

Chapter 3. Country profiles: Institutional mechanisms for policy coherence

This chapter presents country profiles from 19 countries (Austria, Belgium, Czech Republic, Estonia, Finland, Germany, Greece, Japan, Lithuania, Luxembourg, Mexico, the Netherlands, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden and Switzerland) describing practices and institutional mechanisms that are relevant for enhancing policy coherence for sustainable development. It draws on country responses to a survey sent to all members of the informal network of national focal points for policy coherence (including all OECD member countries), organised with questions corresponding to the eight building blocks identified in Chapter 2 and considered central to coherent policy making. The chapter highlights country practices and mechanisms with a view to sharing experiences and improving mutual understanding in efforts to achieve more coherent SDG implementation. It concludes with three contributions by member institutions of the Partnership for Enhancing Policy Coherence for Sustainable Development presenting brief profiles of Nepal and Pakistan at the national level and a case study on vertical policy coherence in Brazil.

Introduction

The Sustainable Development Goals (SDGs) include an internationally agreed target (SDG 17.14) that calls on all countries to enhance policy coherence for sustainable development (PCSD) as a means of implementation that applies to all SDGs. Countries are increasingly recognising the need to break out of institutional and policy silos to fully realise the benefits of synergistic actions and effectively manage unavoidable trade-offs across SDGs. The proposed global indicator to measure progress on the PCSD target aims to capture the “number of countries with mechanisms in place to enhance policy coherence for sustainable development”. There is currently a need for more clarity about the type of mechanisms that can support institutional and policy coherence in implementing highly interconnected SDGs, as well as for developing practical guidance on how to achieve and track progress on SDG 17.14 at the national level.

This chapter aims to respond to this need by highlighting institutional mechanisms (structures, processes and methods of work) for enhancing policy coherence in SDG implementation with examples drawn from current country experiences. It presents country profiles from 19 countries: Austria, Belgium, Czech Republic, Estonia, Finland, Germany, Greece, Japan, Lithuania, Luxembourg, Mexico, The Netherlands, Poland, Portugal, Slovak Republic, Slovenia, Spain, Sweden and Switzerland, with information organised according to the eight building blocks set out in Chapter 2. Each country profile is based on information gathered from the country’s response to the 2017 Survey on applying the eight building blocks of PCSD in the implementation of the 2030 Agenda, which was sent out to the members of the informal network of national focal points for policy coherence. This chapter also includes three contributions by NGO Federation of Nepal (NFN), Social Policy and Development Centre (SPDC), and Núcleo Girassol (Universidade Federal Fluminense) which are members of the Partnership for Enhancing Policy Coherence for Sustainable Development, presenting brief country profiles of Nepal and Pakistan, and a case study on vertical policy coherence in Brazil respectively.

The chapter provides an overview of different efforts, mechanisms and tools to enhance policy coherence for sustainable development. There is no single blueprint. It is up to each country to determine its institutional mechanisms for promoting policy coherence according with its national circumstances. Through the mutual exchange of experiences and discussions on what works and what does not, countries can identify solutions and strengthen efforts to ensure a coherent implementation of the SDGs. Going forward, this work aims to: 1) inform the update of the 2010 OECD Council Recommendation on good institutional practices for promoting policy coherence for development; 2) provide analytical input to the thematic reviews at the High-level Political Forum on Sustainable Development; and 3) provide input for developing the methodology for the global indicator for SDG Target 17.14.

Austria

New directives aimed at incorporating the SDGs into the programmes of all ministries helps to strengthen the commitment to policy coherence across the government. In January 2016 the Austrian Council of Ministers instructed all ministries to integrate the SDGs into their relevant programmes and strategies, and to develop new action plans for coherent implementation of the 2030 Agenda where necessary. Thus, line ministries share responsibility for achieving the SDGs in their respective areas (Statistik Austria, 2018^[1]). *Outline 2016 - Contributions to the implementation of the 2030 Agenda*

for Sustainable Development by the Austrian Federal Ministries, published in March 2017, is evidence of political commitment and outlines national responsibilities and policy processes for SDG implementation (Bundeskanzleramt Österreich, 2017^[2]). The relevance of policy coherence is thus systematically recognised in SDG implementation, albeit with a particular focus on the international level. An explicit commitment to PCSD is also articulated in the current Three Year Programme on Austrian Development Policy 2016-2018 (Federal Ministry for Europe, 2016^[3]). An even stronger commitment will be incorporated in the next Three Year Programme 2019-2021 (OECD, 2017^[4]).

A newly installed interministerial working group takes domestic and international objectives related to the SDGs into consideration to identify potential trade-offs. An interministerial working group co-chaired by the Federal Chancellery and Ministry of Foreign Affairs has been established to co-ordinate activities through information sharing and supports implementation of the SDGs as well as their promotion within society (Bundeskanzleramt Österreich, 2017^[2]). SDG focal points from all ministries participate in its regular meetings, exchange information on different policy objectives and are thus able to identify trade-offs and synergies. At these meetings, the international perspective of PCSD is addressed. The Austrian Development Agency's (ADA) work is guided by seven principles (Ownership; Do-no-harm; Equity, equality and non-discrimination; Participation and inclusion; Accountability and transparency; Empowerment; and Sustainability) to foster coherent policies and avoid unintended negative effects.

Table 3.1. Institutional mechanisms for PCSD in Austria

Building Block	Austria
Political commitment	Under the Federal Act on Development Cooperation of 2003, PCSD is a legal obligation at both national and international levels. In January 2016, the federal government instructed all ministries to incorporate the principles of the 2030 Agenda and the SDGs into their relevant strategies and programmes and to elaborate action plans. Commitment to PCSD is expressed in the Three Year Programme on Austrian Development Policy 2016-2018.
Policy integration	The decision-making process for integrating the SDGs into international policies is supported at policy level through the Advisory Board for Development Policy and dialogue with CSOs and the parliament, and at operational level through interministerial working groups, evaluations and selective thematic platforms. The instruction by the Council of Ministers to integrate SDGs into the programmes of ministries provides the incentive to exchange information and objectives among the SDG focal points in ministries, thus allowing for the identification of trade-offs and synergies. Cross-cutting issues of development co-operation (gender and environment) must be mainstreamed in programming, planning and monitoring processes as well as in policy dialogues at various levels.
Intergenerational timeframe	Intergenerational time frames are integrated, where applicable, into new national policies and strategies. The obligation of all ministries to integrate the SDGs into their relevant programmes and strategies is not affected by the electoral cycle.
Policy effects	Potential policy effects are assessed on an ongoing basis in the different working groups and through regular evaluations of the existing interministerial common strategic guidelines.
Co-ordination	An interministerial working group consisting of SDG focal points from all ministries and co-chaired by the Federal Chancellery and the MFA co-ordinates SDG implementation, presents progress reports and aims at information sharing. All ministries are part of the interministerial working group, which 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.
Local involvement	The liaison office of the Länder (Austria's regions) has been integrated into correspondence and working groups in preparation of the Three Year Programmes 2016-2018 and 2019-2021, currently being finalised. Under the auspices of the MFA, annual meetings are organised between government representatives of the Länder, cities and municipalities for information exchange and to help align actions undertaken at different levels of government for achieving the SDGs. The MFA is also striving to reach the local population through multiple events organised as part of public relations efforts.
Stakeholder	Main national policy frameworks and strategies rely on well-established multi-stakeholder advisory groups and a broad consultative process. Ministries, other governmental entities and institutions, civil

participation	society, the private sector, academia, political parties and interest groups (such as The Federation of Austrian Industries – IV and the Austrian Economic Chamber - WKÖ) took part in developing the Three Year Programme 2019-2021. SDG Watch Austria, a civil society platform to support the implementation of the 2030 Agenda in Austria, went online in September 2017.
Monitoring and reporting	The interministerial working group will prepare periodic progress reports to monitor national SDG implementation. Statistic Austria has developed a first national set of SDG indicators but does not provide national indicators for SDG17.14. The Austrian Development Agency (ADA) is responsible for effective monitoring and control while instructing their field offices to ensure that local co-operation is based on equal partnership.

Source: OECD (2017_[4]), Bundeskanzleramt Österreich (2017_[2]).

Belgium

Renewed political commitment at all levels and a long tradition towards sustainable development facilitate horizontal and vertical coherence. The commitment to sustainable development (SD) is enshrined in the Belgian constitution since 2007, to which the federal state, communities (Flemish, French and German-speaking) and regions (Wallonia, Flanders and Brussels-Capital) must contribute. Implementation of the 2030 Agenda relies on a variety of existing SD strategies adopted by respective levels of government. At the federal level, a 2050-time horizon Vision for SD was adopted in 2013 encompassing 55 long-term objectives, a set of indicators and federal plans (IFDD, 2018_[5]). The federal strategy has been implemented through a five-year policy learning cycle (“report-plan-do-check-act”) since 1997. At the regional level, key strategic frameworks include: the second Walloon Strategy for SD, approved in 2016; Flemish Vision 2050 – a long-term strategy for Flanders (Box 3.1); the Regional SD plan adopted by the Brussels-Capital Region; and the second regional development plan of the German-speaking Community. Reflections are underway to adapt existing commitments and the institutional architecture for policy coherence for development to the new realities of the 2030 Agenda.

A new overarching strategic framework serves as a platform for the Belgian federal system to pursue the 2030 Agenda and SDGs coherently. The first National Sustainable Development Strategy (NSDS), approved in 2017, provides the umbrella for the main governmental actors at both federal and federated levels to combine their efforts to achieve the SDGs in a Belgian context. Priority themes include: sustainable food, sustainable building and housing, sustainable public procurement, means of implementation, awareness-raising and contributions to follow-up and review. There is a common understanding among the NSDS signatories of the need for strengthened forms of co-ordination. The NSDS envisages a national 2030 Agenda implementation report to be issued jointly to all parliaments twice per government term (Kingdom of Belgium, 2017_[6]).

An institutional framework promoting transversal work and participation at all levels enhances policy coherence. The Interministerial Conference for Sustainable Development (IMCSD) – composed of federal, regional and community ministers responsible for SD and development co-operation – has been revitalised as the central co-ordination mechanism for SDG implementation. The Inter-departmental Commission for Sustainable Development (ICSD), chaired by the Federal Institute for SD, provides for co-ordination between federal government departments. Different mechanisms also support co-ordination within each level of power and help engage different societal groups, such as the multi-stakeholder advisory Federal Council for Sustainable Development and the Advisory Council for Policy Coherence for Development (PCD).

The institutional framework should enable the country to ensure an effective interface between local, sub-national, national and international implementation, and honour its commitment to PCSD, provided that it allows for cross-sectoral action and enhanced capacities to assess the transboundary impact of domestic policies (Box 3.1).

Table 3.2. Institutional mechanisms for PCSD in Belgium

Building Block	Belgium
Political commitment	The legal and strategic frameworks across the different federal entities reflect Belgium's commitment to policy coherence. The 2013 Law on Development Cooperation refers to policy coherence for development, and an intergovernmental declaration (both federal and federated governments) regarding adherence to PCD was signed in 2014. Reflections are underway to adapt PCD institutional architecture to the new realities of the 2030 Agenda.
Policy integration	At the federal level, integration is promoted through the Interdepartmental Commission for Sustainable Development (ICSD). The Public Service for SD was granted permanent status as the Federal Institute on SD (FISD) in 2013, and supports ministries and other stakeholders in integrating SD into their core business. The Task Force on Sustainable Development (TFSD) of the Federal Planning Bureau (FPB) reports on the current situation and makes policy evaluations and forecasts, supporting policy integration. A key instrument is the Long-Term Vision Statement for the Belgian 2030 outlook, which focusses on enhancing social cohesion, adapting the economy to economic, social and environmental challenges, protecting the environment and taking societal responsibility. In Wallonia an independent SD advisory unit was set up in 2013 within the Walloon administration. It is responsible for delivering "sustainable development advisories" at the request of government, the administrations, or on their own initiative, based on the principles of SD and the SDGs. In Flanders a specific working group on sustainable development is guiding the translation of the SDGs into goals relevant for Flemish policy and to further their implementation. In the Brussels-Capital Region, new legislation concerning development aid was adopted in the summer of 2017 with the goal of enabling a structural dialogue between the several regional services to improve PCSD.
Intergenerational timeframe	The strong legal base for sustainable development provides stability. The federal level vision is based on a horizon of 2050, going well beyond the electoral cycle. The Interministerial Conference for Sustainable Development (IMCSD) has no end date.
Policy effects	The federal long-term vision for sustainable development (2013) gave structure to a new ex-ante impact assessment tool. The Sustainable Impact Assessment (SIA) tool was integrated into the Regulatory Impact Assessment (RIA) in January 2014. The RIA aims for policy coherence by assessing the possible effects of the preliminary draft regulations on the dimensions of sustainable development (economic, social and environmental) and the public services.
Co-ordination	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.
Local involvement	The IMCSD invites representatives from provinces and local governments to participate in advocacy and awareness-raising events. Cities and municipalities were also involved in preparations for the first Belgian VNR. The actions undertaken in the provinces and local governments, as well as other actors, are collected on the website www.SDGs.be .
Stakeholder participation	Belgium strives for a participative process at all levels of policy making, including stakeholders inside and outside of the government. Advisory councils consisting of civil society and academia such as the Federal Council for Sustainable Development or the Advisory Council for Policy Coherence for Development contribute to PCSD.
Monitoring and reporting	The Federal Planning Bureau publishes a report on the implementation of the SDGs in Belgium twice per government term. The indicators are currently being updated. The NSDS also envisions reporting to the general public twice per legislature. At the Federal level, within ICSD there is an annual reporting of the administrations that contribute to sustainable development. Indicators for the 2050-time horizon Vision for SD are available online: www.indicators.be .

Note: According to Belgium’s institutional set-up, the Federal State, Communities and Regions are all considered equal from a legal viewpoint. They have powers and responsibilities for different fields, but without any hierarchy between them. Thus, the term “local involvement” applies only to provinces and local authorities (cities and municipalities).

Source: OECD (2017^[7]), Kingdom of Belgium (2017^[6]).

Box 3.1. Breaking down policy silos in Belgium

At the federal level

The **new Comprehensive Approach** strategy note, designed jointly by the Foreign Ministry, the Ministry for Development Cooperation and the Ministry of Defence, sets out a coherent approach to Belgian foreign policy. Conscious that complex situations generally raise challenges of very different natures (political, social, ecological, economic, military, security), the Comprehensive Approach embeds development with in diplomacy, defence and the rule of law. The strategy note builds on the approach already developed for the 2030 Agenda and the SDGs (SDG 16 in particular), and helps to progressively break down the different policy silos. Recent examples include Belgian contributions to peace and stability in Iraq and in the Sahel, where permanent dialogue, evaluation and adjustment of Belgium’s approach requires all departments concerned to collectively set the overarching priorities and adjust mutual efforts.

The Ministry of Foreign Affairs has adjusted its internal organisational structure in light of synergies and created a department competent for environment and climate that covers both development and multilateral aspects of this theme.

At the regional level

Vision 2050 in Flanders has identified seven transition priorities as flagship initiatives cutting across policy areas and requiring involvement of different ministers: the circular economy; smart living; industry 4.0; lifelong learning and a dynamic professional career; healthcare and living together in 2050; transport and mobility; and energy. The focus is on addressing regional challenges and achieving significant progress in key opportunity areas rather than trying to implement an all-encompassing approach. This makes the transition towards a sustainable path more manageable and concrete for stakeholders and public opinion while facilitating co-operation amongst departments and, ultimately, faster and better results. It also facilitates continuous learning amongst all stakeholders, although respective responsibilities for results could be clearer.

Source: OECD (2017^[7]).

Czech Republic

A renewed umbrella framework and commitment to policy coherence enables the government to pursue 2030 Agenda coherently. The strategy *Czech Republic 2030*, with sustainable development and wellbeing at its core, uses PCSD as a guiding principle for national, regional and local policies (Office of the Government of the Czech Republic, 2017^[8]). The Government Council for Sustainable Development (GCSD), chaired by the First Deputy Minister and Minister for the Environment since April 2018, plays an

important role in promoting PCSD across the government. The commitment to PCSD is also reaffirmed in the Development Cooperation Strategy of the Czech Republic 2018-2030. Translating commitment into practice would be supported by greater awareness on PCSD and by fostering an administrative culture of cross-sectoral co-operation within the public service.

