1.1.1] for driving and steering the use of the PCSD NAP tools and the overall implementation of the NSDS as a collective effort. The Group will participate to the elaboration of the NSDS Annual Report (Relazione sullo stato d'attuazione della SNSvS) [see 3.3]. The Group is composed by MiTE, relevant PCM Departments (such as DIPE – DPCoe/NUVAP – DPE – DARA), MAECI, MEF (as per CIPE Delibera 108/2017), the Conference of the Regions, (Art. 34 Dlgs 152/2006), and the Ministerial Focal Units on NSDS and PCSD [see 2.1.3]. The Group will liaise with the already existing "MiTE-Tavoli di Confronto" (Regioni, Province Autonome e Città Metropolitane) to continue the dialogue with the territorial level on the NSDS and PCSD implementation (Art. 34 co.4 Dlgs 156/2006). The Group will also liaise with the National Forum for Sustainable Development.	Within the implementation process of the NSDS 2022, the NSDS/PCSD Alignment and Policy Integration Group is established and is operative.
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.1 Ob. 3 - 3.1 **Vector 3** Participation for sustainable development Ob. 2 - 2.1	**Action 2.1.2** – A **NSDS/PCSD Implementation and Assessment Group** is established by CiTE Delibera on the NSDS 2022 [see 1.1.1]. The Group will ensure the design of the templates of the policy coherence tools and the guidance for their use [see 1.2.1 and 1.2.2.] and will define a pool of context and performance sustainability indicators [action 3.2.1] in the context of the Sustainability Dashboard [see 3.2]. Moreover, the Group will contribute to the elaboration of the NSDS Annual Report (Relazione sullo stato d'attuazione della SNSvS) [see 3.3]. The Group will also dialogue with the National Forum for Sustainable Development and with the already existing "MiTE - Tavoli di confronto" (Regioni, Province Autonome e Città Metropolitane). This Group is composed by MiTE, MEF including Ragioneria dello Stato, DIPE (NUVV), DPCoe (NUVAP and Rete dei Nuclei at regional level), and SiSTAN (ISTAT+ISPRA).	Within the implementation process of the NSDS 2022, the NSDS/PCSD Implementation and Assessment Group is established and is operative.

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.1 Ob. 4 - 4.1 **Vector 3** Participation for sustainable development Ob. 2 - 2.1	**Action 2.1.3** – Line ministries identify and confirm the competent "Ministerial Focal Units for NSDS/PCSD" The Units are involved in: - Externally · Participate to the NSDS/PCSD Alignment and Policy Integration Group [see 2.1.1]. · Contribute to the Sustainability Dashboard [see 3.2] by providing data. · Gather the information for the preparation and regular updates of the Coherence Matrixes by systematising their own ministerial strategies under each relevant Strategic Choice [see 1.2.1]. · Preparing Coherence Fiche(s) when developing a new policy and other regulatory measure proposals [see 1.2.2]. · Participate to the NSDS/PCSD Labs [see 1.2.3]. - Internally, they may consider: · Involving and consulting the relevant departments within their entities when preparing the Coherence Matrixes and the Coherence Fiche(s). · Promote the use of the Sustainability Dashboard [see 3.2]. · Collaborate with the respective ministerial evaluation unit (Nucleo di Valutazione).	Within the implementation process of the NSDS 2022, a Ministerial Focal Unit for NSDS/PCSD is identified in each Line Ministry and participates to the activities as highlighted in this PAN.
OECD PCSD Recommendation: **Pillar II:** Develop effective and inclusive institutional mechanisms to address policy interactions across sectors and align actions among levels of government. **Principle II.5:** Engaging appropriately sub-national levels of government in areas where they have a role in policy co-ordination to promote co-ordinated actions and enhance coherence across levels of governments for sustainable development.		
Expected result 2.2: Reinforce the NSDS governance and measurement at sub-national level.		
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.2 Ob. 2 - 2.2 Ob. 3 - 3.1 Ob. 4 - 4.1 **Vector 3** Participation for sustainable development Ob. 2 - 2.2	**Action 2.2.1** – The territorial Cabine di Regia for SD (Steering committees) already established at metropolitan and regional level for the formulation and implementation of the Regional and Metropolitan SDS, will encourage actions for policy coherence on sustainable development and will be in charge of verifying regional/metropolitan policies' contributions to the NSDS and the PCSD NAP. The territorial Cabine di Regia for SD could investigate the coherence of the respective territorial strategies with the decentralised co-operation strategies, building on the national efforts in this context. The territorial Cabine di Regia for SD are invited to strengthen the use of territorial coherence matrixes, where existing, and to consider preparing the Coherence Fiche(s) when developing a new policy and other regulatory measure proposals [see 1.2.2]. To ensure the link between the central and sub national level, with reference to the coherence tools, the territorial Cabine di Regia for SD will be invited to participate to Labs [see 1.2.3] whenever relevant.	- Through the Delibera CITE, territorial Cabine di Regia for SD are recognised and further supporting mechanisms are activated as a follow up. - MiTE-Tavoli di confronto are upgraded into a permanent mechanism of dialogue and collaboration with the Conferenza of Regions is strengthened. - MiTE continues supporting the territories through bilateral agreements and fostering dedicated initiatives - Sub-national governments produce information on the contribution to the NSDS also in the context of the Sustainability Dashboard (vertical co-ordination of core indicators) and use it for local decision making.

