



Policy Coherence for Sustainable Development Toolkit

Policy Coordination



Whole-of-government coordination mechanisms are fundamental to resolve divergences between sectoral priorities and policies, including external and domestic policies, and promote mutually supporting actions across sectors and institutions

Austria

An inter-ministerial working group, consisting of SDG focal points from all ministries and co-chaired by the Federal Chancellery and the MFA, coordinates SDG-implementation, presents progress reports and aims for information sharing. As all ministries are part of the inter-ministerial working group, it takes into consideration both domestic and international objectives related to the implementation of the SDGs. For international policies in selected areas the department responsible for the Three Year Programme is also responsible for PCSD.

Belgium

The IMCSD, composed of federal, regional and community ministers responsible for SD and development co-operation is the central co-ordination mechanism. Some representatives attend both the IMCSD and ICSD. Additional co-ordination platforms exist between different ministries on themes such as gender, poverty, and sustainable peace or the link between peace and climate. Federal and regional actors gather in multilateral co-ordination meetings where trade-offs and synergies among economic, social and environmental but also political policy objectives are identified and discussed.

Czech Republic

The governmental body responsible for PCSD, the Government Council for Sustainable Development (GCSD), seeks to engage the support of political representatives through a participatory process. Chaired by the First Deputy Minister and Minister for the Environment, with the participation of the Minister of Industry and Trade, the GCSD is the main forum for consultations, building new partnerships and developing the national strategic framework. Future ideas for co-ordination include the establishment of PCSD focal points in relevant ministries and building institutional capacity for strategic work by applying quality management methods.

Denmark

The Ministry of Finance is responsible for the coordination of the national implementation of the SDGs. Line ministries are responsible for integrating the SDGs in policy. The Ministry of Foreign Affairs is responsible for other international SDG activities, including in the context of the UN, as well as implementing the SDGs in Danish foreign, security, trade and development policy. In addition, an interministerial coordination group has been established, in which every line ministry is represented. Efforts are mainly coordinated through the interministerial SDG coordination group and bilaterally between the Ministry of Finance, Ministry of Foreign Affairs and the line ministries on an ad hoc basis.

Estonia

The Government Office Strategy Unit co-ordinates work on sustainable development and fosters information sharing among bodies such as the interministerial working group, with representatives from all ministries and Statistics Estonia working on an ad-hoc basis, and the Estonian Sustainable Development Commission, a non-governmental stakeholder organisation. As the Government Office Strategy Unit is co-ordinating not only the implementation of Agenda 2030 but also other strategies (Estonia 2020, Estonia's EU policy), it is able to ensure coherence in various horizontal planning documents.

Finland

Led by the Prime Minister's Office, an inter-ministerial network supports horizontal coordination between line ministries. The NCSD, chaired by the Prime Minister, strives to integrate the strategic objectives of sustainable development into all sector policies and measures, and supports decision-making for sustainable development nationally and in international cooperation. The mandate for these mechanisms extends to information sharing, capacity-building and coordination rather than arbitration. Nevertheless it has been successful in building common understanding and consensus, thus preventing deadlock situations in the administration and in broader society.

Germany

The State Secretaries' Committee (SSC), headed by the Federal Chancellery, is the central steering institution of the German Sustainable Development-Strategy/SDG implementation. A standing working group on Sustainable Development ("UAL-AG" – at Deputy Director General level) chaired by the Federal Chancellery prepares the SSC's meetings with participation of all ministries. The SSC meets regularly to address relevant cross-cutting or sectoral topics, e. g. setting a new political frame or announcing concrete actions, and decisions are taken on a consensus basis. The coordination mechanism aims for decision-making, information sharing and consultations.

Greece

The central governmental body responsible for co-ordination is the Office of Coordination, Institutional, International and European Affairs of the General Secretariat of the Government (GSG). The co-ordination work of the GSG is supported by an interministerial co-ordination network bringing together representatives from all line ministries, acting as focal points in charge of working on SDG-related issues within their respective ministries and mainstreaming them in thematic legislation, policies and initiatives. It also comprises representatives from other governmental bodies belonging to the centre of government, including the Vice-Presidency and the General Secretariat for Coordination, as well as the Hellenic Statistical Authority. It plays an important role in reconciling policy priorities, objectives and instruments. Information on financial resource allocation is shared through the Ministry of Finance, which participates along with all line ministries in the interministerial co-ordination network. In the context of implementing the SDGs across sectors and governance levels, the co-ordination mechanism takes into account both domestic and international objectives tailored to national priorities and circumstances.

