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2014-2020

ROMÂNIA DURABILĂ

Dezvoltarea cadrului strategic și instituțional pentru implementarea Strategiei Naționale pentru Dezvoltarea Durabilă a României 2030

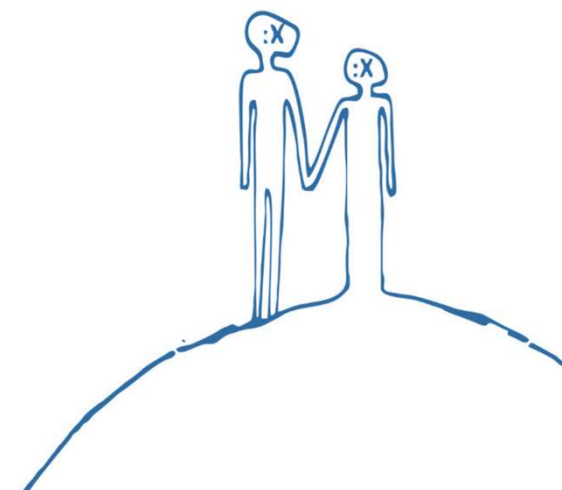**Administrație publică pentru dezvoltare durabilă**

- Program de studii postuniversitare de formare şi dezvoltare profesională continuă, înregistrat în Registrul Național al Programelor Postuniversitare cu nr. 338.
- Ocupația/ Grupa de bază din COR pentru care se organizează programul postuniversitar: ”expert dezvoltare durabilă”, cod COR 242232.
- Organizator: Academia de Studii Economice din București

Material realizat în cadrul contractului de prestare servicii nr. 59/01.03.2022

Modul 1. **Management și administrație publică**

- Tema 1. **Dezvoltarea durabilă, o viziune holistică - repere teoretice ale dezvoltării durabile; abordarea integrată a dezvoltării durabile: dimensiunile economică, socială și de mediu.**

- Tema 2. **Importanța sectorului public în dezvoltarea durabilă;**

Material realizat de lector dr. Louis Meuleman.

(partea 3/3)

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Training Public Administration for Sustainable Development

Module 1. Management and public administration

1. Public sector and sustainable development

1.1 Sustainable development as a holistic concept
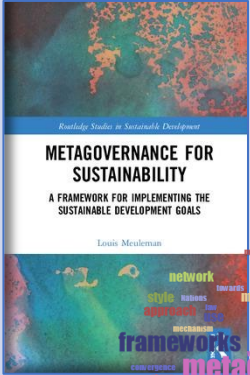**1.2 The importance of the public sector in sustainable development**
[Some reflections on 1.3 Career management in the field of sustainable development]

May 2022, Bucharest (online from Brussels)

Dr. Louis Meuleman
Bucharest University of Economic Studies (BUES) / Faculty of Administration and Public Management

ps4sd.eu

Structure of the course today:

1. WHAT? The SDGs as comprehensive policy framework	Short break	2. HOW? (1) Governance for sustainability is governance of complexity	Short break	3. HOW? (2) An action perspective: Policy Coherence for Sustainable Development
70 min	15 min	70 min	15 min	70 min
Start: 1 pm	2:10 pm	End: 3:25 pm	3:40 pm	4:00 pm End: 5 pm

Part 3.

HOW? (2) An action perspective: Policy Coherence for Sustainable Development

Partially based on work done for OECD, in particular the project Building Civil Service Capacity for SDG Implementation in Poland (not yet published)

Policy Coherence for Sustainable Development (PCSD):

- Since 2015, coming from Policy Coherence for Development (PCD), PCSD is a broad concept containing the most important governance challenges for sustainability: it is almost a 'proxy' for sustainability governance

- Policy coherence for sustainable development (PCSD) is defined as *the **coherence between policies** in general that cover the dimensions of sustainable development*

- PCSD is an approach for governance (how and who?) to support policies (what and when?)

