



Horizontal and vertical coordination for national SDG implementation

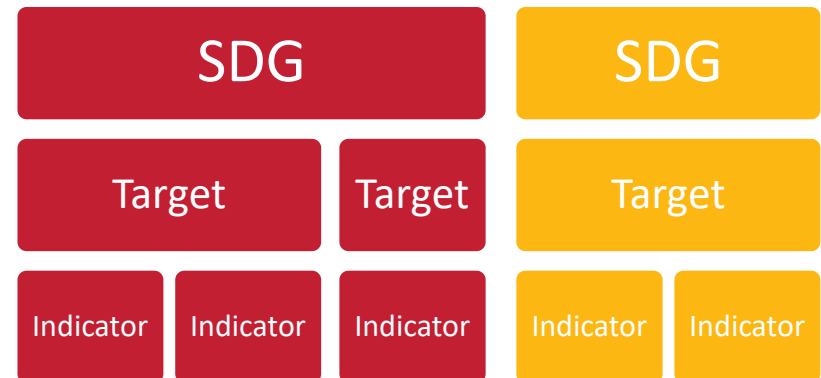
Institutional arrangements for the SDGs



The SDGs

A broad policy agenda

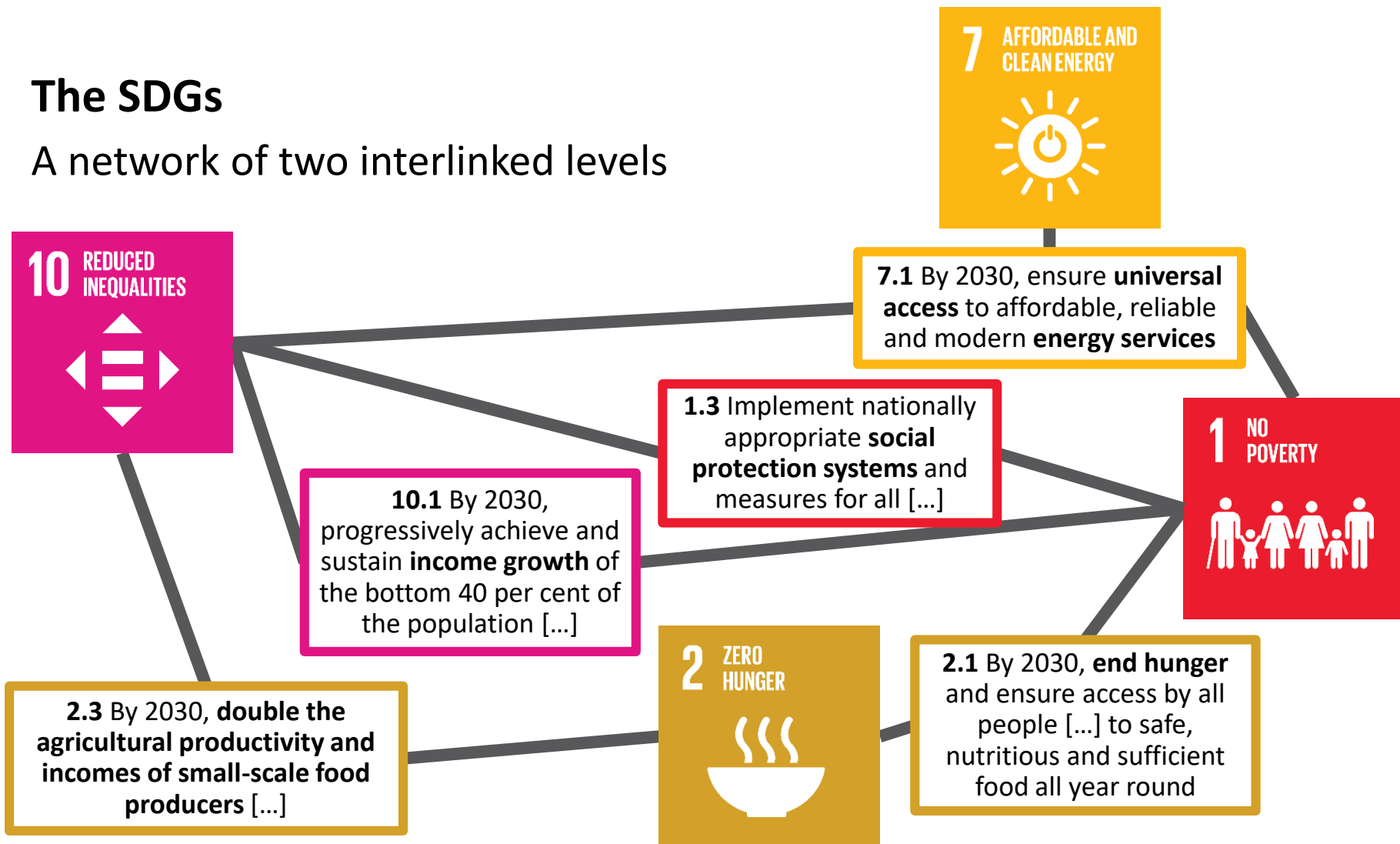
- » Wide range of economic, social and environmental objectives
- » Apply to all countries – developing and developed
- » 17 SDGs
- » Subdivided into 169 targets
- » Operationalized by 230 indicators