A co-ordinating body allows for a shared approach to sustainable development domestically and abroad. The SDG implementation process is led by the Ministry of Environment and supported by the Government Council for Sustainable Development (GCSO). The GCSO provides a platform for inter-sectoral policy co-ordination among central administrative authorities. Ministries and other stakeholders contribute to its work through nine thematic committees (Box 3.2). The establishment of a formal co-ordination mechanism among GCSO committees is being discussed, raising the possibility for the GCSO to arbitrate between committees and ministries to resolve any overlaps or inconsistencies in the formulation and implementation of policies (OECD, 2017^[9]). An effective interface between the GCSO and the Council for Development Cooperation would support a unified approach to PCSD and help to ensure synergies between domestic and international actions the country has identified as a major challenge in DAC reviews (OECD, 2016^[10]).

A monitoring and reporting system focused on priority areas, as well as synergies and trade-offs, will be instrumental in enhancing policy coherence. *Czech Republic 2030* identifies six priority clusters: People and Society; Economy; Resilient Ecosystems; Regions and Municipalities; Global Development and Good Governance, which help in identifying thematic synergies, managing trade-offs and reporting coherently. A biannual analytical *Report on the Quality of Life and its Sustainability* will be submitted to the government, building on indicators operationalising the 97 specific goals outlined in *Czech Republic 2030*. GCSO committees are responsible for data collection and indicator preparation within their respective fields. The draft report will be prepared by the Sustainable Development Department of the Office of the Government and consequently be subject to consultations with relevant committees and approval by the GCSO before submission. The Czech Statistical Office plays a key role in providing relevant data and is responsible for co-ordination related to the global set of indicators (Office of the Government of the Czech Republic, 2017^[11]).

Table 3.3. Institutional mechanisms for PCSD in the Czech Republic

Building Block	Czech Republic
Political commitment	Commitment to PCSD is reflected in the strategic framework <i>Czech Republic 2030</i> as well as in government strategies and communications. Two priority areas of the national strategy (Good Governance, Global Development) contain strategic goals aimed at improving PCSD.
Policy integration	The regular discussion of sectoral documents between departments in government advisory bodies and interministerial co-ordination groups provides a basic mechanism for policy integration. Ongoing methodological work to draft an implementation plan based on policy gap analysis to identify trade-offs/synergies among different policy objectives is fostering policy integration.
Intergenerational timeframe	A long-term perspective is ensured by the nature of <i>Czech Republic 2030</i> as well as co-operation with stakeholders and informal networks of actors crossing both agendas and political boundaries. The biannual monitoring report may however serve as a revision mechanism for future governments.
Policy effects	A number of existing policy impact assessment tools (RIA, SIA, EIA) are used. Methodological guidelines are also being developed to analyse the transboundary impacts of policies, but depend on an increase of analytical capacity.
Co-ordination	The governmental body responsible for PCSD, the Government Council for Sustainable Development (GCSO), 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.
Local involvement	Regions and municipalities have a key role in <i>Czech Republic 2030</i> . The Department of Sustainable Development organised 8 regional round tables/workshops in 2017 to gather input from regional and local stakeholders. The GCSD includes representatives from three important municipal associations and the Committee on Sustainable Municipalities, which represents all key municipal associations and organisations.
Stakeholder participation	A number of stakeholder forums, academic institutions and voluntary associations exist to support SDG implementation in the agenda-setting phase and contributed to developing <i>Czech Republic 2030</i> , e.g. the Czech Forum for Development Cooperation (FoRS), think-tank Glopolis, CSO consortium <i>Mej se k světu</i> , the Charles University Environment Center, the Association of Social Responsibility and the Green Circle. Relevant ministries and government agencies are also engaged in dialogue with the private sector. The PCSD governmental body provides a platform for discussion and mediation among stakeholders.
Monitoring and reporting	Progress towards national goals will be monitored by the biannual analytical <i>Report on Quality of Life and its Sustainability</i> prepared by the Sustainable Development Department. Indicators are outlined and operationalised in the national strategy. The Czech Statistical Office plays a key role in providing relevant data, while the GCSD reviews national implementation and encourages maintained commitment. Embassies report to the MFA on developments in the field.

Source: OECD (2017_[9]), Office of the Government of the Czech Republic (2017_[11]).

Box 3.2. Identifying and setting priorities for SDG implementation

In July 2015, the government of the Czech Republic tasked the prime minister with revising the 2010 national Strategic Framework for Sustainable Development. This process aimed to formulate key priority areas and long-term objectives for sustainable development and well-being, mainstream the SDGs into national policies, and identify opportunities and threats as well as global megatrends influencing the development of the Czech Republic.

In mid-2015 the prime minister invited all government advisory bodies and major CSO networks to send proposals for the country's long-term development. Inputs were collected online via the Database of Strategies, a special application created for this opportunity operated by the Ministry of Regional Development. By 15 October 2015, 49 organisations and institutions had provided 172 inputs.

The Government Council for Sustainable Development (GCSD) team edited and evaluated the inputs. The National Network for Foresight, consisting of six academic institutions and think-tanks focusing on strategic management and foresight, supported their efforts. On the basis of their analysis using the Delphi method, relevant inputs were selected and, through the similar added keywords, added to each input clustered into six key areas. The selected areas were presented at the Sustainable Development Forum in December 2015 and consulted with relevant GCSD committees.

A nearly two-year process of drafting of the *Czech Republic 2030* strategy followed. This involved organisation of six roundtables (one for each key area), organisation of eight regional roundtables, two public hearings, consultations in both chambers of parliament and numerous consultations with experts across different sectors. Overall, around 500 experts and 100 different organisations

participated in the process.

Source: OECD (2017^[9]).

Estonia

The Sustainable Estonia 21 strategy is revitalising longstanding commitments for sustainable development and policy coherence. Adopted by Parliament in 2005, *Sustainable Estonia 21* serves as strategic framework for achieving the SDGs (Estonian Government, 2005^[12]). The Sustainable Development Commission launched a review of *Sustainable Estonia 21* and its implementation mechanisms to make it compatible with the 2030 Agenda. With preparations for the new planning period starting in 2018, the SDGs will be integrated into the government's sectoral and thematic strategies and action plans. Estonia has also committed to establishing an initial framework for policy coherence by 2020 (Government Office Republic of Estonia, 2016^[13]).

Existing co-ordination mechanisms at all levels support policy coherence and integration. The Government Office Strategy Unit co-ordinates work on sustainable development at the central government level. It also co-ordinates other strategies (e.g. *Estonia 2020*, Estonia's EU policy), putting it in a position to align priorities and ensure coherence across various horizontal planning documents. An interministerial working group comprising representatives from all ministries and Statistics Estonia supports implementation of *Sustainable Estonia 21* and the SDGs, develops national sustainable development indicators and prepares the VNR. The Sustainable Development Commission, a non-governmental advisory umbrella organisation, monitors implementation of *Sustainable Estonia 21*. It meets four to five times a year to discuss strategic action plans before their adoption by the government and publishes focus reports with policy recommendations (OECD, 2017^[14]). Coherence between sustainable sector-specific policies can be further enhanced by strengthening co-ordination mechanisms and going beyond information sharing and division of responsibilities (OECD, 2017^[15]).

Impact assessments support coherence by requiring that economic, social and environmental aspects be taken into account in all strategic planning documents and EU positions. The impact assessments cover: social, including demographic impact; security and foreign policy; the economy; the living and natural environment; regional development; and the organisation of government institutions and local governments. In addition, a strategic environmental impact assessment (covering natural, social, economic and cultural environment) must be conducted when compiling strategic planning documents and local plans, in accordance with the Environmental Impact Assessment Act (OECD, 2017^[14]).

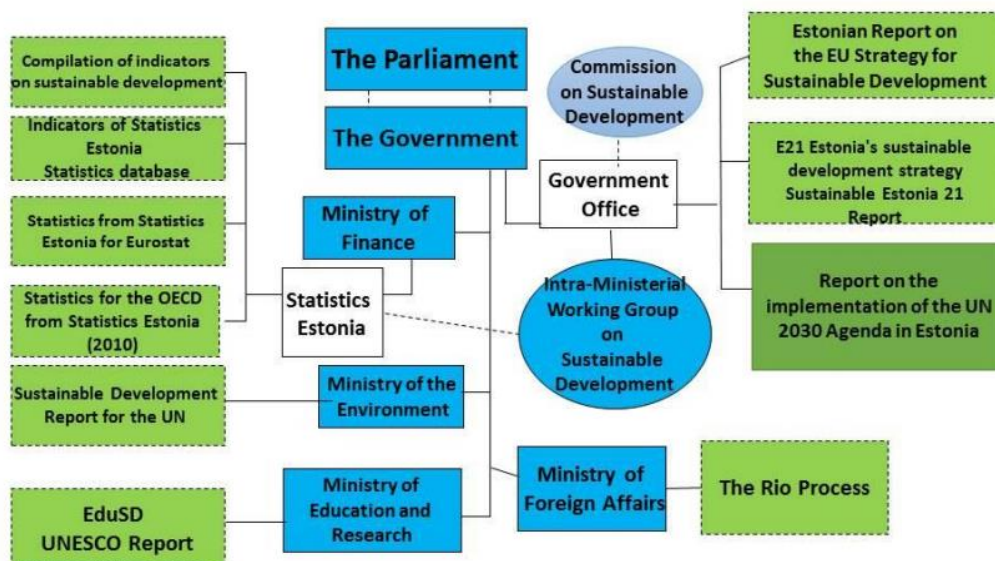
Table 3.4. Institutional Mechanisms for PCSD in Estonia

Building Block	Estonia
Political commitment	The parliament adopted the Sustainable Development Act in 1995, and in 2005 adopted the sustainable development strategy <i>Sustainable Estonia 21</i> , which serves as a strategic framework to implement the SDGs and includes a call to enhance PCSD for national implementation of the 2030 Agenda, as articulated in the 2016 VNR. An initial framework for Estonian policy coherence will be established by 2020.
Policy integration	The SDGs will be integrated into sectoral strategies and development plans once they are renewed

	starting in 2018 (some policies already reflect SDGs). Each ministry retains responsibility for achieving and leading initiatives in their respective policy fields.
Intergenerational timeframe	New long-term strategy papers and implementation plans integrate the SDGs. The combination of strategic plans, impact assessment and stakeholder engagement supports a long-term perspective.
Policy effects	All governmental strategic development plans require an environmental impact assessment. Some also require a socio-economic impact assessment. The Ministry of Justice and the Government Office currently share responsibility for enhancing this impact assessment system. Annual monitoring of development plans and their targets helps to identify unintended effects and possible countervailing action.
Co-ordination	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.
Local involvement	Representatives of local governments are included in the Estonian Sustainable Development Commission, formed in 1996.
Stakeholder participation	The Sustainable Development Commission, a non-governmental umbrella organisation, meets four to five times per year. It holds thematic discussions and publishes focus reports with policy recommendations. It unites organisations from academic and industrial sectors, youth and local governance and connects non-governmental organisations in different areas of sustainable development. The Code of Good Engagement obliges government institutions to involve interest groups and the general public when making decisions that affect them.
Monitoring and reporting	In December 2017 the ECSD approved a new monitoring system for sustainable development goals which complies with the global goals of the United Nations. In 2018, a statistical report on the sustainable development indicators of Estonia will be published based on the new list of sustainable development goals.

Source: OECD (2017_[14]).

Figure 3.1. Main institutional mechanisms, policy documents and key actors for SDG implementation in Estonia



Source: Government Office Republic of Estonia (2016_[13]).

Finland

Political commitment at the highest level and a whole-of-government strategic framework put policy coherence at the forefront. The national 2030 Agenda implementation process is led by the Prime Minister's Office (PMO). *The Finland we want by 2050*, adopted in 2014 and updated in 2016, aims at reconciling economic, social and environment imperatives. (National Commission on Sustainable Development, 2016_[16]). The strategy provides a long-term strategic framework for a whole-of-society commitment to sustainable development. The government's plan for the 2030 Agenda, submitted to the parliament in 2017, is the framework for implementation, national follow-up and review up until 2030. The plan focuses on two key areas: 1) a carbon-neutral and resource-wise Finland; and 2) a non-discriminatory, equal and competent Finland. It also outlines domestic and international commitments and makes an explicit commitment to policy coherence to support sustainable development (PMO Finland, 2017_[17]). The development policy, which is an integral part of Finland's foreign and security policy, includes priority areas based on the 2030 Agenda and SDGs: gender equality and the empowerment of girls and women; supporting economies in developing countries in creating jobs, sources of livelihood and well-being; democratic and functioning societies; better food security and access to water and energy; and the sustainability of natural resources (PMO Finland, 2016_[18]).

Enhanced co-ordination across and within government underpins policy coherence and fosters policy integration. 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, CSOs, academia and municipalities and regions with the task of integrating sustainable development into Finnish policies, measures and everyday practices at different levels. The Development Policy Committee (DPC), a parliamentary body, is tasked with following up on SDG implementation from a development policy perspective, and with monitoring implementation of the government programme in compliance with development policy guidelines (PMO Finland, 2016_[18]). Since the adoption of the 2030 Agenda, collaboration between these two committees is being intensified. Traditionally, policy coherence for development has been under the responsibility of the Ministry for Foreign Affairs, with a thematic focus on issues such as food security, aid for trade, migration, tax and development, and peace and development (OECD, 2017_[19]). With the 2030 Agenda, PCSD is becoming a shared responsibility for all governmental bodies.

Systematic and participatory follow-up and review enhance stakeholder engagement and policy coherence at all levels. Finland relies on a wide range of sources to build its evidence base and inform policy. These include scientific panels, think-tanks, research institutions, citizen engagement and an active civil society. Implementation of the 2030 Agenda will be reported on annually to the parliament as part of the government's annual report. From 2017 onwards, each branch of government will provide information on steps taken to advance the 2030 Agenda. The DPC, which monitors and assesses implementation of Finland's international development commitments, will play a key role in the follow-up and review of the global dimension of the national implementation of the 2030 Agenda. Finland is also developing a national follow-up system that enables stakeholder participation (Box 3.3). Finland has in place the key building blocks for ensuring a coherent implementation of the SDGs going forward.

Table 3.5. Institutional mechanisms for PCSD in Finland

Building Block	Finland
Political commitment	The government's implementation plan for the 2030 Agenda submitted to parliament in February 2017 makes an explicit commitment to PCSD. It includes concrete measures and domestic and global commitments.
Policy integration	As part of the government's annual report, all line ministries are required to compile on a yearly basis their policies and measures for implementation of the 2030 Agenda. They are also requested to include information essential to the promotion and monitoring of sustainable development in their yearly budget planning, as well as in their follow-up indicators. Several procedures, which vary from one ministry to another, are in place for identifying trade-offs and synergies. However, it is recognised that trade-offs are often very difficult to reconcile even when identified, as they entail politically sensitive issues and deep-rooted ideological differences. Many of the conflicts are therefore addressed and eventually solved at the political (ministerial) level.
Intergenerational timeframe	The government's implementation plan is based on the long-term vision, principles and goals set forth in the Society's Commitment to Sustainable Development, which extends until 2050. It intentionally has a long-term perspective to urge intergenerational debates and considerations. In 2017, the government established an Agenda 2030 Youth Group to increase the engagement of young people in political planning and help ensure a long-term perspective in decision making.
Policy effects	In its 2030 Agenda implementation plan, the government commits to exploring the use of a sustainable development impact assessment tool to systematically identify the unintended effects of policies. The existing impact assessment process for bill drafting will be improved to ensure better alignment with the SDGs and to enhance coherence between actions undertaken at national and global levels. Steps will also be taken by the Prime Minister's Office in 2018-2019 to include sustainable development impact assessment in key policy and legislative motions. The national follow-up system includes indicators on transboundary and intergenerational issues which can be used to inform decision making.
Co-ordination	Led by the Prime Minister's Office, an interministerial network supports horizontal co-ordination 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 co-operation. The mandate for these mechanisms extends to information sharing, capacity-building and co-ordination rather than arbitration. Nevertheless the NCSD has been successful in building common understanding and consensus, thus preventing deadlock situations in the administration and in broader society.
Local involvement	The Prime Minister's Office has conducted roadshows at sub-national level to increase awareness and commitment of cities and regions to implementation of the 2030 Agenda. Cities and towns are represented in the NCSD and have been actively engaging in the operational commitments for sustainable development under the Society's Commitment framework.
Stakeholder participation	Among the main tools to foster participation are operational commitments which provide organisations and active citizens with the opportunity to pursue sustainable development goals on their own. This has provided various actors with an effective and sensible way of participating in implementation of the 2030 Agenda. More than 750 commitments to action promoting sustainable development have been made encompassing all sectors of society: companies, schools, non-governmental organisations, administration, trade unions, political parties, cities, and even private individuals. Finland has been developing a new national follow-up system that enables stakeholder participation. The NCSD includes 16 representatives from business and industry (including agriculture), the 3 largest labour unions and their youth sections, and 28 non-governmental organisations (including environment, women, children, indigenous peoples Saami, Somali immigrants, sports, education, consumer, disabled peoples association and many others), as well as representatives from municipalities, regions, church and research and development. A sustainable development expert panel established in 2014 supports and challenges the work of the government and NCSD. The panel is composed of 8 eminent professors from different disciplines. Since spring 2017, the government partners with 20 young people from different backgrounds and regions via the Agenda 2030 Youth Group.
Monitoring and reporting	Each policy branch contributes to the annual 2030 Agenda implementation report, which is part of the government's annual report to parliament. In addition, the state's budget contains ministries' reports on how the 2030 Agenda is integrated in their budget, planning and implementation. An independent assessment of Finland's sustainable development policy will be conducted every four years, in parliamentary election years, starting in 2019. The PMO, the NCSD and the Development Policy Committee co-host an annual event to discuss current status and trends based on sustainable development indicators, data assessment and contributions by experts and civil society. An ongoing annual cycle review enables a participatory review process (Box 3.3).