- OECD has a long history on guidance for PCD and then PCSD

- PCSD became **target 17.14** of the SDGs

TARGET 17·14

17 PARTNERSHIPS FOR THE GOALS

SYSTEMIC ISSUES

ENHANCE POLICY COHERENCE FOR SUSTAINABLE DEVELOPMENT

My personal involvement in PCSD:

- **UNEP**: Member of the expert group supporting UNEP with developing the official PCSD indicator (2019-20)

- **UNEP**: Coordinator/author of the UNEP Handbook on the PCSD indicator (online soon)

- **European Commission:** Coordinator/author of the EU project "Management of Policy Coherence for Sustainable Development: Towards measuring progress"(2021), with Finland, Italy and Romania, and OECD (online soon)

- **OECD:** Co-author of the OECD guidance report on PCSD for Poland (2021)(online soon)

Policy Coherence for Sustainable Development (PCSD):

- Policy coherence for sustainable development is a priority in the Commission's 2021 publication on [Supporting Public Administrations in EU Member States](#) and in the 2021 [Communication on Better Regulation](#).

- Moreover, in its 2020 [Staff Working Document on delivering on the SDGs](#), the Commission states that "ensuring policy coherence for sustainable development (PCSD) is an important commitment in the 2030 Agenda and a central part of the Commission's approach to governance for the implementation of the SDGs".

The SDG 17.14.1 indicator

- An official **SDG indicator 17.14.1** was developed with UNEP as 'custodian' and an expert group including OECD

- The indicator was 'promoted' in 2021 from the 3rd to the 2nd 'tier' of the official SDG indicators: the method is established and countries should build experience, because the method is not yet sufficiently tested

- The eight dimensions of the UN SDG 17.14.1 indicator on PCSD are:
  - ➢ Institutionalisation of political commitment.
  - ➢ Long-term considerations in decision-making.
  - ➢ Inter-ministerial and cross-sectoral coordination.
  - ➢ Participatory processes.
  - ➢ Policy linkages: Assessment of policy effects/linkages.
  - ➢ Alignment across government levels.
  - ➢ Monitoring and reporting for policy coherence.
  - ➢ Financing for policy coherence.