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.2, Ob. 2 - 2.2 **Vector 3** Participation for sustainable development Ob. 2 - 2.2	**Action 2.2.2** – Upgrade the existing "MiTE - Tavoli di confronto» (collaborative round-tables) involving Regions, Autonomous Provinces and Metropolitan Cities working on NSDS ex art. 34 co. of Dlgs 152/2006, into a permanent mechanism of dialogue, strengthening the collaboration with the Conference of Regions and opening to other national territorial associations. The Tavoli will be useful in order to provide a platform to share criticalities and find common solutions when taking the NSDS as reference framework for the formulation and implementation of the Regional, Metropolitan and local SDS, including exchanges on the formulation of the Coherence Fiches and the compilation of data for the Sustainability Dashboard [3.2] Equally they could contribute in discussing also the implementation of other national-local strategies that contribute to sustainability.	
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.2 Ob. 2 - 2.3 **Vector 2** Culture for sustainability Ob. 2 - 2.1 **Vector 3** Participation for sustainable development Ob. 2 - 2.3	**Action 2.2.3** – Strengthen partnership between MiTE and sub-national governments through existing and renewed bilateral agreements to enable the implementation of the Regional, Metropolitan and local SDS, and continue mainstreaming policy coherence as approach to policy and decision-making including through training programmes and modules [see 1.3].	
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.3 Ob. 5 - 5.3	**Action 2.2.4** – Support the co-operation among the territorial Cabine di Regia for SD, the Regional Evaluation Units and the DPCoe/Rete Nuclei Territoriali to facilitate the monitoring of the context, performance and process indicators linked to the territorial SDS [see 3.1, 3.2]. In this context of strengthened co-operation, enable their contribution to the Sustainability Dashboard and promote its use for local decision-making and impact assessment processes.	

OECD PCSD Recommendation:

Pillar II: Develop Effective and inclusive institutional and governance mechanisms to address policy interactions across sectors and levels of government.

Principle II.4: Ensuring whole-of-government co-ordination to identify and mitigate divergences between sectoral priorities and policies, including external and domestic policies, and promote mutually supporting actions across sectors and institutions.

Expected result 2.3: Strengthen integration and coherence between the internal and external dimension of the 2030 Agenda implementation process as a contribution to the NSDS and to the periodic reviews at European and international level, including the HLPF VNR and the OECD DAC Peer Reviews.