Source: OECD (2017_[20]), PMO Finland (2016_[18]), (PMO Finland, 2017_[21]).

Box 3.3. A participatory follow-up and review system for sustainable development

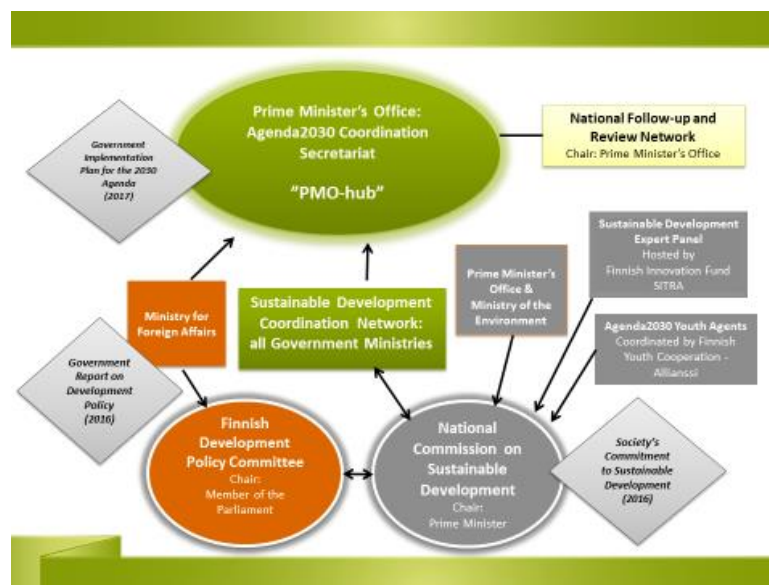
Finland's national follow-up and review system is anchored in the eight objectives of its long-term strategic framework. Policy making is linked to the eight objectives via ten indicator baskets, which in turn consist of four to five indicators and are connected to more than one objective. The baskets serve as the framework for discussions on interpretations and put a lens on entities that are relevant in terms of political decision making.

The indicators in each basket will be reviewed, interpreted and updated once a year by relevant authorities. The purpose is to assess the significance of the change in the indicator value from the perspective of sustainable development. This is followed by a public, multi-stakeholder dialogue where anyone can present different interpretations and introduce new information. This process helps to inform political decision making.

The open discussion takes place on the Prime Minister's Office sustainable development website (kestavakehitys.fi/seuranta) on a rolling basis to discuss a different basket each month. After the update of all baskets, the NCS and the PMO organise an annual event on the state and future of sustainable development. The event coincides with the parliament discussion on the government's annual report to the parliament.

Source: PMO Finland (2017^[21]).

Figure 3.2. Main institutional mechanisms, policy documents and key actors for implementation of the 2030 Agenda in Finland



Source: Prime Minister's Office, Finland.

Germany

A unified strategy with commitment at the highest level promotes PCSD. The German Sustainable Development Strategy, adopted by the cabinet in January 2017, is the key policy instrument for implementation of the 2030 Agenda under the direct aegis of the Federal Chancellery. The strategy bundles various policy areas to achieve greater coherence in light of the large number of systemic interdependencies and contains the ambition to use the 2030 Agenda as an opportunity to increase efforts for policy coherence, with particular reference to SDG 17.14 (German Federal Government, 2016_[22]). It thus provides a good basis for further enhancing Germany's sustained commitment to PCSD (OECD, 2015_[23]).

The centre of government promotes PCSD through an issues-based approach backed by all ministries. The State Secretaries' Committee (SSC) is the central steering institution of the Sustainable Development Strategy. It is composed of representatives from all ministries and chaired by the Head of the Federal Chancellery. Germany's whole-of-government approach also requires all ministries to participate actively in the SD Working Group (UAL-AG), which prepares the meetings of the SSC and helps to implement and further develop the strategy. The SSC meets regularly to address important cross-cutting or sectoral issues on a consensus basis, e.g. setting a new political framework for topics or announcing concrete actions. While Germany has implemented many mechanisms after its first VNR, such as the establishment of SD co-ordinators in each ministry, it could go further to harness the potential of societal stakeholders (German Federal Government, 2016_[24]). Plans to establish a standing working group of societal actors ("*Dialoggruppe*") to support the preparation of SSC meetings should thus move ahead (OECD, 2017_[25]).

Indicators established to measure transboundary and domestic impacts set a good example for tracking progress on PCSD. The German Sustainable Development Strategy contains 63 key indicators including at least one indicator-backed target for each SDG. An interministerial working group of representatives from the government and the statistical offices develops and adopts new indicators, while the Federal Statistical Office reports on progress every two years. This enables independent continuous monitoring while maintaining the possibility for revision. Thirteen new topics and 30 indicators have been added to the strategy, some of which include transboundary consequences of national policies. Two examples are a target to increase the share of imports from LDCs, and another to increase membership of the Textile Partnership (Destatis, 2017_[26]).

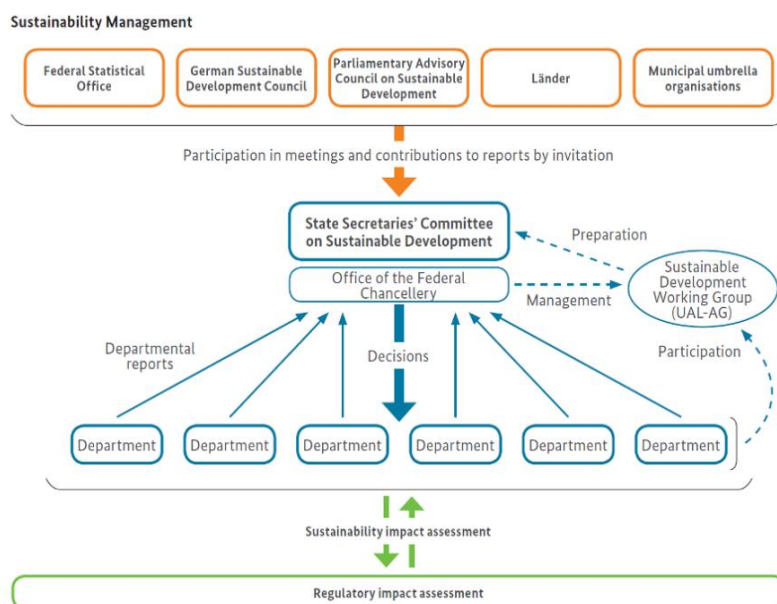
Table 3.6. Institutional mechanisms for PCSD in Germany

Building Block	Germany
Political commitment	The Chancellor has repeatedly stressed Germany's commitment to an ambitious implementation of the 2030 Agenda. The Federal Chancellery is in charge of the German Sustainable Development Strategy, the essential framework for implementation of the 2030 Agenda.
Policy integration	All ministries retain primary responsibility for their own contributions to implementation of the German Sustainable Development Strategy within their respective policy areas. Newly appointed Ministry Coordinators for SD strengthen policy integration and co-ordination within each ministry.
Intergenerational timeframe	There is broad political consensus in parliament and across the main political parties on the importance of SDG implementation and sustainable development. The first management rule of the German SD Strategy includes intergenerational fairness as a core principal. Possible long-term effects of a particular regulation are part of the Sustainable Impact Assessment. Intergenerational aspects are further anchored in the Basic Law for the Federal Republic of Germany (Art. 20a).
Policy effects	All proposals for new laws and regulations are subject to a Sustainability Impact Assessment (SIA).

	The SIA is based on indicators, targets and management rules which include intergenerational and transboundary dimensions. Since March 2018, laws and regulations can be checked against the SIA through an online tool: www.enap.bund.de .
Co-ordination	The State Secretaries' Committee (SSC), headed by the Federal Chancellery, is the central steering institution of the German SD-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, with decisions taken on a consensus basis. The co-ordination mechanism aims at decision making, information sharing and consultations.
Local involvement	Representatives of the Länder and municipalities are invited to SSC meetings when relevant. Thirteen out of 16 Länder have drawn up or are currently working on their own SD strategies. The Federal-Länder Experience Exchange on SD offers space for regular communication between the federal and Länder levels. The Sustainable Development Council supports vertical integration by a Sustainability Network of Lord Mayors and the creation of regional hubs. An interministerial working group on sustainable urban development (IMA Stadt), including the Association of German Cities and the German Association of Towns and Municipalities, among others, promotes the 2030 Agenda at the municipal level. The Service Agency Communities in One World (SKEW) provides information on community-level development co-operation.
Stakeholder participation	The independent Sustainable Development Council advises the Federal Government on all sustainability matters. Its 15 members, last appointed in 2016 by the Chancellor for a three-year term, represent the three dimensions of SD based on their professional and personal backgrounds. A Sustainability Forum is organised once a year by the Chancellery to give a selection of important stakeholders the opportunity to comment on SD policy in Germany.
Monitoring and reporting	The GSD Strategy includes domestic and international indicators and targets and defines long-term goals, most until 2030. The Federal Statistical Office continuously monitors the 63 indicators and publishes an independent indicator report every two years in which weather symbols illustrate whether a target is on track. The findings can influence agenda setting and evaluation within the SSC. The Parliamentary Advisory Council on SD monitors the Federal Government's sustainability policy at national, European and international level in the Bundestag. The German Sustainable Development Strategy itself is reviewed every four years. A first update is due in 2018, with a comprehensive review foreseen for 2020.

Source: OECD (2017_[25]).

Figure 3.3. Institutional mechanisms for SDG implementation in Germany



Source: (German Federal Government, 2016_[22]).

Box 3.4. German initiative on sustainable cocoa

PCSD enables countries to consider transboundary effects of domestic policies. This includes national production and consumption patterns, as well as trade agreements. The German Initiative on Sustainable Cocoa (GISCO) is a multi-stakeholder initiative including policy makers and business stakeholders from the cocoa, chocolate and confectionery industry, the German retail grocery trade and civil society. It brings together relevant actors from Germany with those from producing countries and international initiatives to promote sustainable cocoa production. GISCO currently has more than 70 members and is open to other interested parties.

The goal of GISCO is to improve the lives of cocoa farmers and their families, preserve natural resources and biodiversity in cocoa-producing countries and ultimately increase the proportion of sustainable cocoa production. The Federal Government is represented in the alliance by the Federal Ministry of Food and Agriculture and the Federal Ministry for Economic Cooperation and Development. The initiative exemplifies how national co-ordinated action across ministries, including stakeholders and the transboundary perspectives can create synergies supporting several SDGs simultaneously.

Source: OECD (2017^[25]), German Federal Government (2016^[22]).

Greece

A new strategy and SDG-aware public service and law making process supports policy integration and coherence during the whole policy cycle. The National Growth Strategy currently under elaboration will provide the framework to implement the SDGs taking into account national circumstances. Policy coherence, integrated planning and co-ordination are recognised as critical means of implementation. Updated guidelines are being developed by the General Secretariat of the Government (GSG) to ensure that Regulatory Impact Assessment Reports, which accompany the draft laws as well as the ex post evaluation of existing legislation, systematically take into account the three dimensions of sustainable development as reflected in the 2030 Agenda and SDGs. In parallel, training seminars for public employees are held by the GSG in collaboration with the National School of Public Administration and Local Government (EKDDA) to raise awareness of the importance of integrating the three dimensions of sustainable development and for building a network of policy makers across sectors and government levels with shared responsibility for PCSD and the SDGs (Box 3.5).

A permanent co-ordination mechanism at the highest level fosters commitment and continuity in policy coherence efforts. In December 2016, the co-ordination of national efforts to implement the SDGs was assigned by law to the GSG. As a permanent mechanism close to the political leadership and working closely with the parliament, the GSG plays a key role in promoting a whole-of-government approach, preventing and resolving overlaps and disagreements, and mainstreaming SDGs into thematic legislation and sectoral policies. An interministerial co-ordination network for the SDGs was established in 2016 to support the work of the GSG. Two ministries take key roles in the co-ordination network: the Ministry of Foreign Affairs remains responsible for the

external dimension of the SDGs, while the Ministry of Environment and Energy is thematically responsible for the implementation of seven SDGs (i.e. 6, 7, 11, 12, 13, 14 partly and 15). At the regional and local levels, the GSG co-operates closely with the Association of Greek Regions (ENPE) and the Central Union of Municipalities of Greece (KEDE) with a view to localising the SDGs. The GSG also engages key stakeholders in the process (e.g. civil society and social partners, the private sector, academia) and monitors SDG implementation in co-operation with ELSTAT (the statistical authority) (OECD, 2017^[27]).

Table 3.7. Institutional mechanisms for PCSD in Greece

Building Block	Greece
Political commitment	The Greek National Growth Strategy, currently under elaboration, will be fully aligned to the 2030 Agenda and the SDGs. This strategic framework will emphasise the crucial role of policy coherence in achieving sustainable development. Responsibility for the overall co-ordination and implementation of the SDGs at national level is assigned to the centre of government, i.e. the General Secretariat of the Government (GSG), to ensure commitment at the highest political level and whole-of-government involvement in SDG implementation.
Policy integration	An interministerial co-ordination network for SDGs established in 2016 supports mainstreaming of the SDGs and the integration of the three dimensions of sustainable development into thematic legislation, strategies, policies and initiatives. Two instruments are the Environmental Impact Assessment (EIA), which is required for all small-scale interventions and activities, and the Strategic Environmental Assessment, for large projects. Interministerial committees are set up to identify synergies, interlinkages and obstacles and prepare relevant proposals on specific issues such as the promotion of the circular economy.
Intergenerational timeframe	The GSG is a permanent structure, thus ensuring continuity of commitment and efforts at the highest level for implementing the SDGs.
Policy effects	Potential transboundary and intergenerational effects in the design of domestic and international policies are anticipated through the elaboration of Regulatory Impact Assessment Reports that precede the adoption of new laws. In addition, ex post evaluation of existing legislation should take into account the three dimensions of sustainable development. Unintended negative effects during implementation are mitigated through continuous monitoring, review and reporting.
Co-ordination	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.
Local involvement	The GSG works closely with regions and municipalities to achieve the SDGs and PCSD, such as the Association of Greek Regions (ENPE) and the Central Union of Municipalities of Greece (KEDE). In addition, representatives of local and regional governments have actively participated in a number of multi-stakeholder events on SDGs for peer learning and exchange of best practices. The inputs from local and regional government representatives feed into policy formulation.
Stakeholder participation	Consultation and high-level events are used to raise awareness, provide a space for multi-stakeholder interaction, and foster dialogue and partnerships on SDGs. Currently, two additional institutional set-ups for stakeholder participation are being considered: 1) establishment of a parliamentary committee, where all political parties are represented, to discuss SDGs and PCSD on a regular basis, and 2) an online consultation platform to provide a broad forum for participation to discuss, submit proposals and promote stakeholders' good practices on SDG implementation. Currently, the Economic and Social Committee of Greece (ESC), the constitutionally established institution responsible for conducting social dialogue on the country's general policy and in particular on economic and social issues, has assumed an important role in promoting systematic and structured consultation and dialogue on the effective implementation of SDGs at different levels and sectors.

Monitoring and reporting	The GSG monitors the implementation of the SDGs at national level in co-operation with ELSTAT (the statistical authority). A progress report on the implementation of the National Implementation Plan on the SDGs (to be elaborated in 2019) will be submitted to the parliament at regular intervals for review and political guidance. The Hellenic Parliament is envisaged to have an important role in the follow-up and review of the implementation of the SDGs.
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Source: OECD (2017_[27]).

Box 3.5. Fostering culture change in the public service in support of policy coherence

The Office of Coordination, Institutional, International and European Affairs of the General Secretariat of the Government (GSG), in co-operation with the National School of Public Administration and Local Government (EKDDA), organised in November 2017 a three-day seminar on the SDGs to train senior public employees on the international, European and national dimensions of the SDGs. Another seminar organised by the Better Regulation Office of the GSG seeks to highlight, among others, the importance of integrating the three dimensions of sustainable development (economic, social, and environmental) in the better regulation tools. Through these educational and training seminars, senior officials from line ministries and local and regional administrations become fully aware of the vision, principles and core priorities of the 2030 Agenda. The initiative is also helping to build a network of senior policy makers across sectors and government levels with shared responsibility and commitment to PCSD and SDGs.