European Commission Project "Management of Policy Coherence for Sustainable Development: Towards measuring progress"(2021)
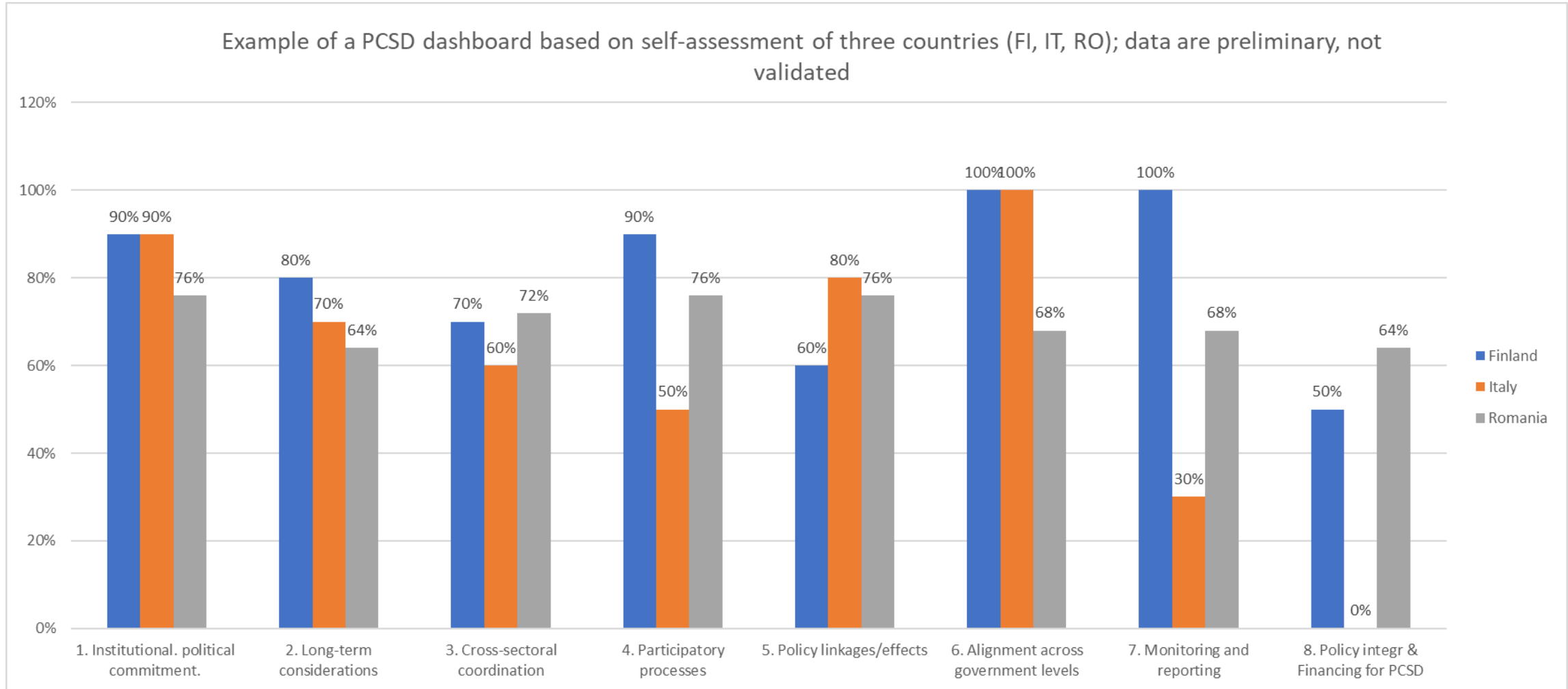
Testing the feasibility of implementation of the indicator 17.14.1, with Finland, Italy and Romania, and interaction with OECD and Eurostat (done by **ps4sd** for ICF)

Main conclusions afterwards:

- The indicator (a self assessment) is difficult to use in the semi-qualitative way it was meant to be – as index with 8 sub indicators
- The OECD version of PCSD makes a bit more sense because it not only asks what mechanisms are in place, but also <u>whether they are functioning</u>
- <u>Generally, it seems that the main use of the indicator is to start a serious conversation within a government</u>
- This could lead very well to action plans on PCSD, as under development currently in several contries

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European Commission Project "Management of Policy Coherence for Sustainable Development: Towards measuring progress"(2021)

Example of a PCSD dashboard based on self-assessment of three countries (FI, IT, RO); data are preliminary, not validated

The 8 OECD Principles of PCSD

I. A strategic vision for achieving the 2030 Agenda and SDGs in an integrated and coherent manner

underpinned by a clear political commitment and leadership

1 Political Commitment and Leadership

to foster whole-of-government action for PCSD

2 Strategic Long-term Vision

to support policy coherence and orient the government and stakeholders towards SDGs

3 Policy Integration

to capitalise on synergies and benefits across economic, social and environmental policies

II. Effective and inclusive institutional and governance mechanisms to address policy interactions

across sectors and align actions between levels of government

4 Whole-of-Government Coordination

to mitigate divergences between sectoral priorities and policies

5 Subnational Engagement

to promote coordinated actions and enhance coherence across levels of governments

6 Stakeholder Engagement

to sustain broader support for PCSD and its implementation

III. A set of responsive and adaptive tools to anticipate, assess and address impacts of policies

domestic, transboundary and long-term to advance SDGs

7 Policy and Financing Impacts

to inform decision-making, increase positive impacts and avoid potential negative impacts

8 Monitoring, Reporting and Evaluation

to collect qualitative and quantitative evidence on the impact of policies and financing, and report progress on PCSD

ps4sd.eu

Principle 1. Build a strong, inclusive political commitment and leadership at the highest political level

Strong leadership and explicit commitment at the highest political level are the starting points for making progress towards policy coherence for sustainable development.