This presentation is based on: Ziekow, 2018.

The SDGs

A network of two interlinked levels



Based on: Le Blanc, 2015.



The SDGs

A holistic approach

- » Framework of SDGs demands for a holistic approach:
 - > Considering synergies and trade-offs among goals and targets → significant demands on policy formulation and implementation
 - > “No one left behind” principle → institutional arrangements (e.g. for inclusion of marginalised groups)



Horizontal coordination

Policy integration as a challenge

Horizontal coordination:
merging different
contributions for the overall
achievement of the SDGs

Horizontal integration:
balancing the different
sustainability dimensions

- » Sectoral organization of government – negative coordination
 - > Effective, efficient, transparent responsibilities through clear hierarchy, high problem solving capacity due to specialization
- » Policy integration
 - > Short-term efforts, long-term success (if any), unclear responsibilities, budget allocated along sectoral lines
- » SDGs have shifted “tie” between pros and cons of policy integration



Horizontal coordination

New institutional arrangements among authorities at national level

» Not overstraining existing sectoral organization, but allowing for horizontal coordination

Management committee



- High-ranking individuals responsible for development of cross-sectoral policies
- Presidency: office of prime minister

Steering group / coordination committee



- Officials with sufficient rank within sectoral bodies (ministries)
- Working level: strategic control and content of policies

Cross-sectoral working groups



- Sectoral specialists
- Project management: concrete programs or measures for implementation

Budgetary inducements



- Incentives for cross-sectoral policy-making / implementation
- Joint budget for horizontal coordination

Horizontal coordination

Supporting measures

Overarching sustainability strategy

- Integrating sectoral perspectives
- Central steering function: president's or prime minister's office
- Joint task of parliament and government

Communication

- Taking into account different cultures and styles of communication

Electronic communication structure

- Data collection on SDG indicators
- Support horizontal and vertical coordination
- Facilitate participation

Horizontal coordination

The role of parliament

» Counterbalance sectoral approach (special committees):

Joint meetings



- Of parliamentary committees

Special parliamentary committee



- For integrated approach to SDG implementation

Mixed parliamentary committee



- Various social groups, elected representatives
- Watchdog for “no one left behind” principle

Budgetary decision-making

- Mainstreaming SDGs



Vertical coordination

Making the SDGs work at local level

- » Integrating subnational levels of government in SDG implementation
 - > Closer to citizens → promote local ownership
 - > Local/regional authorities: organized in a more holistic manner
 - > Small-scale dialogue with citizens, business and civil society
- » Vertical coordination arrangements for policy integration across levels
 - > Coordinating organizations as an intermediary between national and local levels: localizing targets

Multi-stakeholder approaches

Creating arenas for structured discourse

» Integrated nature of SDGs requires joint efforts

Stakeholder consultations



- Electronic consultation platform
- Open consultation forums across multiple locations