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.3 Ob. 2 - 2.1 Ob. 4 - 4.2	**Action 2.3.1** – Building on the measures contained in Law 125/2014 and in Art. 34 of Dlgs 152/2006, contribute to reinforce synergies among tools and mechanisms for the implementation of the 2030 Agenda at national and international level by including in the template of the Coherence Matrix(es) [1.2.1] and Coherence Fiche(s) [1.2.2] indicators on the external dimension of domestic policies. Mainstream such information provided in the Coherence Matrix(es) and the Coherent Fiche(s) into all phases of sectorial decision making.	- Use Matrix (es) [1.2.1] and Fiche(s) [1.2.2.] to factor in international spill overs within the domestic decision-making process. - Integrate in the annual NSDS report a session dedicated to the integration between the internal and external dimension. - A PCSD session of the National Conference on Development Co-operation is established with the aim of providing an opportunity for relevant stakeholders to present recommendations.
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.1 Ob. 4 - 4.2 Ob. 6 - 6.2	**Action 2.3.2** – Include in the Report on the implementation of the NSDS (Relazione sullo stato d'attuazione della SNSvSs) [see 3.3] also progresses on strengthening the coherence between the internal and external implementation of the 2030 Agenda, taking into consideration, inter alia, the Partnership area connecting to the Italian three-year Programming and Policy Planning Document (PPPD), foresee by Art.12 comma 2 (Law 125/2014).	
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.1 Ob. 4 - 4.2 **Vector 3** Participation for sustainable development Ob. 1 - 1.1 Ob. 1 - 1.2	**Action 2.3.3** – Ensure a stable dialogue throughout the PCSD NAP implementation process on the integration between internal and external dimensions, with the National Forum for Sustainable Development, in its relationship with the CNCS, aimed at providing recommendations on the state of implementation of the Plan, also in view of contributing to the National Conference on Development Cooperation. Such recommendations represent an input to the National Conference for Sustainable Development as well as to the work of the Permanent Parliamentarian Committee on the implementation of the 2030 Agenda for sustainable development.	
OECD PCSD Recommendation: **Pillar II:** Develop effective and inclusive institutional mechanisms to address policy interactions across sectors and align actions among levels of government. **Principle II.6:** Engaging stakeholders effectively to sustain broader support for PCSD and its implementation.		
Expected result 2.4: Develop training and educational partnerships for sustainable development.		
Vector 2 Culture for sustainability Ob. 1 - 1.1, 1.2 Ob. 2 - 2.3 Ob. 3 - 3.2	**Action 2.4.1** – Develop Educational Pacts – also through the collaboration between the Ministry of Education (MI), the Ministry of University and Research (MUR) and MiTE as well as with educational establishments (i.e. universities, ITS academies, professional learning centres, primary and secondary schools etc.) to ensure that teachers and University professors are trained on sustainability issues and cross-cutting approaches as part of their life-long training programmes (crediti formative/ open badge).	
Vector 2 Culture for sustainability Ob. 2 - 2.2 Ob. 3 - 3.1	**Action 2.4.2** – Support learning environments that bring together private, civil society and public professionals (i.e. professional categories continuous learning courses – corsi di aggiornamento obbligatori per ordini professionali) for promoting innovative partnerships.	

	ACTION	TARGETS
OECD PCSD Recommendation: **Pillar II:** Develop effective and inclusive institutional mechanisms to address policy interactions across sectors and align actions among levels of government. **Principle II.6:** Engaging stakeholders effectively to sustain broader support for PCSD and its implementation.		
Expected result 2.5: Strengthen integration across stakeholder platforms in the implementation and monitoring of the NSDS.		
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.4 Ob. 6 - 6.1 **Vector 2** Culture for sustainability Ob. 4 - 4.3 **Vector 3** Participation for sustainable development Ob. 1 - 1.1, 1.2, 1.3	**Action 2.5.1** – Enable the National Forum for Sustainable Development and its relationship with the CNCS, to be the permanent platform for institutional dialogue on the NSDS and the PCSD PAN and facilitate its involvement in the NSDS/PCSD Labs, NSDS/PCSD Alignment and Policy Integration Group and NSDS Implementation and Assessment Group, including by engaging the Forum in the development of the policy coherence tools, the NSDS Annual report and the Sustainability Dashboard.	- The National Forum for Sustainable Development is engaged at different phases of the implementation and revision processes of the NSDS and of the PCSD NAP. The Annual NSDS Report will include the specifics of such engagement. - Additional participation and engagement tools are devised - MiTE facilitates appropriate synergies between the National Forum for Sustainable Development and the relevant commitments under the 5th OGP PAN.
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.3 Ob. 2 - 2.4 **Vector 3** Participation for sustainable development Ob. 1 - 1.2, 1.3	**Action 2.5.2** – Enhance the capacity of the National Forum for Sustainable Development's members to activate key visible pilots for policy coherence within and across borders.	
Vector 1 Policy coherence for sustainable development Ob. 2 - 2.4 Ob. 6 - 6.1 **Vector 3** Participation for sustainable development Ob. 1 - 1.2, 1.3 Ob. 3 - 3.1	**Action 2.5.3** – Explore and foster the complementarities and synergies among the National Forum for Sustainable Development, the CNCS, the SD territorial Fora and other national fora, particularly in view of: i) enhancing tools for participation and engagement process at national and sub-national level on the NSDS and PCSD; ii) allow for effective collaboration in advocating for key sustainability and development cooperation issues; and iii) develop indicators for engagement in the implementation and monitoring of the NSDS and PCSD.	
Vector 3 Participation for sustainable development Ob. 1 - 1.1, 1.3	**Action 2.5.4** – Work within the Open Government Partnership lead by DFP to contribute to enhancing tools for participation.	