1.a Enhance whole-of-government approaches to PCSD by defining priority areas, time-bound action plans and key performance indicators for making progress on PCSD and communicating results to the public.

1.b Systematically apply a **poverty, gender and human rights** perspective to PCSD frameworks in line with the 2030 Agenda ambition of ending poverty in all its forms everywhere, empowering all women and girls and achieving gender equality.

Germany has national SD co-ordinators in all ministries co-ordinated by a national committee of state secretaries and adopted various PCSD-supporting instruments such as an Electronic Sustainability Assessment (eNAP).

Gender Equality Committee is included in the Inter-Ministerial Working Group on Sustainable Development of Estonia.

1.c Introduce measures to promote PCSD within government structures so that **commitment to PCSD outlives electoral cycles and changes in government**, cabinet compositions or government programmes, including the identification of a lead institution, responsible for promoting, overseeing, and implementing PCSD.

Cyprus has a Commissioner for children's rights; **Malta** a Guardian for Future Generations; **Denmark** has established a Youth Council; **Finland** has youth engagement mechanisms to 2030 for a long-term perspective.

1.d Build leadership capacity in the public service to consistently formulate, implement, and monitor policies coherent with sustainable development in across sectors.

Spain adopted a Government-wide programme to strengthen the capacity of civil servants to implementat the SDGs at the national level.

Principle 2. Define, implement and communicate a strategic long-term vision that supports policy coherence

Successfully achieving the SDGs demands a long-term perspective on the consequences of today's activities, as well as planning for the future to support present needs and those of future generations

2.a Develop a **strategic long-term vision** that defines desired sustainable development outcomes, scenarios and actions to enhance coherence across sectors and government levels, and between external and domestic policies in areas that are likely to affect developing countries.

2.b Use existing tools such as **strategic foresight, scenario development and systems thinking** approaches in the formulation and implementation of policies, to identify, prevent and mitigate actual and potential adverse impacts on the wellbeing and sustainable development prospects of future generations.

In **Hungary**, the Fundamental Law that came into force in 2012 advocates the mainstreaming of sustainability into public policies and contains key principles on the **rights of future generations**.

The **Czech Republic** started a process in 2019 to align the Impact Assessment with the SDGs. The long-term effects of particular regulations are explicitly considered in the Sustainable Impact Assessment of **Germany**. The **European Commission** announced in 2021 that **foresight** should become part of all its impact assessments.

Principle 3. Improve policy integration to capitalise on synergies across economic, social and environmental policy areas

This principle reflects the fact that implementing the SDGs requires collaboration of all policy sectors, within a country and in relation to other countries. The latter takes into account the so-called spill-over effects of national policies and actions

3.a Make **strategic use of policy planning mechanisms and tools**, including the budget process and public procurement, to manage synergies and trade-offs and integrate sustainable development into sectoral policies

3.**b Incorporate a PCSD lens**, as appropriate, into national development plans, sustainable development strategies, and financing plans and develop supporting tools, such as guidelines or regulations, as well as co-ordination mechanisms for ministries and government agencies to align with broader sustainable development goals.

In **Iceland**, all priority SDGs must now be linked to each expenditure target. If this is not the case, the IT system will automatically identify the mistake and signal a red flag near the expenditure target

Italy, supported by the OECD and with financial support from the European Commission, is revising its National Sustainable Development Strategy (NSDS) by developing, through a participative process, a PCSD Action Plan. A similar project was launched in 2021 with **Romania.**

3.c **Integrate regional and territorial development into sectoral policies** to achieve *greater synergies with long-term strategic planning for the implementation of the SDGs.*

In Portugal, political commitment towards the SDGs is long term and goes beyond electoral cycles, with public scrutiny supporting this ambition

3.d Take a **whole-of-government approach to development policy and finance** to diversify the resources and linkages beyond official development assistance

Germany has a dedicated co-ordination mechanism to bridge the internal-external divide.