Multi-stakeholder bodies

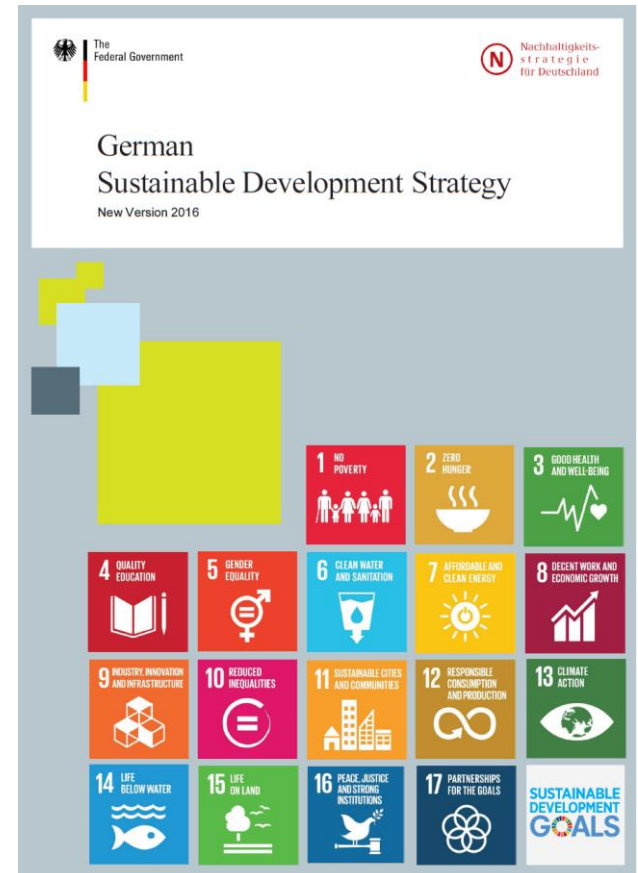


- Members from different sectors of the economy and civil society

The case of Germany

An institutional architecture of sustainability

- » Regularly updated National Sustainable Development Strategy
- » Federal Chancellery (\approx prime minister's office): responsible for horizontal coordination, updating National Sustainable Development Strategy





The case of Germany

Horizontal coordination among ministries at federal level

State Secretaries' Committee for Sustainable Development

- Presidency: Head of Federal Chancellery
- State secretaries of all ministries
- Steering of sustainability strategy, coordination of programmes and measures of individual ministries, strategic impulses

Working Group for Sustainable Development


- Presidency: Federal Chancellery
- Heads of sub-departments from the working level of all ministries
- Technical preparation and implementation of the resolutions of the State Secretaries' Committee, coordination of working level activities


The case of Germany

Parliament and legislation













- » Parliamentary Advisory Council on Sustainable Development
- » Sustainability impact assessment for all drafts of laws and regulation
 - > Ex ante evaluation conducted by ministry in charge
 - > Verified by Parliamentary Advisory Council in parliamentary process




eNAP Prüfung abschließen Speichern Laden 

SDG 4 HOCHWERTIGE BILDUNG 


Inklusive, gerechte und hochwertige Bildung gewährleisten und Möglichkeiten des lebenslangen Lernens ...

| | | |
|---|--|---|
|  | KEINE ARMUT |  |
|  | KEIN HUNGER |  |
|  | GESUNDHEIT UND WOHLERGEHEN |  |
|  | HOCHWERTIGE BILDUNG |  |
|  | GESCHLECHTERGLEICHHEIT |  |
|  | SAUBERES WASSER UND SANITÄREINRICHTUNGEN |  |

4 HOCHWERTIGE BILDUNG 

4.1 Bildung
Bildung und Qualifikation kontinuierlich verbessern

Ist dieser Indikatorenbereich für das relevant nicht relevant
Regelungsvorhaben relevant?

4.1.a Frühe Schulabgänger (18- bis 24-Jährige ohne Abschluss) 

Verringerung des Anteils auf unter 10 Prozent bis 2020

Ihre Begründung:

Das Regelungsvorhaben adressiert den Bereich "Frühe Schulabgänger (18- bis 24-Jährige ohne Abschluss)" (Indikator 4.1.a) der Deutschen Nachhaltigkeitsstrategie.

The case of Germany

Vertical coordination with the regional and local level

Inter-ministerial working group



- Works together with local authorities

Regional Network Hubs Sustainability



- Linking sustainability initiatives of the three levels

Service centre



- Assisting with development of local sustainability strategies

The case of Germany

Multi-stakeholder approach

- » German Council for Sustainable Development
 - > Members from economy, civil society, science
 - > Contribute to development of National Sustainable Development Strategy, specify concrete action



Conclusion

- » From three dimensions of sustainability to the SDGs' integrated and inclusive, holistic view of sustainable development
- » Transformational character of the SDGs requires a whole habitat of institutional arrangements
 - > Horizontal coordination to overcome sectoral fragmentation
 - > Vertical coordination to achieve policy integration across levels
 - > Multi-stakeholder approach to meet the integrated and inclusive concerns of the SDGs
- » The SDGs as a major programme for the global modernization of the public sector



Thank you!

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This presentation is based on:

Ziekow, Jan (2017): Institutional arrangements for the Sustainable Development Goals. *International Journal of Public Administration and Consulting*, 1, S. 59–72.

Ziekow, Jan; Bethel, Rowena (2017): Institutional arrangements for the Sustainable Development Goals. United Nations Economic and Social Council - Committee of Experts on Public Administration. <http://workspace.unpan.org/sites/Internet/Documents/UNPAN96912.pdf>.

Further References:

Le Blanc, D. (2015). Towards integration at last? The sustainable development goals as a network of targets. *Sustainable Development*, 23(3), 176-187.