Table 2.3 Policy Financing and Impacts

	ACTION	TARGETS
OECD PCSD Recommendation: **Pillar III:** Develop a set of responsive and adaptive tools to anticipate, assess and address domestic, transboundary and long-term impacts of policies to advance SDGs. **Principle III.7:** Analysing and assessing policy and financing impacts to inform decision making, increase positive impacts and avoid potential negative impacts on the sustainable development prospects of other countries, in particular on developing countries.		
Expected result 3.1: Establish a sustainability dashboard - context, performance and process indicators- associated to the NSDS.		
Vector 1 Policy coherence for sustainable development Ob. 5 - 5.1, 5.3	**Action 3.1.1** – Work on a sustainability dashboard of indicators (Sustainability Dashboard). The NSDS/PCSD Implementation and Assessment Group [2.1.2] proposes a set of sustainability indicators to feed the Sustainability Dashboard that cuts across the Italian policy formulation and evaluation system and contains context indicators related to the NSDS and identifies performance indicators related to the effects on sustainability of programmes and plans. The Sustainability Dashboard also contains PCSD process indicators [see 3.2.]. The choice of the indicators will take into account the ones emerging from the Coherence Matrixes [1.2.1], the ones considered for monitoring of the PNRR, including the DNSH if relevant, the CIPESS indicators for assessing public investments against the NSDS; the ones resulting from the ESW mapping process lead by MEF as well as based on ESIF/cohesion matrix alignment exercise.	- Within the implementation process of the NSDS 2022, context, performance and process indicators are identified and are included in the Sustainability Dashboard. - The Sustainability Dashboard contributes to other evaluation exercises such as the monitoring of the PNRR and ESIF. - Data produced from the Dashboard are used in government's dissemination campaigns on implementation of SDGs within the NSDS.
Vector 1 Policy coherence for sustainable development Ob. 5 - 5.1, 5.3	**Action 3.1.2** – With the view to fill the Sustainability Dashboard, the NSDS/PCSD Implementation and Assessment Group [2.1.2] will reach out to the Ministerial Focal Units for NSDS/PCSD and the territorial Cabine di Regia for SD and activates a process of data collection. The Group will also devise modalities for the involvement of the National Forum for Sustainable Development.	
Vector 1 Policy coherence for sustainable development Ob. 5 - 5.1, 5.3 Ob. 6 - 6.1	**Action 3.1.3** – The data included in the Sustainability Dashboard are exploited to prepare the Coherence Fiches and to inform the decisionmaking process as well as provide inputs to the work of the NSDS/PCSD Alignment and Policy Integration Group [2.1.1]. It could also be used by public administrations to improve evidence-based public communication within their respective mandates.	
OECD PCSD Recommendation: **Pillar III:** Develop a set of responsive and adaptive tools to anticipate, assess and address domestic, transboundary and long-term impacts of policies to advance SDGs. **Principle III.8:** Strengthening monitoring, reporting and evaluation systems to collect qualitative and quantitative evidence on the impact of policies and financing, and report progress on PCSD.		
Expected result 3.2: Include a monitoring framework on the implementation of the PCSD National Action Plan within the NSDS "Vettori di sostenibilità" (PCSD process indicators).		

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 5 - 5.2 **Vector 2** Culture for sustainability Ob. 4 - 4.2	**Action 3.2.1** – MiTE is responsible for developing the process indicators - qualitative and quantitative indicators- for the monitoring of the PCSD NAP in collaboration with OECD. The indicators will strive for tracking the impact of PCSD NAP in decision-making cycles. The indicators will keep into account the complementary package of OECD and UNEP variables for indicator 17.14.1. This set of indicators will be monitored in the Sustainability Dashboard [see 3.2] The indicators are developed in dialogue with established mechanisms [2.1.1; 2.1.2], involving regions, autonomous provinces and metropolitan cities as well as the National Forum for Sustainable Development.	- The PCSD indicators are part of the NSDS set of indicators. - A report on the implementation of the PCSD NAP is submitted, as part of the annual monitoring of the implementation of the NSDS. - Information provided are used and included in the Annual NSDS Report.
Vector 1 Policy coherence for sustainable development Ob. 5 - 5.2	**Action 3.2.2** – The Ministerial Focal Unit for NSDS and PCSD across line ministries and the territorial Cabine di Regia for SD of regions/metropolitan areas collect information on the implementation of the PCSD Action Plan for the purpose of 3.2.1.	
Vector 1 Policy coherence for sustainable development Ob. 5 - 5.2 **Vector 2** Culture for sustainability Ob. 4 - 4.1, 4.2	**Action 3.2.3** – The report on the implementation of the PCSD NAP, compiled by the MiTE with the support of the "NSDS/PCSD Implementation and Assessment Group" [2.1.2] is embedded in the NSDS implementation report ("Relazione sullo stato di attuazione SNSvS") [1.1.3 and 3.3], as part of the Vettori area of the NSDS. The report includes also indicators on Vettore 2 – "Cultura per la sostenibilità" and Vettore 3 "Partecipazione per lo sviluppo sostenibile". Relating to PCSD NAP the report includes also monitoring changes in governmental process and settings, including progress on Foresight and Behavioural Public Administration (BPA), with the focus on process indicators, at national and territorial level, including feedbacks from the National Forum for Sustainable Development.	
Vector 3 Participation for sustainable development Ob. 1 - 1.3 **Vector 2** Culture for sustainability Ob. 2 - 2.1 Ob. 4 - 4.1	**Action 3.2.4** – International meetings are used to promote regular learning experiences, involving peers from other EU member states, OECD and UN Parties, to share and discuss the results of the PCSD National Action Plan implementation and monitoring framework.	