Source: OECD (2017_[27]).

Japan

Interministerial co-ordination at the highest level backed by a concrete action plan provides a strong basis for policy coherence. In May 2016 the government established the SDGs Promotion Headquarters (Box 3.6). This new body, composed of all cabinet ministers, is led by the prime minister. It acts as a control tower to ensure a whole-of-government approach to SDG implementation and fosters co-operation among ministries (Government of Japan, 2017_[28]). In December 2017, the SDG Promotion Headquarters adopted the *SDGs Action Plan 2018*, which focuses on three overarching goals: 1) promoting Society 5.0, which corresponds to the SDGs, 2) vitalising local areas through SDGs, and 3) empowering women and future generations. By setting these three cross-cutting themes, Japan recognises their indivisibility and the need for integrated approaches for implementation (OECD, 2017_[29]). The action plan also includes a wide range of specific government projects that are categorised by eight priority areas, along with the *SDGs Implementation Guiding Principles*.

Guiding principles for implementation support policy integration in pursuit of the SDGs. In December 2016, the SDGs Promotion Headquarters adopted *The SDGs Implementation Guiding Principles*. The guidance set out a vision¹; five implementation principles (universality, inclusiveness, participation, integration, and transparency and accountability); eight priority areas (including 140 specific measures to be implemented both domestically and through international co-operation); and an approach to the follow-up and review process. The *Guiding Principles* provide a framework for

integrating the SDGs into the plans, strategies and policies of ministries and government agencies. They also aim to mobilise all ministries and government agencies by partnering with stakeholders to implement the SDGs, based on an analysis of the present situation in Japan and abroad (Japan Ministry of Foreign Affairs, 2017^[30]).

Setting national long-term priorities enables the political leadership to pursue the 2030 Agenda and SDGs more coherently. By translating the SDGs into concrete action at national level, the government has identified eight priority areas in which all ministries are required to contribute: 1) Empowerment of All People; 2) Achievement of Good Health and Longevity; 3) Creating Growth Markets, Revitalization of Rural Areas, and Promoting Science Technology and Innovation; 4) Sustainable and Resilient Land Use, Promoting Quality Infrastructure; 5) Energy Conservation, Renewable Energy, Climate Change Countermeasures, and Sound Material-Cycle Society; 6) Conservation of Environment, including Biodiversity, Forests and the Oceans; 7) Achieving Peaceful, Safe and Secure Societies; and 8) Strengthening the Means and Frameworks for Implementation of the SDGs. A first follow-up and review of progress will be conducted in 2019. According to this outline, Japan plans to enhance policy coherence for sustainable development (target 17.14) at the international level by supporting developing countries in establishing implementation systems for the SDGs (Japan Ministry of Foreign Affairs, 2017^[30]).

Table 3.8. Institutional mechanisms for PCSD in Japan

Building Block	Japan
Political commitment	In 2016, the government established the SDGs Promotion Headquarters, headed by the prime minister and composed of all ministers in order to ensure commitment at the highest level. A new national strategy, <i>The Implementation Guiding Principles</i> , includes national priorities and indicators. The SDGs Promotion Headquarters agreed on the SDGs Action Plan 2018 in December, 2017.
Policy integration	The Government of Japan/ SDGs Promotion Headquarters is taking an integrated approach to solving issues related to the three dimensions of economy, society and the environment, and fosters interactions and synergies among eight identified priority areas. The <i>SDGs Implementation Guiding Principles</i> provide a framework for integrating SDGs into the plans, strategies and policies of ministries and government agencies.
Intergenerational timeframe	The SDGs Promotion Headquarters is a new cabinet body ensuring long-term support.
Policy effects	The SDG Promotion Headquarters consists of all ministries in charge of domestic and international issues and can take into account policy effects from domestic and international co-operation for the SDGs.
Co-ordination	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 co-operation among relevant governmental agencies and support information sharing.
Local involvement	The national government encourages local governments to incorporate the SDGs into their strategies and policies. The Headquarters sets “vitalizing local areas through promoting the SDGs” as one of the three basic directions of Japan’s SDG model in the <i>SDGs Action Plan 2018</i> . The Headquarters plans to create a project “SDGs Models of Local Governments” through which the entire central government will provide extensive support to selected local governments in their SDGs implementation, then expand to other local governments based on lessons learnt.
Stakeholder participation	The Headquarters promotes consultations with stakeholders via SDGs Promotion Roundtable Meetings that include representatives from the related governmental agencies, NGOs/NPOs, academia, the private sector and international organisations. The SDGs Promotion Roundtable Meeting also conducts implementation reviews on the achievement of the SDGs. The Headquarters awards the “Japan SDGs Award” to highlight best practices of companies, local governments and CSOs. The first ceremony was held in December 2017. Dialogue at the SDGs Promotion Roundtable Meeting also fed into in the preparation of the <i>Implementation Guiding Principles</i> .
Monitoring and reporting	The SDG Promotion Headquarters monitors progress of measures taken in line with the <i>SDGs Implementation Guiding Principles</i> . This includes particularly the 140 measures included in the annex of the guiding principles. The first review and follow-up will be conducted in 2019. Japan will make

proactive use of statistical data and employ key performance indicators (KPIs) including the global SDGs as much as possible. Subsequent to the 2019 HLPF, follow-up and review will be conducted, taking into account the four-year cycle of the HLPF organised by the President of the General Assembly.

Source: OECD (2017_[29]), Government of Japan (2017_[28]).

Box 3.6. Promoting the SDGs within Japanese society

The SDGs Promotion Headquarters is responsible for raising awareness of the 2030 Agenda and the SDGs Implementation Guiding Principles. It proactively plans and leads communication activities to promote SDGs-related measures as a national movement in order to increase public understanding and support for engagement with the SDGs.

As part of this effort, the government is fostering the sharing of good practices among implementing partners, including the private sector, by giving awards and promoting the use of SDGs logos and branding. The government will further promote Education for Sustainable Development (ESD) as well as encourage learning about SDGs in all settings, including schools, households, workplaces and local communities. The aim is to give children, who will lead society in 2030 and beyond, the competencies to create sustainable societies and a sustainable world.

The SDGs Action Plan 2018 recognises international events such as the HLPF, the G20, the 2019 Tokyo International Conference on African Development (TICAD) in 2019, the Tokyo Olympic and Paralympic Games in 2020 and bidding for 2025 Expo as suitable occasions to further raise awareness of the SDGs and promote their implementation.

Source: OECD (2017_[29]).

Lithuania

Commitment to coherence at the national and international levels provides a good basis to pursue more integrated policies. Last amended in 2011, The National Strategy for Sustainable Development (NSSD) is Lithuania's main strategic document ensuring national commitment and implementation of the SDGs and PCSD. It aligns with the SDGs and stresses commitment to policy coherence as a main implementation principle (Government of the Republic of Lithuania, 2011_[31]). The long-term strategic document *Lithuania 2030* contains the vision and goal to reach a top ten position in Europe on development and happiness indices (State Progress Council, 2012_[32]). The government is currently updating this strategy as well as the body responsible for its supervision: the National Progress Council. Regarding development co-operation, for the first time the government adopted an Inter-Governmental Development Cooperation Action Plan for the period 2017-2019 which defines policy guidelines and implementing measures. The multi-stakeholder forum led by the Ministry of Foreign Affairs (the National Development Cooperation Commission, NDCC), is responsible for PCD in development co-operation. It meets at least twice a year and submits proposals to the MFA on

development co-operation policies. This cross-ministerial collaboration strengthens the interface between internal and external commitment to PCSD.

Updating institutional mechanisms can provide an opportunity to enhance and integrate co-ordination mechanisms for policy coherence at the national level. The Ministry of Environment (MoE) co-ordinates the implementation of the national strategy and functions as secretariat for the National Commission on Sustainable Development (NCSO). The NCSO is chaired by the prime minister and comprises representatives from ministries, municipal institutions, NGOs, academia and business. In August 2016 the NCSO identified six areas of highest importance to Lithuania: combating social exclusion and eradication of poverty; healthy lifestyle; energy efficiency and climate change; sustainable consumption and production; high quality education; and development co-operation. The MoE has established an intergovernmental working group that provides inputs for the implementation of SDGs in Lithuania. Currently in reform, the National Progress Council and NCSO will be merged to create a unified body responsible for the implementation of 2030 Agenda, and include mechanisms for arbitration in the case of conflict. This institutional change will facilitate co-ordination for coherent policies. Lithuania is planning to strengthen the role of the Prime Minister’s Office in the future and might consider moving the NCSO from the MoE to a high level. Such actions have facilitated effective co-ordination in other countries (UNDP, 2017^[33]).

Current collaboration across ministries provides lessons for future reporting on policy coherence. Aiming to nationalise the SDGs, the MoE along with all relevant ministries has mapped and evaluated the coherence between the 17 SDGs and the national strategy and other relevant strategic documents (OECD, 2017^[34]). Currently stakeholders are invited to participate in the meetings of the Inter-institutional Working Group, including the Prime Minister’s Office and the MoE (responsible for co-ordinating VNR preparations). The MoE reports every two years on implementation progress of the NSSD, while the national statistics office is responsible for collecting, collating and publishing sustainable development indicators.

Table 3.9. Institutional mechanisms for PCSD in Lithuania

Building Block	Lithuania
Political commitment	The 2011 National Strategy for Sustainable Development (NSSD) lists policy coherence as a main implementation principle (19.6). The National Commission for Sustainable Development (NCSO) is chaired by the prime minister and includes political leaders at minister or vice minister level. Lithuania is committed to further strengthening dialogue with stakeholders and achieving policy coherence at all levels of Lithuanian society.
Policy integration	The integration of economic, social and environmental actions in overarching strategic documents is a key principle of the national strategy to ensure they are coherent and mutually reinforcing. Further, the strategy calls for the main sustainable development provisions to be integrated into special sectoral plans, programmes, regional and municipal planning documents and other legal acts. Trade-offs and synergies are identified through respective sectoral strategies and planning documents of ministries which must into consideration sustainable development aspects outlined in the National Sustainable Development Strategy.
Intergenerational timeframe	The government is planning to update the National Progress Strategy <i>Lithuania 2030</i> , its main long-term strategic document, by incorporating the SDGs and principles. New goals may be formulated with a timeline until 2050.
Policy effects	Effects are identified through balanced impact assessments and consultations with stakeholders. In addition, upfront communication is an integral part of environmental assessment procedures. If economic activities are deemed to have potentially adverse transboundary impacts, affected parties will be notified at an early stage.
Co-ordination	The NCSO, 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.
Local involvement	Regions, cities and municipalities are closely involved in the implementation of SDGs. PCSD is especially important in heavily urbanised areas. For example, Integrated Territorial Investments (ITIs) ensure that environmental aspects are integrated into city planning activities of the five major cities.
Stakeholder participation	Representatives from NGOs, business, academia and governmental and municipal institutions are members of the NCSD, making it a useful platform for addressing and solving conflicting interests. Intergovernmental working groups also include input from NGOs. Lithuania's national Non-Governmental Development Cooperation Organisation's Platform (NGDO) brings together 21 development and education NGOs, mainly to raise public awareness and provide civic education on sustainable development issues. Lithuania is currently working on closer and more formal involvement of the private sector, in particular in their international development co-operation activities.
Monitoring and reporting	The Ministry of Environment co-ordinates the implementation of the NSSD and monitors its progress in co-operation with other institutions in their respective fields of competence. Development indicators cover environmental, economic and social aspects of the country's sustainable development. Lithuania has started data collection and analysis and over 50 percent of sustainable development indicators have already been made publicly available. The statistics office is responsible for collecting, collating and publishing these indicators on its website, the Official Statistics Portal (OSP). In addition, the Ministry of Environment reports biennially to the government on the implementation of the National Strategy for Sustainable Development and integrates information about the achievement of indicators into the annual ministerial report published on its website.

Source: OECD (2017^[34]), Government of the Republic of Lithuania (2011^[31]).

Box 3.7. Cross-ministerial collaboration for coherent environmental policies

Integrated approaches minimise adverse environmental impacts and maximise eco-efficiency. In Lithuania, different governmental institutions co-ordinate their actions in order to increase awareness and ensure the integration of environmental aspects into the implementation measures in their respective policies. Ministries collaborate to approve necessary norms, normative standards and rules as means to achieve environmental objectives. An integral approach is applied to transport, industry, energy, construction, agriculture, housing, tourism, healthcare and other sectors by promoting the use of best available techniques (BAT), effective pollution prevention technologies, and by taking into consideration the life cycle approach to production. Lithuania has implemented an integrated system of pollution prevention and control which includes water, air and soil protection and waste management measures. It ensures compliance via three principles: 1) the BAT is applied and, natural resources are used rationally, economically and energy efficiently; 2) waste is prevented, prepared for reuse, recycled, recovered or disposed of; 3) usage of hazardous substances is reduced and these substances are gradually replaced with less hazardous ones.

Environment and health considerations must be considered as part of an environmental impact assessment of a proposed economic activity before implementation. (Law No I-1495, last amended in April 2016). This set-up prevents environmental deterioration and ensures inclusive and representative decision making on at local, regional and national levels.

Source: OECD (2017^[34]).

Luxembourg

With a clearly stated commitment, Luxembourg has engaged in a process to strengthen governance for policy coherence. The approach pursued through the third National Plan for Sustainable Development (NPSD), due in 2018, aims to identify policies likely to have an impact on the three dimensions of sustainable development, in line with the 2030 Agenda, and will further address PCSD (OECD, 2017^[35]). The report on implementation of the 2030 Agenda adopted by the government in May 2017 emphasises the need to establish mechanisms and institutions to support SDG17.14. It further outlines the whole-of-government approach envisioned for SDG implementation and the need for enhanced co-ordination and efficiency in order to ensure the mobilisation and use of all available resources (Grand-Duchy of Luxembourg, 2017^[36]). The 2017 VNR states the need to ensure the maximum coherence of policies both internally and externally in SDG implementation (Grand-Duchy of Luxembourg, 2017^[37]).

New institutional arrangements for collaboration among ministries can help enhance coherence between domestic and international policies for delivering on the SDGs. The Inter-Departmental Commission on Sustainable Development (ICSD), composed of representatives from all ministries and government administrations, is the central co-ordinator of domestic sustainable development policies. Established in 2004, the ICSD will be equipped with the necessary competencies to address PCSD via the NPSD as well as to promote and monitor SDG implementation and draft reports. The Interministerial Committee for Development Cooperation (ICD) meets six times a year to identify and discuss trade-offs and synergies and formulate non-binding recommendations to the government regarding PCD. In 2014 it adopted a new working method involving consultations with civil society, choice of subjects, analysis and findings. Members of the ICSD participate in the ICD and vice-versa (OECD, 2017^[35]). Policy coherence efforts can benefit from the introduction of a specific mandate to resolve potential incoherence issues that might arise during SDG implementation (OECD, 2017^[38]).

Table 3.10. Institutional mechanisms for PCSD in Luxembourg

Building Block	Luxembourg
Political commitment	The third National Plan for Sustainable Development (NPSD), the implementation strategy of Agenda 2030, is currently being elaborated and will address PCSD. Since 2012, the Interministerial Committee for Development Cooperation (ICD) is mandated by law to deal with PCD and an explicit commitment is made in the current 2013-2018 government development programme.
Policy integration	The National Plan for Sustainable Development (NPSD) is being elaborated by the Inter-Departmental Commission on Sustainable Development (ICSD) in a participatory process with all ministries. The ICSD supports the integration of sustainable development in sectoral policies. Ministries can decide on follow-up PCD actions after recommendations of the ICD in their respective fields.
Intergenerational timeframe	SDG implementation is considered essential among a majority of parties and the population. The trade-offs between short- and long-term interests are decided at government level. Identifying long-term goals can be difficult, however, when tangible benefits are hard to communicate.
Policy effects	The ICD can identify and propose addressing ex ante potential transboundary and intergenerational effects. Once identified, the ICD can discuss unintended effects and formulate unbinding recommendations to government. The government plans to establish a sustainability check to strengthen policy coherence and better understand potential national and transnational effects of policies on sustainable development.
Co-ordination	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 co-ordinates national SDG implementation and chairs the ICSD. The Interministerial Committee for Development Cooperation

	(ICD) meets every two months to consider international development co-operation including PCD. It shares information, formulates non-binding recommendations to the government, and provides mediation among ministries in potential cases of disagreement. Members of the ICD participate in the ICSD and vice-versa.
Local involvement	The PNDD will be implemented at the national as well as local level. In Luxembourg, many parliamentarians are also mayors so that local concerns can be raised in parliament. The local level can also influence legislation via regular consultation processes.
Stakeholder participation	The launch of the Fair Politics barometer, a report by Luxembourg's national umbrella organisation of NGOs (Cercle.lu), and the subsequent discussion in parliament in December 2017, was a first step towards greater consideration of PCD and the SDGs during the next legislative period. The Ministry of Foreign and European Affairs supports this ongoing advocacy. The ICD invites NGOs active in the development and co-operation sector to participate in its debates, attend its meetings and identify priority topics to be considered. An additional platform for reflection, discussion and advice/opinion on sustainable development, the High Council for Sustainable Development, consists of 15 persons from civil society and the private sector, and submits an annual report to parliament.
Monitoring and reporting	The ICD meets every two months, providing minutes and an annual report which are accessible by the public and presented to parliament. Parliament can also ask for action to be taken on ICD's non-binding recommendations. The close involvement of NGOs in monitoring policy impacts such as through the Fair Politics barometer is highly appreciated and supported financially and politically by the government.