Principle 4. Ensure whole-of-government co-ordination (overcoming silo behaviour

The cross-cutting nature of the SDGs requires governments to strengthen existing mechanisms for *horizontal co-ordination* (between entities of a particular tier) and *vertical co-ordination* (between international, national and subnational levels)

4.a Use high-level co-ordinating mechanisms

Co-ordination for national implementation of the SDGs is in **Romania, Germany and Finland** led by the Prime Minister's Office (PMO).

4b. Establishment of clear mandates, capacities and mobilisation of adequate resources

In **Greece**, the General Secretariat of the Government is mandated to lead the SDG integration into the national strategy, with an Inter-ministerial Co-ordination Network involving all ministries

4c. Encouragement of formal governance arrangements and informal working methods

In **Italy**, the Cabina di Regia Benessere Italia is mandated to ensure the institutional, political, strategic and functional co-ordination mandate for the implementation of the Government policies for equitable and sustainable well-being and the NSDS.

4d. Building of capacity in public administrations for PCSD

Ireland's Institute of Public Administration invests heavily on project management as a skill central to SDG implementation

Principle 5. Engage appropriately sub-national levels of government to promote co-ordinated actions

Engagement of, and co-ordination with, local and subnational governments – also called vertical coherence or with an umbrella term, *multilevel governance* – aims to link local-to-national levels and national-to-global levels in delivering on the SDGs.

5a. Promote PCSD at different levels of government

All of **Latvia**'s local governments have adopted sustainable development strategies, setting out local development priorities and a long-term development vision against the background of the national Sustainable Development Strategy Latvia 2030

5b. Promote synergies among national, regional and local policies

The **Netherlands** has a general multi-level governance mechanism. For strategic policy issues, so-called 'Inter-governmental Dossier teams' are established to discuss what each of the three tiers in the Dutch administrative system (national, provincial, local) can contribute. This means that in real-time the different governance levels get together to discuss

Principle 6. Engage stakeholders effectively to sustain broader support for policy coherence

6a. Engage proactively with stakeholders in different phases of the policy cycle

Throughout the policy cycle, the Government of **Germany** establishes a dialogue with relevant stakeholders. the Government has also organised a forum convened three to four times a year, which aims to promote regular exchange of information and ideas about the sustainability agenda and welcoming representatives of NGOs, local authorities, the scientific community and the private sector

6b. Raise public awareness and mobilise support on sustainable development

The **Czech Republic** has developed tools to provide information on how to get more people involved, including organising an annual conference "Forum on Sustainable Development" with more than 200 participants

Principle 7. Analyse and assess policy and financing impacts to avoid negative impacts, in particular on developing countries

Taking effective and informed decisions on the policies needed to achieve the SDGs in an integrated and balanced manner requires evidence on potential interactions (synergies and trade-offs) and impacts (here and now, elsewhere and tomorrow). Monitoring and impact assessments are an integral part of the governance process.

7a. Introduce, where possible, regular assessments to identify and assess potential positive and negative impacts on sustainable development

Germany has funded a project to stimulate SDG integration in regulatory impact assessments in the EU Member States through peer-to-peer learning

7b. Take into account transboundary impacts, in particular on developing countries

The **European Commission's** better regulation tool #35 provides an overview of key links between EU policies and developing countries, a typology of possible effects, and examples that illustrate how to conduct assessments and design mitigating measure

Principle 8. Strengthen monitoring, reporting and evaluation systems to collect evidence on the impact of policies and report progress on policy coherence

8a. Monitor and report back on policy and financing impacts and publish regular reports about progress on PCSD at home and abroad.

The Government of **Finland** developed a national monitoring, accountability and review framework for sustainable development in a multi-stakeholder expert network, under the leadership of the Prime minister's Office.

8b. Identify existing data, indicators and information to capture transboundary impacts

Sweden has created a network of approximately 70 government agencies and ministries, under the leadership of Statistics Sweden, was established in 2017 to support the co-ordination of the follow-up of the implementation of the 2030 Agenda in Sweden

Comments, questions?

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Thank you for your attention!