Ireland

The Minister for Communications, Climate Action and Environment has lead responsibility for promoting PCSD, overseeing the coherent implementation of the SDGs on a whole-of-government basis, and establishing a robust implementation and reporting framework. Responsibility for policy coherence related to foreign policy lies with the Department of Foreign Affairs and Trade. To ensure coordination across government departments, the government has established a Senior Officials' Group on the SDGs, composed of Assistant Secretaries from all Government Departments, which is supported by an SDG Interdepartmental Working Group that aims to facilitate information sharing as well as provide a platform for discussion and negotiation in the event of disagreements. Furthermore, it has defined a clear structure of responsibility, allocating ownership of SDG activity across all of government to departments and state agencies based on its SDG Policy Map.

Italy

The Presidency of the Council of Ministers has the lead in coordinating and managing the NSDS, with the support of the Ministry for the Environment, Land and Sea and the Ministry of Foreign Affairs and International Cooperation, for the domestic and external dimension respectively. The Ministry of Finance is tasked with creating strong synergies between the NSDS implementation and national economic policies as well as coordinating policy evaluation. The government will provide an annual review of the NSDS implementation as well as an assessment of interim-results. To incorporate the SDGs into the national institutional and administrative structure, a "Permanent Committee on the implementation of the 2030 Agenda and of the Sustainable Development Goals" was established within the Chamber of Deputies in 2015. Regarding the external dimension of the NSDS and international cooperation in particular, the government established a coordination mechanism to prevent and resolve conflicts between aid and non-aid policies. The mechanism seeks to ensure alignment of the development activities with the structure and overall strategic objectives provided for by the 17 SDGs as well as the government's Three-Year Programming and Policy Planning Document.

Japan

The SDGs Promotion Headquarters holds meetings twice a year to review and decide basic directions, policies and detailed projects for promoting the SDGs. Its central position within the Cabinet can foster close cooperation among relevant governmental agencies and support information sharing.

Latvia

To ensure consensus on key development issues, the National Development Council – a collegial advisory authority chaired by the Prime Minister – ensures planning and evaluation of the country's long term development, initiates structural reforms to ensure the synchronicity of budget and policy planning, as well as coherence of national and local government policy. Since 2011, Latvia's Cross Sectoral Coordination Centre that reports to the Prime Minister is responsible for policy planning, ensures policy linkage with national and EU-financing and monitors implementation. The Centre fosters collaboration and joint action between institutions and ministries on the national development goals, including SDGs. In addition, it makes proposals on reforms and more efficient investments of financial resources in line with Latvia's development priorities to the Government and the Prime Minister. At present, the Centre is coordinating the multi-stakeholder process of developing the National Development Plan for 2021-2027. In 2014, the Latvian Parliament (Saeima) established the Sustainable Development Committee, a body tasked with parliamentary oversight of the framework for national strategic planning. The Committee inter alia monitors the implementation of Latvia's Sustainable Development Strategy and National Development Plan, the medium- and long-term impact of government policies, as well as the sustainability of the government's fiscal policy.



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Lithuania

The NCSD, chaired by the prime minister, is comprised of representatives from relevant ministries, municipal institutions, NGOs, academia and business. The Commission provides guidance and, consisting of high level political leaders, has the necessary political authority to make decisions on conflicting matters. The Ministry of Environment is responsible for co-ordination of the National Strategy for Sustainable Development and works as a secretariat for the NCSD, also providing the platform for information sharing among institutions.

Luxembourg

The Interdepartmental Commission on Sustainable Development (ICSD), composed of representatives from each ministerial department, is preparing the National Plan for Sustainable Development (PNDD) and the national report on the implementation of sustainable development. The Environment Department of the Ministry for Sustainable Development and Infrastructure coordinates national SDG-implementation and chairs the ICSD. The Inter-ministerial Committee for Development Cooperation (ICD) meets every two months to consider international development cooperation including PCD. It shares information, formulates non-binding recommendations to the government, provides mediation among ministries in potential cases of disagreement. Members of the ICD participate in the ICSD and vice-versa.

Mexico

Co-ordination for implementation is led by the Office of the President. The National Council for the 2030 Agenda, chaired by the president, is composed of heads of all Ministries. It acts as a bonding mechanism between the federal and local governments, civil society, the private sector and academia. The National Council will be responsible for implementation of the new National Strategy. The Senate has set up a Working Group for the Legislative Follow-up of the SDGs composed of 34 committees to accompany government's efforts in SDG implementation. The Specialized Technical Committee for the SDGs (CTEODS), established in 2015, is tasked with co-ordinating joint inter-institutional actions for collection, integration, production, processing, systematisation and dissemination of information that can be useful for designing and evaluating public policies aimed at compliance with the SDGs. The CTEODS is led by the Office of the President, the National Institute on Statistics and Geography (INEGI) and the National Population Council of Mexico. It involves 25 government agencies.