Source: OECD (2017_[35]).

Box 3.8. Aligning efforts to finance climate actions

To strengthen the coherence and the whole-of-government approach to fight climate change, several ministries work closely together, including the Department of Environment of the Ministry of Sustainable Development and Infrastructure, the Directorate for Development Cooperation and Humanitarian Affairs of the Ministry of Foreign and European Affairs, and the Ministry of Finance.

Cross-representation of sector experts has been introduced to promote coherence. The Department of the Environment is represented in the Interministerial Committee for Development Cooperation (ICD), in the Lux-development executing agency and in its audit committee. The Directorate for Development Cooperation and Humanitarian Affairs is represented in the Interdepartmental Commission on Sustainable Development (ICSD) and in the Climate and Energy Fund (FCE).

There is greater co-operation in strategy and criteria. In May 2017, FCE adopted its strategy and eligibility criteria for international climate financing in collaboration with the Directorate for Development Cooperation and Humanitarian Affairs. The ICD has also adopted a set of criteria for environmental and climate policy.

Vertical coherence has also increased. A climate pact between the municipalities and the Luxembourg state guides municipalities in the implementation of their energy and climate policy, and municipalities agree to establish an “energy accounting system” for buildings, public lighting and communal vehicles. This partnership and the participation of various actors at the municipality level have helped to intensify efforts in energy and climate policies.

Source: OECD (2017_[35]).

Mexico

An explicit commitment of the State towards the 2030 Agenda, backed by an implementation strategy, provides the basis for aligning efforts at federal, state and municipal levels. In 2016, Mexico’s president affirmed in his statement to the 71st UN General Assembly that his country had embraced implementation of the 2030 Agenda as a “commitment of the State”.² A National Council for the 2030 Agenda for Sustainable Development, chaired by the president, was established in 2017 as a bonding mechanism between the federal and local governments, civil society, the private sector and academia. Its main purpose is to “coordinate the actions for the design, execution and evaluation of [...] policies [...] for the compliance with the... 2030 Agenda.”³ A National Strategy for the implementation of the 2030 Agenda will be developed under the coordination of the President’s Office. The new strategy will set out national priorities, targets, public policies, concrete actions and indicators based on a broad consultation process involving stakeholders at the federal, state, and local levels. The National Governors’ Conference (CONAGO) has established an Executive Committee for Compliance with the 2030 Agenda: so far, 21 out of 32 states have established local councils to implement the 2030 Agenda at the state level. Practical guidelines have also been developed to this effect in state and municipal development plans (Government of Mexico, 2017_[39]). Finally, the Senate has set up a Working Group for the Legislative Follow-up of the SDGs.

Leadership at the highest level is helping to lay institutional foundations to ensure that commitment towards the 2030 Agenda transcends government administrations. Co-ordination for national implementation is led by the Office of the President. The National Council for the 2030 Agenda, chaired by the president himself, has been established as a mechanism for improving national planning with a clear strategic vision. The new National Strategy for the implementation of the 2030 Agenda will incorporate a long-term vision to guide the elaboration of future National Development Plans (NDP).

National planning and budgetary processes provide essential tools for policy integration and coherence. The National Planning Law was updated in 2017 and now mandates current and upcoming federal administrations to take into consideration the principles of the 2030 Agenda. It also integrates the three dimensions of sustainable development (economic, social and environmental). Finally, the updated Planning Law mandates to take a 20-year perspective into consideration. The SDGs Specialised Technical Committee (CTEODS), led by the Office of the President and the Institute of Statistics and Geography, developed a framework with the Ministry of Finance to integrate planning, public finance management, policy making and oversight to support the achievement of the SDGs. Within this framework, the Ministry of Finance has identified mechanisms in collaboration with UNDP to link budget allocations with the SDGs with a view to strengthening strategic planning, monitoring and evaluation (Box 3.9).

Table 3.11. Institutional mechanisms for PCSD in Mexico

Building Block	Mexico
Political commitment	Mexico approaches implementation of the 2030 Agenda as a “commitment of the State”. A new National Council for the 2030 Agenda was established in April 2017. The federal government will launch a National Strategy to implement the 2030 Agenda, which is being developed by the Office of the President in collaboration with more than 50 different offices of the Federal Public Administration. The new strategy will set out national priorities and targets based on a broad consultation and dialogue

	with stakeholders.
Policy integration	The National Planning Law was updated during the second half of 2017 with a view to integrating the three dimensions of sustainable development and key principles of the 2030 Agenda in national development planning. It will also serve as a reference for future governmental actions. A new provision for linking the authorised programmes of the public administration with the SDGs was incorporated into the Guidelines for the Programming and Budgeting Process for the Fiscal Year 2018. The Mexican Development Cooperation Agency (AMEXCID) has also adjusted the design and monitoring of development co-operation projects and improved its information systems in order to align them to the Sustainable Development Goals.
Intergenerational timeframe	The National Council for the 2030 Agenda aims at improving planning with a clear strategic vision in the medium- and long-term that transcends sexennial presidential terms. The new national strategy for implementing the 2030 Agenda will incorporate a long-term vision to guide the elaboration of future NDPs. In addition, the updated planning law mandates a long-term planning horizon that allows a strategic vision in sexennial planning based on a 20-year perspective.
Policy effects	The adjustment of policies in light of their potential negative effects is the responsibility of each government body. The new National Council for the 2030 Agenda can provide a forum to identify in a co-ordinated manner policy choices that may affect other countries.
Co-ordination	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.
Local involvement	The National Council for the 2030 Agenda provides a platform for fostering dialogue and aligning efforts at the federal, state and municipal levels. The existing National Governors' Conference (CONAGO) has established an Executive Committee for Compliance with the 2030 Agenda. So far 21 states under the CONAGO have created state commissions to support SDG implementation at the regional and local levels. The existing National Conference of Municipalities of Mexico (INAFED), which brings together 2,456 municipalities, has also been used as a mechanism to engage local actors.
Stakeholder participation	Civil society, academia and the private sector participate as observers during sessions of the National Council for the 2030 Agenda. They contributed to developing the official position of Mexico during the negotiation process of the SDGs. The Office of the President has organised a series of regional forums in several states with more than 300 representatives from civil society, as well as the consultation for developing the National Strategy involving multiple stakeholders. AMEXCID launched the "Alliance for Sustainability" as a platform for dialogue and action including more than 50 leading enterprises in sustainability (sustainable production and consumption, climate change, energetic transition, water, financial inclusion, etc.), business organisations and business foundations to exchange information on how to integrate the SDGs into business models and design international co-operation projects based on the 2030 Agenda. In the context of international development co-operation, a first stage is being initiated through the mapping of civil society capabilities and, subsequently, training for strengthening capacities of society.
Monitoring and reporting	Mexico has developed a National Platform for Tracking the Sustainable Development Goals, which aims to measure and track progress on the SDGs in Mexico (www.agenda2030.mx). This platform is under the responsibility of the CTEODS and administered by INEGI, and is based on the Information System of the SDGs (SIODS). It provides disaggregated and georeferenced data at the national, state and municipal levels as well as data visualisation tools. Another website has been created to provide documents and information regarding SDGs in Mexico: www.gob.mx/agenda2030 .

Source: OECD (2017^[40]).

Box 3.9. Aligning Mexico's budget with the SDGs

The Office of the President, the National Institute of Statistics and Geography and

the Ministry of Finance, with the support from the United Nations Development Programme, have sought to define and develop mechanisms to link Mexico's budget with the SDGs. The purpose was to identify specific budget items and estimate the allocation sufficient to contribute to progress on the SDGs, using a results-based management perspective.

Given the current indirect link between budgets and SDGs, Mexico used key elements of its institutional architecture to strengthen the connection: 1) national planning; 2) programmatic structure based on budgetary programmes; 3) the performance evaluation system; and 4) accounting harmonisation. Building on this, two main steps have been taken:

- 1) Linking: each ministry has applied the performance evaluation system and national planning to match their programmes to the SDGs;
- 2) Quantifying: programmes that contribute to each SDG target were identified indicating a direct or indirect contribution in order to estimate the total investment per target and overall. 102 SDG targets were further disaggregated by different topics (sub-goals), allowing a more precise indication of any sub-goal to which a programme is linked.

As a result of this process, Mexico has improved information to:

- identify the link between the current national planning (medium-term) and the long-term SDGs;
- assess the percentage of SDGs linked to government programmes and, conversely, the number of programmes linked to each SDG;
- communicate the country's starting point and what has been achieved;
- make public policy decisions and budget allocations based on an initial analysis of how much is currently invested in each SDG.

Source: Mexican Ministry of Finance (2017_[41]).

The Netherlands

Commitment and experience in delivering coherent policies for development abroad can provide lessons for applying a PCSD lens to domestic policies. The 2017-2021 Dutch Coalition Agreement *Confidence in the Future*, which has a strong focus on sustainability, proposes policies and actions that are in substance strongly aligned with the SDGs. Moreover, it stresses the importance of coherence both internally and externally. Regarding international commitments, the forthcoming policy note on foreign trade and development co-operation takes the SDGs explicitly as the guiding framework (Government of The Netherlands, 2017_[42]). The national action plan on policy coherence for development, stemming from 2016, includes goals linked to the SDGs focusing on eight priority areas: international trade agreements; access to medicine; tax avoidance; sustainable value chains; remittance transaction costs; climate change; investment protection; and food security (OECD, 2017_[43]). This issues-based approach helps to identify synergies and trade-offs, and to monitor the coherence of policies (Dutch Ministry of Foreign Affairs, 2017_[44]). The adoption of the 2030 Agenda renewed attention to policy coherence including persistent challenges (Kingdom of the Netherlands, 2017_[45]). To this end, the Netherlands engaged in discussions to concretise the concept and co-financed a discussion paper (Dutch Ministry of Foreign Affairs, 2017_[44]).⁴

Policy coherence is ensured by the Council of Ministers, while SDG implementation is co-ordinated by the Minister for Foreign Trade and Development Cooperation. As the executive council of the Dutch government, the Council of Ministers initiates laws and policies and is in a position to take into account transboundary and inter-generational interests as well as to achieve a balanced approach to the economic, social and environmental dimensions of sustainable development. Led by the prime minister and including the deputy prime minister, it meets every week to debate proposed decisions (OECD, 2017_[46]). In a further effort to increase effectiveness and enhance policy coherence, particularly between aid, trade and foreign affairs, two ministers notably have cross-cutting mandates: the Minister of Economic Affairs and Climate Policy and the Minister for Foreign Trade and Development Cooperation (OECD, 2017_[43]). Responsibility for SDG implementation is assigned to all relevant ministers in accordance with their existing responsibilities. This provides a sound basis on which to proceed. This approach does require clear co-ordination and assessment of policy proposals in order to avoid conflicts or overlaps (Netherlands Court of Audit, 2017_[47]).

Whole-of-society engagement and expertise contribute to effective monitoring processes. Statistics Netherlands (CBS) identifies actors and data sources for SDG monitoring in *Measuring the SDGs: An Initial Picture for the Netherlands* (Statistics Netherlands, 2017_[48]). The report's second edition, published in March 2018, acknowledges possible difficulties to quantify SDG 17.14 (Statistics Netherlands, 2018_[49]). Two additional annual reports to parliament exist: one on SDG implementation and the other on policy coherence. A multi-stakeholder online platform, the SDG Charter and its SDG Gateway, link companies, NGOs, knowledge institutes and philanthropists who wish to partner for the SDGs. In addition, many municipalities give visibility to local initiatives online and encourage the participation by society, as illustrated by best practices in the country's 2017 VNR.

Table 3.12. Institutional mechanisms for PCSD in the Netherlands

Building Block	The Netherlands
Political commitment	In 2016 the Netherlands adopted an action plan on policy coherence for development with time-bound goals and actions aligned with the SDGs focusing on key areas of trade agreements, tax evasion/avoidance, investment protection, climate change, cost of remittances, sustainable value chains (including responsible business conduct), access to medicines and food security.
Policy integration	Ministers are responsible for implementing the SDGs within their respective policy areas. Focal points for SDG implementation exist at each ministry. Notably two ministers with cross-cutting mandates support coherence across policy domains: the Minister of Economic Affairs and Climate Change and the Minister for Foreign Trade and Development Cooperation.
Intergenerational timeframe	The VNR states that previously agreed policy and allocation decisions might be reconsidered in case of a new coalition agreement.
Policy effects	Government future plans generally contain a trend analysis. Transboundary effects on (developing) countries are included in the Dutch PCD Action Plan of 2016, which links the country's eight priority themes to the SDGs. Further action is taken if necessary to avoid/reduce unintended effects.
Co-ordination	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. Here trade-offs between policy domains of different Ministries are discussed and, if necessary, voted upon. 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.

Local involvement	A representative of Dutch local authorities (VNG International: the International Cooperation Agency of the Association of Netherlands Municipalities) is present at the meetings of the interministerial working group of SDG focal points. Decentralised government bodies (municipalities, provinces and water authorities) have written their own chapter in the first SDG report to parliament. A separate statistical report on the SDG performance of all 388 municipalities will be included in the future.
Stakeholder Participation	An SDG Charter was established by the Ministry of Foreign Affairs – a growing multi-stakeholder platform of over 130 Dutch companies, NGOs, knowledge institutes and philanthropists who wish to contribute to the SDGs in partnership. A recently launched SDG Gateway forms an online community of active stakeholders across sectors enabling collaboration.
Monitoring and reporting	The annual SDG report to parliament (before Accountability Day) and the annual PCD report to parliament serve as reporting mechanisms. Netherlands Statistics (CBS) monitored the Dutch starting position in November 2016. In March 2018 it published its second measurement with wider data coverage (50% of the UN indicators), which provides a cross-European comparison and an overview of progress to date. The website www.sdgnerland.nl informs the public about the SDGs, ongoing initiatives and ideas on how everyone can actively contribute.

Source: OECD (2017_[46]).

Box 3.10. A proposal for coherent assessments of policies: the SDG Test

The Minister for Foreign Trade and Development is looking into the feasibility of introducing a “SDG test” (or “check”) across government departments in response to a request from Parliament. Such an instrument, carried out in collaboration with other ministries, could potentially contribute to enhancing policy coherence by allowing for an ex ante assessment of whether new policy proposals are in line with the SDGs. The pros and cons of such a test have already been communicated to Parliament in a policy letter in September 2017. The Ministry reported back to Parliament (Foreign Trade and Development Cooperation budget discussion – 23 November 2017).

Source: OECD (2017_[46]).

Poland

A national strategy and the Multiannual Development Cooperation Programme provide a strong basis for coherent SDG implementation. The Strategy for Responsible Development (SRD), adopted by the Council of Ministers in February 2017, aims to support implementation of the 2030 Agenda. It outlines the principles, priorities, objectives and implementation instruments of a new model for Poland’s economic, social and spatial development with perspectives up to 2030 (OECD, 2017_[50]). It also provides a system for co-ordinated and integrated implementation defining the roles of respective public institutions and ways of collaboration with other stakeholders. The SRD introduces a wide variety of initiatives and is being implemented with a project approach. The second Multiannual Development Cooperation Programme 2016-2020 incorporates policy coherence as a principle of development co-operation with an explicit link to support SDG implementation and ensure consistency with the global goals (Ministry of Foreign Affairs, 2015_[51]). Poland has established two priority areas for policy coherence: 1) addressing illicit financial flows, in particular tax avoidance/evasion and money laundering and 2) promoting standards and principles of Corporate Social Responsibility and Responsible Business Conduct. Both priorities are implemented according to annual

action plans in co-operation with all relevant ministries (OECD, 2017^[52]) (Ministry of Foreign Affairs, 2016^[53]).