OECD PCSD Recommendation:

Pillar III: Develop a set of responsive and adaptive tools to anticipate, assess and address domestic, transboundary and long-term impacts of policies to advance SDGs.

Principle III.8: Strengthening monitoring, reporting and evaluation systems to collect qualitative and quantitative evidence on the impact of policies and financing, and report progress on PCSD.

Expected result 3.3: The report on the implementation of the NSDS (Relazione sullo stato d'attuazione della SNSVs) is produced annually as a compilation of whole of society and government efforts to implement the NSDS, including the PCSD National Action Plan implementation.

	ACTION	TARGETS
Vector 1 Policy coherence for sustainable development Ob. 1 - 1.3 Ob. 6 - 6.2 **Vector 2** Culture for sustainability Ob. 4 - 4.2	**Action 3.3.1** – Within the NSDS/PCSD Alignment and Policy Integration Group, with the support of the NSDS/ PCSD Implementation and Assessment Group, and taking into consideration the positions of the National Forum for Sustainable Development, MiTE activates the elaboration of the Annual Report on the Status of the Implementation of the NSDS [see 1.1.3]. Sections could focus inter alia on the following: - Report on the implementation of the PCSD Action Plan [see Action 3.1.3]. - Report on progress on localising SDGs through the NSDS and the PCSD actions plan. - Report on progress on stakeholder engagement, at national and territorial level, with the National Forum for Sustainable development and the regional/ metropolitan Fora including CSOs reporting on Pilot actions for policy coherence for sustainable development. - Analysis of spillovers and transboundary effects of national policies. - Analysis of trade-offs across policy sectors: a chapter of the report focuses on one or two Strategic Objectives of the NSDS and discuss the inter-linkages and trade-offs as emerged in the policy coherence fiches and matrixes produced during the year. - The status of the integration of the NSDS into the economic programming, also in the context of the European Semester [1.4]. - Progress on the Sustainability Dashboard indicators.	- An ad hoc working group on the Annual Report on the implementation of the NSDS is set up. - The contributors to the sections and data sources are identified by Mid 2023. - Every year the report is made available to the Parliament and submitted to CITE for deliberation [See 1.1].
OECD PCSD Recommendation: **Pillar III:** Develop a set of responsive and adaptive tools to anticipate, assess and address domestic, transboundary and long-term impacts of policies to advance SDGs. **Principle III.7:** Analysing and assessing policy and financing impacts to inform decision-making, increase positive impacts and avoid potential negative impacts on the sustainable development prospects of other countries, in particular on developing countries.		
Expected result 3.4: The National Court of Audits (Corte dei conti) has integrated the NSDS into their audit report.		
Vector 1 Culture for sustainability Ob. 1 - 1.4	**Action 3.4.1** – The Court of Audit would be invited to participate to the Implementation and Assessment Group [2.2.2] as well as the Labs as necessary and would have at its disposal the Coherence Matrixes as well as the Coherence Fiches to improve their annual Report (that reclassifies budget expenditures by SDGs) and improve traceability of ministerial efforts to the SDGs through NSDS, also contributing to the 1.4.	- The contribution of the budget programme to NSDS is assessed in the Court of Auditors Annual report.

Italy's National Action Plan for Policy Coherence for Sustainable Development

Italy's National Action Plan for Policy Coherence for Sustainable Development (PCSD) brings together the institutional mechanisms, evaluation frameworks and coherence tools needed to integrate sustainable development into government policy making. This Action Plan shows how to streamline existing mechanisms to improve policy coherence across levels of government and to involve civil society more closely in policy formulation. It also suggests how to make the most of complementarities across existing data collection efforts. The Action Plan includes suggestions for better linking mandates across departments and levels of government to avoid overlap and make greater progress in achieving the Sustainable Development Goals (SDGs). Finally, it provides targets and measurable processes for each action to help track progress.

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