Netherlands

SDG implementation by ministries is overseen by the Minister for Foreign Trade and Development Cooperation and supported by a special SDG coordinator. The coordinator chairs regular meetings of the interministerial working group of ministerial SDG focal points including a representative of municipalities to discuss progress on SDG implementation. Arbitration, if necessary, takes place at a higher policy level (Director General level) and ultimately within the Council of Ministers. In addition, since 2015 a project group of thematic experts led by the PCD focal point for the Bureau for International Cooperation at the Directorate General for International Cooperation co-ordinates international policy coherence work. This group sets the agenda, proposes objectives and guides discussions with respective ministries. The mandate of the SDG coordinator includes stakeholders, who also report to parliament in a joint and differentiated manner.

Poland

The Ministry of Investment and Economic Development co-ordinates implementation of the SRD, and the Ministry of Entrepreneurship and Technology is responsible for co-ordination of national SDG implementation. The MFA co-ordinates development co-operation and ensures the coherence of domestic policies and the SDGs with a focus on developing countries (within established priority areas). It is supported by a National Coordinator for International Development Cooperation, appointed from the group of (under-) secretaries of state, who also head the Development Cooperation Programme Board (DCPB), composed of representatives from different ministries (including the Ministry of Investment and Economic Development and the Ministry of Entrepreneurship and Technology), parliamentarians, NGOs, employers' organisations and academia. The DCPB defines and discusses development co-operation priorities and takes up conflicts of interest and inconsistencies. The Economic Committee of the Council of Ministers (ECCM) and the Coordinating Committee for Development Policy (CCDP) provide additional platforms to exchange information and search for consensus in the case of divergent positions. The CCDP contains a task force for representatives of national government including the MFA, local governments, academia and the socio-economic environment. PCD contact points in ministries are responsible for in-house co-ordination of PCD.

Portugal

The Ministry of Foreign Affairs assumed overall responsibility for co-ordinating and developing intra-governmental guidelines for implementation of the 2030 Agenda, adopted in 2016, together with the Ministry of Planning and Infrastructures. The Interministerial Commission for Foreign Policy (ICFP) is responsible for co-ordinating domestic implementation, while the Interministerial Commission for Cooperation (ICC) – with a clear mandate for PCD – is responsible for co-ordinating the external dimension related to Development Cooperation policy. Additionally, each SDG has been allocated to a co-ordinating ministry responsible for its implementation, monitoring and review.

Slovak Republic

The DPMO is responsible for PCSD as a part of the SDG agenda. It seeks to engage political leaders through the Government Council for Agenda 2030, which includes key stakeholders (employer associations, academia, NGOs). The Council discusses sustainable development issues and aims to improve co-ordination among government policies. The DPMO supports cross-ministerial work at the expert level through its Working Group on Agenda 2030 and the National Investment Plan, which meets on an issue basis.

Slovenia

The Government Office for Development and European Cohesion Policy takes the overall implementation, coordination and monitoring responsibility for the 2030 Agenda. It is supported by the permanent Inter-Ministerial Working Group on Development Policies, which meets on a monthly basis and promotes policy coherence by sharing information and solving policy conflicts. The Group is composed of two representatives from each ministry working as focal points for development policies and the 2030 Agenda, and also includes representatives of the National Statistical Office and the Institution for Macroeconomic Analysis and Development. The Government Office advises the government and manages the implementation of EU documents. This coordination mechanism aims to consider both domestic and international objectives related to SDG-implementation in close collaboration with the Ministry of Foreign Affairs.

Sweden

The Minister for Public Administration at the Ministry of Finance is responsible for national SDG coordination and implementation. The government has set up an interdepartmental consultation group for the 2030 Agenda consisting of those responsible for global development policy at Head of Department level from all relevant ministries under the leadership of the MFA's Director-General for international development cooperation. The MFA is responsible for international SDG implementation. The PCSD coordination team at the MFA provides competence development and methodological support to the ministries for international implementation. When requested, it checks documents and decisions for mainstreaming of the 2030 Agenda, and sometimes PCSD, and can thus contribute to communications and action plans. However, each ministry retains responsibility to adopt policies within its domain and raise potential conflicts to a political level.

Switzerland

The supreme responsibility for the coherence of Switzerland's sustainability policy lies with the Federal Council. The Federal Office for Spatial Development (ARE) is responsible for coordinating the coherent implementation of the federal Sustainable Development Strategy. ARE also heads the Interdepartmental Sustainable Development Committee (ISDC), a platform for information sharing on the country's numerous activities related to sustainable development. Together with the National 2030 Agenda Working Group, the ISDC also offers a forum to foster interdepartmental cooperation, align priorities and solve policy conflicts at national level.