An effective interface between different interministerial mechanisms will be instrumental in ensuring a coherent implementation, both domestically and internationally. The Ministry of Entrepreneurship and Technology co-ordinates national SDG implementation. The Ministry of Foreign Affairs (MFA) is responsible for co-ordination of the coherence of domestic policies focusing on developing countries within the two established priority areas for PCD. Contact points in ministries support efforts to promote PCD, while ministries remain responsible for coherence between the SDGs and sectoral policies (Ministry of Foreign Affairs, 2015^[51]). PCD challenges are discussed in several institutional structures. The Development Cooperation Programme Board defines and discusses annual action plans on PCD priority areas (Ministry of Foreign Affairs, 2015^[51]). The Economic Committee of the Council of Ministers (ECCM) and the Coordinating Committee for Development Policy (CCDP) provide additional platforms for exchanging information and seeking consensus in the case of divergent positions. Furthermore, the government has created a special Task Force for Cohesion of the SRD with the 2030 Agenda within the CCDP, consisting of representatives from national and local government, academia and the socio-economic community. The MFA is represented in this task force, thus allowing for PCD issues to be raised and discussed during its meetings (OECD, 2017^[50]).

Regulatory impact assessments can be instrumental in considering transboundary impacts of national policies. Poland has adapted its Guidelines for Regulatory Impact Assessments to include a question about the transboundary impact of national regulations on social and economic development in Poland's priority countries (OECD, 2017^[52]). This is an important step towards monitoring PCSD, applicable in the future to other policies and countries. The Minister of Investment and Economic Development reports annually on SRD implementation progress. The report is submitted for comments to the CCDP and for consideration to the Council of Ministers that oversees implementation and conducts periodic inspections of the monitoring process. Poland will submit a report on ministerial actions for PCD and a report on the performance of annual action plans to their Development Cooperation Programme Board, the OECD and the EC (Ministry of Foreign Affairs, 2015^[51]).

Table 3.13. Institutional mechanisms for PCSD in Poland

Building Block	Poland
Political commitment	The Strategy for Responsible Development (SRD), adopted in February 2017, is Poland's current framework for achieving the SDGs. The principle of policy coherence for development was incorporated in the Multiannual Development Cooperation Programme 2016-2020 and adopted by the Council of Ministers.
Policy integration	Government administration bodies (ministries) are responsible for ensuring that sectoral policies are consistent with the SDGs and contribute to global development.
Intergenerational timeframe	The SRD of 2017 has a perspective through 2030, and the country plans to prepare a long-term National Development Concept in 2018. Multi-annual budgetary planning is being strengthened and the Economic Committee of the Council of Ministers (ECCM) is tasked with preventing ad hoc political decisions that could conflict with long-term sustainability goals.
Policy effects	Poland uses tools to assess policy effects, including ex ante environmental impact assessments, assessments of compliance with the SRD, and evaluations of the impacts of Poland's domestic policies on priority countries for development co-operation. The guidelines for RIAs thus include consideration of transboundary impacts of national regulations on social and economic development in Poland's priority countries. .
Co-ordination	The Ministry of Investment and Economic Development co-ordinates implementation of the SRD, and

	<p>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.</p>
Local involvement	<p>Development projects (from the SRD and other strategies) are planned in consultation with local government units, social and economic partners, and the Joint Government and Territorial Self-Government Committee (KWRiST), a forum to identify common positions of the national and local governments. The task force for cohesion of the SRD with the 2030 Agenda (at CCDP) is composed of representatives of local governments, among others.</p>
Stakeholder Participation	<p>Dialogue with stakeholders takes place through forums such as the Social Dialogue Council at central level and the Regional Social Dialogue Councils. Tripartite industry teams (representing the government, employers and trade unions) meet in these forums discuss and reconcile diverging interests related to the functioning of a given sector/industry. The Councils also help to implement and monitor flagship projects of the SRD within the regions.</p>
Monitoring and reporting	<p>The Minister of Investment and Economic Development reports annually on SRD implementation progress and submits it for consideration to the CCDP and Council of Ministers. Implementation of PCD priorities is monitored by reports prepared by co-ordinators in priority areas and submitted to the Development Cooperation Programme Board. New annual action plans for implementation of PCD priority areas incorporate ideas to strengthen SDG implementation.</p>

Source: OECD (2017^[52]), Ministry of Foreign Affairs (2015^[51]).

Box 3.11. Supporting regional development with integrated solutions

The Polish government, with the Ministry of Investment and Economic Development taking a leading role, has proposed the Program for Silesia as one of the strategic projects of its Strategy for Responsible Development (SRD). The programme, adopted by the Council of Ministers on 14 February 2018, was subject to consultations with other ministers (i.e. Ministry of Energy) and stakeholders, e.g. the Voivodeship Council of Social Dialogue (VCSD) in Katowice and other Silesian partners. The starting point for the development of goals, activities and identification of the most important development projects in this document was the “Agreement on the Integrated Development Policy of the Silesian Voivodship” signed by members of the VCSD in 2016.

Silesia is recognised in the SRD as one of the key areas of intervention at national level, struggling with adaptation and restructuring difficulties. It is one of the strongest economic regions in Poland, but has recently experienced a slowdown in growth and decline in the quality of life of its inhabitants. The Government's Program for Silesia includes an integrated set of investment and soft operations.

This is the first programme in the regional government policy that co-ordinates funding sources from both national and European programmes and institutions. The main objective of the Program is to change the economic profile of the region and to gradually replace traditional sectors of the economy such as mining and

metallurgy with new ventures in more productive, inclusive, innovative and technologically advanced sectors.

Source: (OECD, 2017^[52]).

Portugal

New guidelines are being developed to strengthen policy coherence in support of SDG implementation, building on existing legislation. The 2030 Agenda has created new momentum for policy coherence at the highest level of government. Political commitment, as anchored in existing legislation and mechanisms to promote policy coherence for development (PCD), is being reaffirmed with the introduction of new intra-governmental guidelines aligned to the 2030 Agenda. Since 2010, the Council of Ministers Resolution 82/2010 has provided a legal framework for ensuring coherence between national policies that may impact on other countries, while the Strategic Concept for Portuguese Co-operation 2014-2020 has promoted policy coherence with regard to development co-operation. Following the adoption in 2015 of the 2030 Agenda, in 2016 the Council of Ministers adopted intra-governmental guidelines that take into account the need to closely align domestic and international dimensions of SDG implementation. These guidelines will further enhance PCSD, as will the importance attributed to PCSD in Portugal's 2017 Voluntary National Review (Ministry of Foreign Affairs Portugal, 2017^[54]).

Institutional mechanisms are being adapted to better co-ordinate the internal and external dimensions of SDG implementation and foster policy integration. The Ministry of Foreign Affairs co-ordinates overall implementation of the SDGs, together with the Ministry of Planning and Infrastructures, in line with intra-governmental guidelines adopted in 2016. Two supporting bodies are responsible for co-ordinating the internal and external dimensions, respectively: the Interministerial Commission of Foreign Policy (CIPE) and the Interministerial Commission for Co-operation Policy (CIC). A network of focal points from different government departments, led by the Institute for Co-operation and Language (Camões I.P.), seeks to facilitate information sharing on policy implications; mainstream policy coherence concerns into sectoral policies; and identify potential synergies and trade-offs between different policy objectives. Ongoing efforts to establish PCSD priorities, together with a National Plan for Policy Coherence for Development, will further strengthen cross-sectoral collaboration and integration (OECD, 2017^[55]).

The National Institute for Statistics (Statistics Portugal) identifies appropriate data sources and helps facilitate consistency across different levels of monitoring and reporting. Statistics Portugal works closely with the statistical departments of different ministries and other national authorities involved in SDG implementation at the national level. It also monitors regional and global SDG initiatives, together with e.g. the United Nations Economic Commission for Europe (UNECE) and Eurostat. These processes have enabled national and international mapping of available indicators and data sources for monitoring the SDGs in Portugal. All existing information is made available on a single SDG platform on Statistic Portugal's website in order to give the public easy access and an overview of identified indicators (OECD, 2017^[55]).

Table 3.14. Institutional mechanisms for PCSD in Portugal

Building Block	Portugal
Political commitment	The Council of Ministers Resolution 82/2010 provides a legal framework for policy coherence for development (PCD). Mechanisms have been in place for PCD since 2010. This legal framework recognises the need to ensure coherence between national policies which directly or indirectly affect developing countries. The Strategic Concept for Portuguese Cooperation 2014-2020 also states a political commitment to PCD. The importance of PCSD is affirmed in Portugal's 2017 VNR.
Policy integration	The government's overall legislative procedure contributes to policy integration, whereby Council of Ministers' Resolutions and Resolutions of Secretaries of State are circulated by all ministries. The Institute for Co-operation and Language (Camões I.P.) leads a network of focal points from all ministries in order to stimulate information-sharing and interministerial dialogue around policy implications, synergies and trade-offs. Ongoing efforts to establish PCSD priorities aim to strengthen integrated policy analysis.
Intergenerational timeframe	Political commitment towards the SDGs is long-term and goes beyond electoral cycles, with public scrutiny supporting this ambition. In the context of Portuguese development co-operation, long-term geographical commitments are safeguarded so as to support structural reforms in partner countries.
Policy effects	Camões I.P. is responsible for signalling potential negative effects. It does this through existing mechanisms of dialogue and co-ordination and by promoting conciliatory measures with the ministry responsible for the policy in question. The aforementioned efforts to establish PCSD priorities are also expected to facilitate the identification of negative impacts.
Co-ordination	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.
Local involvement	Portugal's 2017 VNR recognises the importance of local authorities for implementing the 2030 Agenda within their territory through various initiatives with local autonomy. Portugal has set as one of its priorities the development of innovative partnerships with different actors, including local authorities (Ministry of Foreign Affairs Portugal, 2017[1]).
Stakeholder participation	The preparation of the 2017 VNR benefited from a public consultation on implementation of the 2030 Agenda held in 2016. This process, which was led by a group of non-governmental CSOs with the support of Camões I.P. and the UN regional Information Centre for Western Europe, collected input on the operationalisation, evaluation and monitoring of the 2030 Agenda for the purpose of preparing periodical "shadow reports". Several multi-stakeholder workshops and seminars, as well as an online enquiry to reach more citizens, have also been organised.
Monitoring and reporting	The National Institute for Statistics (Statistics Portugal, INE) is the central institution for the production and dissemination of official statistics. In this capacity, it co-ordinates closely with other ministries' statistical departments and other national authorities involved in the implementation of the 2030 Agenda. A continuously updated SDG file is available on Statistics Portugal's website to allow an easy overview of SDG indicators.

Source: OECD (2017_[55]).

Slovak Republic

Policy coherence is one of the guiding principles of the Slovak 2030 Agenda implementation strategy, adopted in July 2017. The country is currently defining a limited number of national priorities for achieving the SDGs. This process involves all relevant line ministries and will set long-term priorities and measurable goals. PCSD is viewed as an integral part and enabling mechanism of SDG implementation. The government acknowledges the need for co-ordinated action horizontally and vertically.

Co-ordination mechanisms help to operationalise the policy coherence guiding principles. The Deputy Prime Minister's Office for Investments and Informatization (DPMO) is responsible for Agenda 2030 implementation at the national level. It seeks to engage political leaders and co-ordinate government policies for sustainable development

through the Government Council for Agenda 2030. The mechanism allows for information sharing and arbitration in the case of disagreement in the process of defining long-term national priorities, and takes into consideration both domestic and international objectives related to implementation of the SDGs. The DPMO is currently working to present a final draft of priorities acceptable for all by mid-2018. The Ministry of Foreign and European Affairs is responsible for the external dimension of Agenda 2030 and co-operates closely with the DPMO.

Table 3.15. Institutional mechanisms for PCSD in the Slovak Republic

Building Block	Slovak Republic
Political commitment	Policy coherence is one of the guiding principles in the national Agenda 2030 implementation strategy adopted by government in July 2017. National priorities will be presented by mid-2018.
Policy integration	Representatives of the Deputy Prime Minister's Office for Investments and Informatization (DPMO) prepare national strategic documents in working groups.
Intergenerational timeframe	The suggested monitoring framework of Agenda 2030 implementation will take into account the need to go beyond electoral cycles, as it obliges the co-ordinating body (DPMO) to carry out biannual assessment of progress towards long-term priorities. An assessment at the end of each electoral cycle will focus on the contribution of each government.
Policy effects	Ways to assess and address spill-over effects of domestic policies on other countries are being discussed.
Co-ordination	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.
Local involvement	The process of defining long-term national priorities is aligned with the preparation of a Regional Development Strategy.
Stakeholder participation	In the ongoing process of defining national priorities for achieving sustainable development, Slovakia aims to involve a wide range of stakeholders, which should contribute to achieving lasting commitments. This includes academia, NGOs, the private sector, employer associations, city associations and civil society. Currently, stakeholders participate via an ongoing stakeholder participation process.
Monitoring and reporting	The DPMO will carry out biannual progress assessment towards long-term priorities.

Source: OECD (2017^[56]).

Slovenia

A new national development strategy aligned with the SDGs lays the foundation for enhancing policy coherence for sustainable development. The *Slovenian Development Strategy 2030*, adopted by the government in December 2017, builds on the Vision of Slovenia and incorporates the SDGs. With an overarching objective to provide a high quality of life for all, it sets out five strategic orientations and 12 interlinked national goals mapped to each SDG: highly productive economy that creates added value for all; resilient, inclusive, safe and responsible society; well-preserved natural environment; efficient and competent governance driven by co-operation; and learning for and through life. The strategy highlights the need to consider interconnections and cross-cutting elements and integrate policies at the national level. It also emphasises the need to establish better mechanisms for horizontal and multilevel co-operation. Implementation will be guided by a four-year national development policy programme (NDPP) and a medium-term fiscal strategy, as well as corresponding horizontal and sectoral, regional

and municipal strategies, programmes and operational measures (Government of the Republic of Slovenia, 2017^[57]).

New institutional mechanisms aim to strengthen co-ordination, stakeholder involvement and policy coherence. At the beginning of 2017 the government established the Permanent Interministerial Working Group on Development Policies (IMWG) to foster an integrated approach and promote policy coherence. The group is co-ordinated by the Government Office for Development and European Cohesion Policy, and consists of two representatives from each ministry who act as focal points for development policies and the 2030 Agenda. Representatives of the National Statistical Office and the Institution for Macroeconomic Analysis and Development are also members of the IMWG (Government of the Republic of Slovenia, 2017^[58]). The group operates as a mechanism for horizontal collaboration in preparing the *Slovenian Development Strategy 2030* and the VNR. Policy coherence efforts could be enhanced by giving the IMWG a policy arbitration mandate (OECD, 2017^[59]). The government plans to establish a new special advisory body, the Council for Development, to oversee delivery of the Slovenian Development Strategy 2030. The Council will include a range of stakeholders including private sector, civil society, representatives of regional and local communities and the government. The Court of Audit follows implementation gaps, considering them to be one of the key criteria for deciding on what to audit, and points out areas where problems might occur (OECD, 2017^[60]).

Table 3.16. Institutional mechanisms for PCSD in Slovenia

Building Block	Slovenia
Political commitment	Commitment to more coherent and centralised policy planning for sustainable development is expressed in the new Slovenian Development Strategy 2030, adopted in December 2017. Slovenia further outlined its long-term development plans in its Vision of Slovenia 2050. A public financing act was renewed to ensure that sustainable development planning (implementation of the Slovenian Development Strategy 2030 through preparation of the Action Plans) is integrated into the budgeting cycle.
Policy integration	A Council for Development will be established to make policy proposals that take into account interlinkages between economic, social and environmental dimensions of policy, as well as to ensure consistency with international engagements. The Slovenian Development Strategy 2030 is supported by sectoral, regional and municipal strategies. A medium-term fiscal strategy will support integrated implementation through budgeting processes.
Intergenerational timeframe	Vision of Slovenia 2050 and the Slovenian Development Strategy 2030 have been elaborated through an open, transparent and inclusive approach stressing the universality of the 2030 Agenda with objectives going beyond the present governmental term. The Interministerial Working Group on Development Policies was established as a permanent body.
Policy effects	Policy effects are considered as part of environmental and regulatory impact assessments, as well as through assessments of economic values. Mechanisms are currently being developed to adjust policies in light of new information on potential negative impacts during implementation.
Co-ordination	The Government Office for Development and European Cohesion Policy takes overall responsibility for implementation, co-ordination and monitoring of the 2030 Agenda in Slovenia. It is supported by the permanent Interministerial 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 for 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 co-ordination mechanism aims to consider both domestic and international objectives related to SDG-implementation in close collaboration with the Ministry of Foreign Affairs.
Local involvement	The national organisation of municipalities was involved in drafting the Vision of Slovenia 2050 and Slovenian Development Strategy 2030 and will be part of the Council for Development being established to foster an open and transparent dialogue with stakeholders. Local actors can currently take part in meetings/briefings and through co-organising events and conferences.

Stakeholder participation	The new National Development Strategy commits the government to establish a Council for Development that will bring together all stakeholders and act as an advisory board to the Interministerial Working Group, a forum and watchdog for sustainable development policies.
Monitoring and reporting	The Council for Development will be responsible for monitoring implementation of the 2030 Agenda and publishing annual reports. The Slovenian Development Strategy 2030 includes five strategic orientations and 12 development goals that are mapped to each SDG and provide a first set of performance indicators. The supreme audit institution (SAI) supports national monitoring and implementation efforts. The Court of Audit identifies implementation gaps for making decisions on what to audit and points out areas where problems might occur. Reports are critical towards past issues but also visionary about the future.

Source: OECD (2017_[60]), Government of the Republic of Slovenia (2018_[61]).

Figure 3.4. Slovenian development planning model



Source: Government of the Republic of Slovenia (2017_[57]).

Spain

A new high-level interministerial mechanism is increasing the relevance of the SDGs in the national policy agenda and helping to mobilise the government. A High-Level Group for 2030 Agenda (HLG) was created in September 2017, under the authority of the Government Delegated Commission for Economic Affairs, to co-ordinate SDG

implementation. The HLG is chaired by the Minister of Foreign Affairs, with the Minister for Agriculture, Fisheries, Food and Environment and the Minister of Public Works serving as vice-chairpersons. The HLG is composed of representatives of all ministries at director-general level, along with the Director of the Economic Office of the prime minister, the State Secretary for International Cooperation and Ibero-America, the State Secretary for Territorial Administration, and the National Statistics Institute. It is open to participation of the private sector, civil society organisations, parliaments, academia and experts. Its main functions are to: foster integration of the SDGs and targets into national public policy frameworks; co-ordinate and ensure coherence between diverse sectoral policies and legislative initiatives; promote the elaboration of a national strategy for sustainable development, prepare national reviews of Spain for the UNHLPF, and define and co-ordinate the Spanish position on the 2030 Agenda and SDGs in international forums (BOE, 2017_[62]).

A longstanding tradition of promoting policy coherence for development is paving the way for establishing a policy coherence system adapted to the 2030 Agenda.

Spain is one of a handful of countries that has written its commitment to PCD into its legal framework (OECD, 2013_[63]).⁵ It has also put in place the three elements of PCD: political commitment backed by a legal basis; co-ordination mechanisms with specific mandates for promoting PCD (including a dedicated unit for PCD and a network of focal points, the Inter-territorial Commission of Cooperation, Interministerial Commission of Cooperation and Development Cooperation Council); and the obligation to report biennially to the parliament and the public (OECD, 2016_[64]). Building on this experience, Spain is currently shifting from PCD towards PCSD. The newly-created HLG for 2030 Agenda has enhancing coherence between sectoral policies and among legislative initiatives for SDG implementation as one of its main functions.

Existing consultation bodies at different levels of government will be essential for ensuring vertical coherence in SDG implementation. There are diverse consultation bodies among different levels of government which will address implementation of the 2030 Agenda and can help enhance coherence. These include:

- The Conference of Presidents operates at the highest level of the executive power (presidents of regions, in the remit of their competences and territories, have functions comparable to those of prime ministers in the national context). This assembly provides a forum for dialogue between presidents both of the national government and the regions.
- Sectoral conferences at ministerial level. This structure is replicated at the regional level to engage cities and municipalities.
- Territorial bodies called provincial councils that aim to optimise services of small cities and municipalities, and that operate in an intermediate stage between regions and municipalities.
- The Senate, as a territorial upper chamber in which a certain number of senators have been appointed by Regional Chambers. This chamber is the last instance for the approval of laws in Spain. In 2017, the Senate established a study group that is preparing a report on the SDGs and its implications at national, regional and municipal levels.

Table 3.17. Institutional mechanisms for PCSD in Spain

Building Block	Spain
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Political commitment	Spain has been actively engaged in the 2030 Agenda and the promotion of policy coherence. It developed national positions for the international conferences of 2015 based on broad national consultations. A high-level interministerial group has been created to co-ordinate and ensure coherence in SDG implementation. It is tasked with preparing the first Voluntary National Review, and developing an Action Plan and a new National Sustainable Development Strategy (NSDS). Other mechanisms have been created to support SDG implementation, such as the Joint Commission of the Congress of Deputies-Senate for co-ordination and follow-up of the NSDS, and the new General Directorate for Sustainable Development established within the Ministry of Foreign Affairs and Cooperation. An Ambassador for 2030 Agenda has also been appointed. A 2030 Action Plan is currently under development which will be presented at the HLPF in July 2018. The V Master Plan for Spanish Cooperation (2017-2020) has been aligned to the 2030 Agenda and emphasises the commitment to shift from PCD to PCSD.
Policy integration	A main function of the recently created High Level Group for 2030 Agenda is to foster integration of the SDGs and targets into national policy frameworks. Mapping exercises of policies against SDGs aimed at defining an implementation roadmap, goals and targets for Spain will help to identify potential synergies and trade-offs.
Intergenerational timeframe	A formal non-binding request supported by all parliamentary groups in the Congress was passed in December 2017 emphasising the need for policy coherence for sustainable development and consensus regarding the long-term vision for sustainable development in Spain. It calls for political driving of the government to: issue a National Sustainable Development Strategy for achieving the 2030 Agenda in Spain; establish a planning and monitoring system; ensure territorial co-ordination, and specifically enhance PCSD.
Policy effects	In the process of policy design, implementation and evaluation for the 2030 Agenda in Spain, key steps are being considered such as: ex ante impact analysis; mechanisms for solving conflicts of interest; follow-up and evaluation; ex post analysis in order to correct deviations; and adjustment or correction mechanisms. Existing mechanisms such as the official parliamentary control will also be applied. Other mechanisms range from the participation of civil society organisations (e.g. "Future en común" http://futuroencomun.net/), to the setup of transparency control mechanisms (e.g. "Poletika": http://poletika.org/), and private sector engagement (e.g. "Forética": http://www.foretica.org/).
Co-ordination	A High-Level Group for 2030 Agenda (HLG) has been created to co-ordinate SDG implementation. Its main functions include fostering integration of the SDGs and targets into national public policy frameworks and ensuring coherence between diverse sectoral policies and legislative initiatives. Existing mechanisms for information sharing and co-ordination supporting coherent implementation of the SDGs also include the focal points network for policy coherence, the Interministerial Commission for Development Cooperation, and the Development Cooperation Council.
Local involvement	The newly-established High-Level Group for 2030 Agenda takes into account the relevance of regions, cities and municipalities in the intergovernmental structure. It is involved in co-ordinating, monitoring and evaluating implementation of the 2030 Agenda. There are diverse consultation bodies among different levels of government to achieve coherence which will address the 2030 Agenda implementation, such as the Conference of Presidents of regions.
Stakeholder participation	A Global forum will be held in 2018 with the purpose of creating a multi-level institutional alliance along with CSOs, private enterprises and academia to promote SDG localisation.
Monitoring and reporting	The High-Level Group for 2030 Agenda is mandated to report every other year to Congress on policy coherence for development (ODA and non ODA) that impacts developing countries. The HLG is also commissioned to develop baselines and indicators for tracking progress and reporting periodically to the UN, EU and the OECD.

Note: On political commitment see Senado de España. Sesión plenaria número 31, miércoles 21 de febrero de 2018. Comisión Mixta de los Diputados-Senado para la Coordinación y Seguimiento de la Estrategia española para alcanzar los Objetivos de Desarrollo Sostenible (ODS): http://www.senado.es/web/actividadparlamentaria/actualidad/video/index.html?s=12_S000040_031_01&ig=640637.

Source: OECD (2017_[65]).

Sweden

A new National Action Plan will apply the Policy for Global Development (PGD) as a key tool for mobilising coherent whole-of-government action. The PDG mandated all ministries for the first time to develop internal action plans with concrete goals and clear responsibilities for the work of the PGD linked to the 2030 Agenda (Government of

Sweden, 2017_[66]). This process provided an opportunity to anticipate and manage potential conflicts of interest between sectors and between domestic and international priorities in 2014–2016. The most recent government communication, *Sweden's policy for global development in the implementation of Agenda 2030*, sets out the government's work for 2016-2017 covering and reporting on all SDGs. The government reports examples of its work with the PGU under the 2030 Agenda and the Global Goals. One section of this communication is a more in-depth report of five areas where the Government has expressed a particular ambition during the period – feminist foreign policy; sustainable business; sustainable consumption and production; climate and sea; and capital flight and tax evasion – identifying areas where conflicting objectives within and across government might limit opportunities to achieve equitable and sustainable global development and where alignment and synergies are present. The communication further outlines the responsible ministries for each PGD area under the respective global goals. Policy coherence is thereby considered as the backbone of PGD (Government Offices of Sweden, 2018_[67]).

Reports to parliament every two years enhance transparency in the handling of conflicts of interest and strengthen co-ordination for policy coherence. The Minister for Public Administration at the Ministry of Finance is responsible for co-ordinating national implementation of the 2030 Agenda. All ministries at the level of policy officers/analysts participate in a monthly interministerial working group. In addition, a consultation group for the 2030 Agenda meets three to four times a year with participation of state secretaries from the Ministry of Finance, the Ministry of Foreign Affairs, the Ministry of Environment and Energy, the Ministry of Social Affairs and the Ministry of Enterprise and Innovation. The Minister for International Development Cooperation and Climate at the MFA is responsible for Sweden's contribution to international SDG implementation. A PCSD co-ordination team at the MFA guides the ministries by checking documents and decisions for the degree of mainstreaming and PCSD in the 2030 Agenda. Each ministry, however, retains responsibility within its respective policy domain to adopt policies and raise potential conflicts to a political level.

Table 3.18. Institutional mechanisms for PCSD in Sweden

Building Block	Sweden
Political commitment	The Policy for Global Development (PGD), relaunched in 2014, underlines the centrality of policy coherence to promote sustainable development. It means raising ambitions and involves a knowledge boost within the Government Offices of Sweden and its agencies.
Policy integration	All ministries have developed internal action plans for working on global development policy – and PCSD - to support decision processes linked to the SDGs.
Intergenerational timeframe	The PGD is well anchored across all parties. The Government needs to report to Parliament every two years, ensuring long-term support.
Policy effects	The task to identify potential transboundary and intergenerational effects in policies is a part of the action plans that all ministries have drawn up.
Co-ordination	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 co-operation. 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.
Local involvement	The government appointed a Multi-stakeholder National Committee to promote the implementation of

	the 2030 Agenda throughout Swedish society. The Committee has put forward several reports, including a proposal for a comprehensive action plan. A survey of 206 municipalities and 19 county councils found that about half of respondents use the 2030 Agenda as a tool in their sustainable development work.
Stakeholder participation	Civil society organisations are invited to open hearings by the Multi-stakeholder National Committee, including also municipalities, academia, private sector and trade unions. The Scientific Council for Sustainable Development, established 2015, includes a panel of prominent researchers and provides a forum for dialogue between the government and the scientific community. Sweden held ambitious stakeholder consultation processes leading up to and following the 2017 HLPF. These consultations are also a part of the process to prepare a National Action Plan for the implementation of the 2030 Agenda, using PGD as a tool.
Monitoring and reporting	A new reporting model that links PGD to the SDGs will provide a more in depth account of these areas. Every second year, the PCSD team at the MFA produces a report to Parliament, which includes actions and results of the period 2016-2017, as well as a forward looking section. PGD is seen as a tool in the implementation of the 2030 Agenda and an interdepartmental consultation group is being formed.

Source: OECD (2017_[68]), Government Offices of Sweden (2018_[67]).

Box 3.12. Promoting sustainable business models

The Government expects Swedish companies to use international sustainable business guidelines as a basis for their work, in Sweden and in other markets. In December 2015 it submitted a Communication to the Parliament on its policy for sustainable business (Communication 2015/16:69). The communication sets out the Government's expectations of companies' work on sustainability and practical recommendations on how to achieve them.

The international guidelines incorporate primarily the OECD's Guidelines for Multinational Companies, the UN Global Compact, the UN's Guiding Principles on Business and Human Rights, the fundamental conventions of the ILO and tripartite declarations as well as the 2030 Agenda. On the basis of this Communication, the Government created a platform in 2016 to provide guidance for sustainable business geared towards Swedish companies.

The Government has additionally drawn up a national Action Plan for business and human rights that contains about fifty measures to put the UN's Guiding Principles in this area into practice. The Action Plan urges Swedish companies, and others, in line with the UN's Guiding Principles, to adopt company policies that take into account respect for human rights in their operations, put in place an internal process to survey and control risks in the value chain with regard to human rights infringements (due diligence) and, ensure transparency by reporting on risks.

Source: OECD (2017_[68]).

Switzerland

A shared strategic framework with clear guidelines is instrumental for pursuing policy coherence. The Sustainable Development Strategy (SDS) 2016–2019, adopted by the Federal Council, is an important instrument and reference framework for implementation of the 2030 Agenda. It includes an action plan with nine thematic areas

explicitly linked to each SDG. Furthermore, new legislative projects and processes must reference the SDGs. PCSD is an important instrument for integrating sustainable development into sectoral policies, and one of five Federal Council guidelines (Swiss Federal Council, 2016_[69]). Political commitment to PCSD is thus expressed at the highest federal level. The Swiss decentralised governance system and culture of consensual decision making means, however, that the SDS has limited practical implication at the local level (OECD, 2017_[70]). Instead, it will be crucial to strengthen alignment or vertical policy coherence between the Confederation, cantons and communes.

Co-ordination and consultation across and within levels of government can support coherent policies. The Federal Council, a seven-member executive council heading the federal administration and operating as a collective presidency and a cabinet, promotes PCSD through a regularly two-tiered consultation mechanism. First, the office in charge of a policy organises a technical consultation to gather and consolidate comments from other offices. Thereafter, political consultation among Federal Councillors prior to and in view of final decisions balances out different perspectives, trying to take into account concerns of sustainable development. Nevertheless, the political consultation reflects political interests and power structures and outcomes are not always in line with sustainable development (OECD, 2017_[70]). Implementation of the SDS and the SDGs in domestic policy is co-ordinated by an interdepartmental committee of directors and the associated management office, co-led by the Federal Office for Spatial Development (ARE) and the Swiss Agency for Development and Cooperation (SDC). They co-ordinate work on national and international SDG implementation and include representatives from relevant Federal Offices, such as the Federal Offices for the Environment, Health, Agriculture, Statistics, Economic Affairs, Foreign Affairs and Federal Chancellery (Swiss Confederation, 2018_[71]). This co-leadership arrangement by the MoE and MFA helps to take into consideration both domestic and international objectives and foster coherence in the implementation of the SDGs.

Current systems can be adapted to monitor policy coherence as part of overall SDG implementation. Switzerland envisions reporting progress on implementing the 2030 Agenda and the national SDS every four years starting in 2018. The Federal Council will take stock of its progress midway through the four-year legislative term, using the opportunity to discuss and – if necessary – adjust future actions and priorities. Current ongoing work includes efforts of the Inter-Agency and Expert Group (IAEG) on Sustainable Development Goal Indicators to link the MONET indicators with the SDGs and to prepare for the comprehensive assessment of its actions towards each SDG at the target level, including SDG 17.14 (Box 3.13). The results will also be presented as part of the countries' second VNR at the HLPF in 2018.

Table 3.19. Institutional mechanisms for PCSD in Switzerland

Building Block	Switzerland
Political commitment	The current Sustainable Development Strategy (SDS) 2016–2019, is part of the government legislative plan and highlights Switzerland's commitment to use PCSD for 2030 Agenda implementation. Decision makers at all levels of government are tasked to enhance their engagement and to launch relevant initiatives.
Policy integration	The sectorial federal departments implement the SDGs nationally following technical and political level consultations. This process helps to identify trade-offs and synergies and promote PCSD.
Intergenerational timeframe	The Swiss governance system is characterised by stability and not prone to immediate strong responses to electoral results. By law, the Federal Council is obliged to consider long-term intergenerational effect in legislative proposals to the Parliament. The goals of the SDS depict Switzerland's priorities for sustainable development until 2030.

Policy effects	Some policy instruments exist to assess ex-ante and ex post effects, such as VOBUs for evaluating policies and regulatory impact assessments (RIA), but the political will is lacking to use them more systematically including for transboundary effects.
Co-ordination	The Federal Council can promote PCSD within its regular governing framework. Two additional federal bodies, the Interdepartmental Sustainable Development Committee (ISDC) and the National 2030 Agenda Working Group, help to promote coherence through information sharing and arbitrage. The final decision rests with the Federal Council. Coordination between national and international levels is assured by means of a regular exchange between the ISDC and the Working Group.
Local involvement	The major policy decision-making competencies lie within sub-national entities. Cantons and communes have their own strategies and implementation entities. A dialogue with cantons is therefore an important part of the implementation process. In addition, municipalities co-operate among themselves and are represented in cantonal and federal decision making.
Stakeholder participation	NGOs and civil society can influence government decisions via direct democracy in the form of referendums and people's initiatives. In addition, a platform on SDG implementation has been created for dialogue and arbitrage with non-state actors including private sector, science community, environmental, social and development NGOs, and youth. Their inputs are taken into account but decision making rests with the federal government
Monitoring and reporting	Switzerland plans to report every four years on the status of implementing the 2030 Agenda and the national SDS, starting in 2018. The country will build on its comprehensive sustainable development monitoring system (MONET) to track progress on both national and international implementation. Field-level resources of the SDC are consulted to substantiate and inform the policy coherence dialogue in Switzerland. The SDC currently examines the feasibility of a non-governmental PCD Observatory to monitor and assess strategically important upstream policy decisions taken on an annual basis by the Swiss Government and the Federal Parliament. The upcoming VNR 2018 will also report progress on SDG17.14.

Note: The Federal Assembly (the Swiss parliament) elects the seven members of the Swiss government, the Federal Council. Each council member heads a federal department, roughly equivalent to ministries with a broader scope.

Source: OECD (2017_[70]), Swiss Confederation (2016_[72]) and (2018_[71]).

Box 3.13. Using the MONET indicator system to monitor SDG implementation

Since 2003 the MONET indicator system assesses whether Switzerland is on the path to sustainable development. The Federal Statistical Office (FSO) publishes 73 regularly updated indicators measuring SD in a holistic manner. The indicators integrate the three dimensions of sustainable development, consider interaction between them as well as intergenerational and transboundary dimensions (“here and now”; “later”; “elsewhere”).

In May 2016, the system’s reference framework was amended laying the foundation for both national and international reporting on SDG implementation. A selection of 36 indicators is used for monitoring progress in the implementation of the SDS 2016–2019. To allow a broader analysis, the indicators were linked with the goals instead of targets. To facilitate the communication of this first analysis, four indicators maximum have been selected for each goal. In 2017 the MONET indicator system was extended to MONET+ to match the SDG targets.

The nine example indicators for monitoring the global dimension of sustainable development as presented in Switzerland’s 2016 VNR are: material footprint of imports; greenhouse gas emissions; energy dependence; remittances by migrants; direct investments in developing countries; carbon footprint, official development assistance; multilateral treaties and duty-free imports from developing countries.

Source: Swiss Confederation (2016_[72]).

Contributions by Policy Coherence for Sustainable Development Partners

The opinions expressed and arguments employed in the contributions below are those of the author(s) and do not necessarily reflect the official views of the OECD or of the governments of its member countries

Institutional Coherence for SDG Implementation in Nepal

NGO Federation of Nepal (NFN)

In 2017, the Federal Government of Nepal formed a three-tier structure for implementation of the SDGs: 1) a national-level steering committee led by the Prime Minister, 2) an implementation co-ordination and monitoring committee led by the Vice-Chair of the National Planning Commission (NPC), and 3) nine thematic working groups co-ordinated by members of the NPC. These bodies are responsible for providing oversight and political direction, co-ordination and implementation of SDG-related works, aligning the SDGs into the government's plans, policies and budgets, and consolidating outcomes.

Efforts are already being made at the federal level to promote horizontal policy coherence by aligning different sectoral plans and strategies with the SDGs. Including senior level government officers from different ministries in the steering and co-ordination committees would help promote horizontal policy coherence. Promotion of vertical policy coherence has not yet started, as provincial and local level governments are yet to come in.

Lack of awareness about the SDGs is the major challenge at the local level. Province and local governments have recently been formed in the country for the first time and are working towards their own institutional set-ups, laws and regulations, so specific mechanisms for SDG implementation have not yet been created.

Stakeholder engagement has been limited so far. Representation of civil society organisations is not provided for in the national steering committee, and CSOs participate in the implementation and co-ordination committee and thematic working groups on an "invited member" basis. This has implications for institutional memory and limits voice and influence in SDG processes including integration, implementation, and co-ordination and monitoring. It is particularly critical that there is no provision to include representatives from Dalits (low-caste groups), women, people living with disability and indigenous peoples – groups at the margins of society needing utmost priority for their development – in any of these committees. The objective of "leave no behind" cannot be met if people from all interest groups are not given space to participate in multi-stakeholder forums to help improve understanding of the specific issues they face.

Despite this, Nepalese CSOs have formed Nepal SDGs Forum for effective engagement in the SDG implementation process. It has been engaging with government and other stakeholders. NGO Federation of Nepal is co-ordinating and facilitating CSOs' efforts at the national level and is forming Nepal SDGs Forums at the local level. As province and local level governments are still forming, CSOs are likely to establish Nepal SDGs Forum in co-ordination with municipalities and rural municipalities. Nepal SDGs Forums at different levels are becoming a common platform for CSOs and MGoS to participate in institutionalisation of the SDGs.

Pakistan: Implementation of the 2030 for Sustainable Development

Social Policy and Development Centre (SPDC)

Pakistan has demonstrated a strong political commitment toward adoption and implementation of the 2030 Agenda for Sustainable Development. It was the first country to adopt SDGs as its national development agenda through a unanimous resolution of the national parliament in February 2016. The Prime Minister has constituted a parliamentary task force on SDGs, and a secretariat in the parliament has been established that enables the parliamentarians to access the data needed for an effective oversight of policy implementation.

At the governmental level, the Ministry of Planning, Development and Reforms is in-charge of coordinating the implementation of SDGs within federal ministries and with the provincial governments, as well through the Planning Commission, a financial and public policy development institution of the ministry.

Pakistan Vision 2025 provides a policy framework and roadmap for achieving inclusive growth and sustainable development. Approved in May 2014 by the National Economic Council (NEC), it is a high level constitutional body chaired by the Prime Minister, composed of all provincial chief ministers and mandated to advise the federal and provincial governments on financial, commercial, social and economic policies. Vision 2025 has been termed by the government as a launching pad for achieving the SDGs – with seven pillars⁶ of its development strategy aligned with the SDGs. Thereafter, the Planning Commission prepared a national framework of SDGs which has helped in prioritizing the SDGs and targets by transforming the global agenda into a national context. The NEC approved the framework in March 2018 and advised federal ministries and provincial governments to align their policies and plans and allocate the required resources in line with the national framework.

Pakistan Vision 2025 offers an integrated strategy for inclusive and sustainable development. The national framework for the SDGs has been developed in line with the same vision. A special SDGs Monitoring and Coordination Unit has been established within the Planning Commission to serve as a national coordinating body. Similar units have been established in the provinces to create synergies among the federal and provincial governments and also to ensure integration, policy coherence, mainstreaming and localisation of the SDGs. So far these units are functional in two of the four provinces (Punjab and Sindh), while the process is underway in the other two (Khyber Pakhtunkhwa and Balochistan). These units are housed in the Planning and Development Departments of their respective provinces⁷ and are working on developing province-specific plans, policies and implementation strategies in line with the 2030 Agenda. Provincial governments have constituted parliamentary task forces to oversee and support legislation needed to implement the SDGs.

To create broad-based ownership, the involvement of all relevant stakeholders has been a key element in the development of Pakistan Vision 2025 – a practice which is also being followed at the provincial level. Provincial governments have formed advisory bodies for oversight and strategic guidance of provincial SDGs units. These bodies include representatives from government, academia, development practitioners and civil society who will review provincial development plans and growth strategies for alignment with the SDGs. A cluster-based approach – including social, economic, environment and governance – is being followed for the localisation of SDGs. Involvement of multiple stakeholders has been ensured by constituting cluster groups to

provide guidance to the SDGs units in prioritizing goals and indicators, in identifying the data gaps and strategies required, creating inter-intra and forward-backward linkages among the clusters, and developing policies and implementation plans. The provinces of Punjab and Sindh have already initiated work on all of these aspects. Federal and provincial governments have also initiated consultations with the private sector. The federal government has commissioned a study to determine how the private sector can be effectively involved in the achievement of the SDGs in Pakistan.

Being a federal state, Pakistan requires a greater degree of integration and co-ordination among its three tiers of government. The 18th Constitutional Amendment introduced in 2010 is a major charter of political rights as far as devolution of political, fiscal and administrative powers are concerned; under this amendment legislative authority and responsibility for social service delivery was devolved to the provinces. Consequently, the role of provincial governments in the implementation of SDGs has been substantially enhanced. Similarly, provincial governments are required to establish a local government system and devolve authority and responsibility to local government representatives. In 2017 the Planning Commission held a Local Government Summit on Sustainable Development Goals where elected heads of district and sub-district levels of local governments were invited to discuss the prospects of SDGs at the local level and ways to enhance inter-governmental coordination. The process has now been taken up by the provinces and SDGs units are holding consultations with various stakeholders including local governments, think tanks and civil society organisations.

Currently, federal and provincial governments have their own monitoring and reporting mechanisms as part of regular government business. No such mechanisms are in place for the SDGs. However, led by the Planning Commission, federal and provincial SDGs units are working to develop an integrated monitoring and reporting framework.

Pakistan's commitment to the 2030 Agenda is manifested through the concrete actions mentioned above. However, a lot more is to be done to maintain and to increase the pace of progress. Resource constraints being a common challenge for developing countries in achieving the development goals, Pakistan is no exception. Concerted efforts are required to enhance inter-governmental co-ordination. In particular, greater focus would be required to enhance the institutional capacity of provincial governments in view of their increased functional responsibility following the 18th constitutional amendment. Moreover, the structure of local government is different in all the four provinces, with varying degrees of devolution of powers and functions. For instance, functional responsibility of education and health services delivery in the province of Khyber Pakhtunkhwa lies with the district government, which is not the case in other provinces. Similar differences exist in the extent of financial powers. Given its proximity with the people, local government can play a pivotal role in the implementation of SDGs framework. Thus, repositioning of their role, responsibility and authority would be instrumental in achieving the sustainable development goals.

A case study on vertical policy coherence applied to legislation at the municipal level in Brazil

Patricia Almeida Ashley, Núcleo Girassol (Universidade Federal Fluminense)

Making the SDGs a reality requires a combination of both vertical and horizontal coherence in policies for sustainable development. Núcleo Girassol, at Fluminense

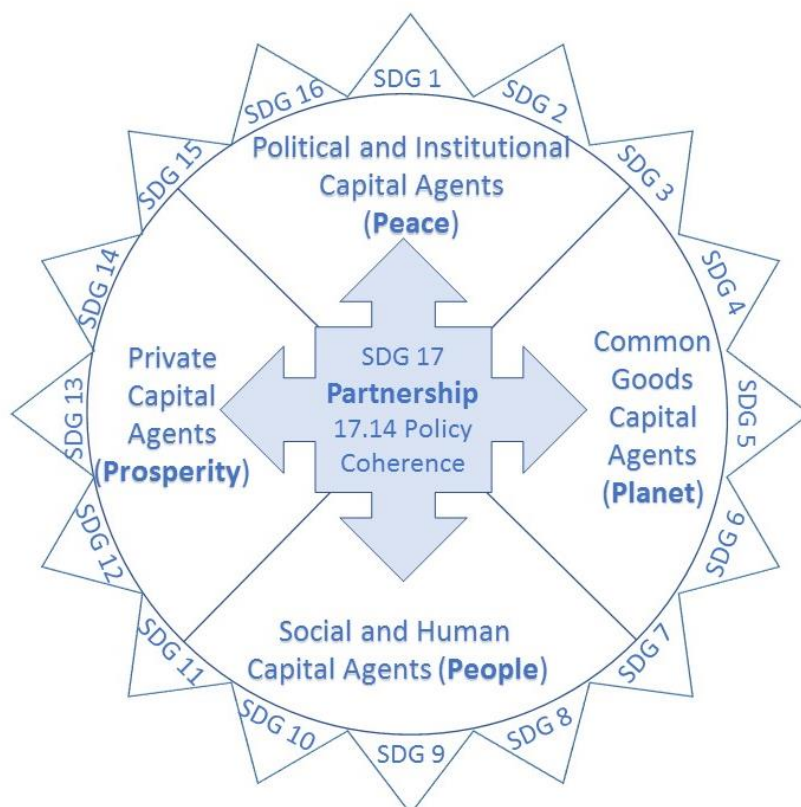
Federal University (Uff), has been focusing on discussions on the issue of vertical policy coherence at the international, national and subnational levels observed from the specific context of the Federated Republic of Brazil, considering its size and the complexity of dealing with coherence of policies among its three governmental tiers (federal government at national level, 27 states and 5.570 municipalities).

Vertical policy coherence implies both multi-level and multi-actor partnerships. Partnerships for policy coherence could be better reinforced when applied both to territories defined by physical or juridical boundaries (i.e. nations and municipalities) or territories defined by relations (network territories, as supply chains or transnational corporations), as we currently live in a time and space of combined zone and network territories (multiterritoriality) as part of our current technological, political, economic, cultural and social patterns of human civilisation (Figure 3.5).

To illustrate a collection of current public policies with long-term perspectives for achieving sustainable development, a three-year case study of municipal legislation was done in Brazil. The study sampled 12 cities representing capitals in all five regions (North, Northeast, West Centre, Southeast and South). The original method generated a database of more than 500 municipal laws, available both method and results for SDGs 6, 7, 11, 12 and 15 at <https://goo.gl/UhSt9b>.

The study showed that several laws could be adapted from one municipality to another without needing to be “invented from scratch”, thus contributing to learning and sharing of best practices between municipalities. It also pointed out that vertical policy coherence for sustainable development, especially in nations organised as federations, as in the case of Brazil, would require:

- Both the Legislative Branch and the Executive Branch in Federated Republics such as Brazil being jointly responsible for proposing public policies for sustainable development, especially with a long-term perspective beyond the current mandates of elected representatives.
- The collection, consolidation and updating of municipal laws that do not yet take sustainable development into consideration and that could be hindering coherence towards sustainable development
- The effective implementation of public policies in the municipalities in the long term, as established in the content of local legal frameworks towards sustainable development, would be more effective if there are national, state and municipal levels of funding coherently for the Agenda 2030, offering mutual learning and collaboration at federation levels and complementarity among the sustainable development goals.
- An open, publicly accessible database on policies and legislation in each level of institution of the public sphere (municipal, state, national, international and transnational) may better signal and attract potential partnerships with agents who are looking towards contracts for trade, investment, employment, training and/or other means of cooperation towards sustainable development patterns.

Figure 3.5. Five Ps and Capitals towards Agenda 2030

Note: The five Ps of Agenda 2030 (Planet, People, Prosperity, Peace and Partnership) describe policy contents and processes as interlinked agents for the achievement of sustainable development. Policy coherence implies a coalition of actors and agents from political/institutional, economic, common goods, social and human capitals at transnational, international, national, regional, municipal, community, private and citizen levels.

Source: Patricia Almeida Ashley, 2018.

Notes

¹ Japan has established the following vision to guide SDG implementation: “Become a leader toward a future where economic, social and environmental improvements are attained in an integrated, sustainable and resilient manner while leaving no one behind.”

² Statement by Mr. Enrique Peña Nieto, President of Mexico, during the General Debate of the 71st Session of the UN General Assembly, 20 September 2016: <https://gadebate.un.org/en/71/mexico>.

³ Decreto por el que se crea el Consejo Nacional de la Agenda 2030 para el Desarrollo Sostenible. DOF: 26/04/2017. Diario Oficial de la Federación: http://www.dof.gob.mx/nota_detalle.php?codigo=5480759&fecha=26/04/2017.

⁴ For the discussion paper displaying the Dutch approach to PCD see: Mackie, J., M. Ronceray and E. Spierings. *Policy Coherence & the 2030 Agenda: Building on the PCD experience*. Maastricht: ECDPM, 2017.

⁵ For legislation see: <https://www.boe.es/buscar/act.php?id=BOE-A-1998-16303>.

⁶ These include: putting people first; achieving sustained, indigenous and inclusive growth; democratic governance; institutional reform and modernisation of the public sector; water, energy and food security; private sector and entrepreneurship led growth; developing a competitive knowledge economy through value addition; and modernizing transportation infrastructure and greater regional connectivity.

⁷ All these federal and provincial units are established under a project in collaboration with UNDP Pakistan called the National Initiative on SDGs. The initiative aims to bring together the planning, finance and statistical institutions to work collectively for SDG implementation.

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