



**United Nations**

Department of  
Economic and  
Social Affairs



UNITED NATIONS  
MONGOLIA



NATIONAL ACADEMY  
OF GOVERNANCE



MONGOLIAN NATIONAL  
NEWS AGENCY

# National Workshop on EFFECTIVE GOVERNANCE FOR SUSTAINABLE DEVELOPMENT IN MONGOLIA

07 to 13 June 2023

08:00 – 17:00 | Mongolia (GMT+ 8)

09:00 – 18:00 | Seoul (GMT+ 9)

20:00 – 05:00 | New York (GMT-4)



## Multi-level Governance and Action for Policy Coherence

**Veronique Edith D Verbruggen**  
Senior Inter-Regional Advisor  
DPIDG/UNDESA





## Why?

### Concepts

## WHAT

### Strategy

## HOW

### Organization

- Learn how to achieve policy coherence across levels of governance



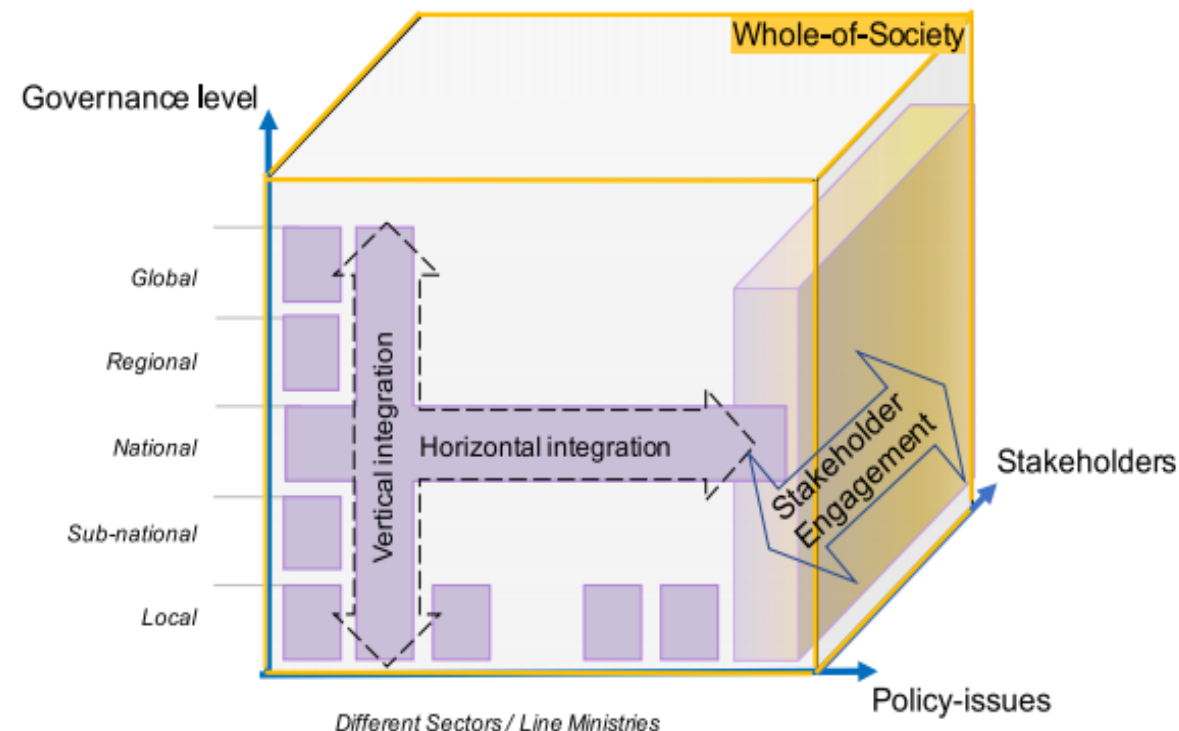


Systematically identify relevant linkages across the sectors and domains and consider those linkages in design of policies;

Policies need to be consistent across sectors and scales (from local to global);

Engagement of relevant stakeholders in design, implementation, monitoring and evaluation;

Adequate resources are provided for implementation at all levels and at all scales







## What will be achieved through this module?

To appreciate the role of vertical coordination and collaboration for policy coherence within countries and beyond national levels



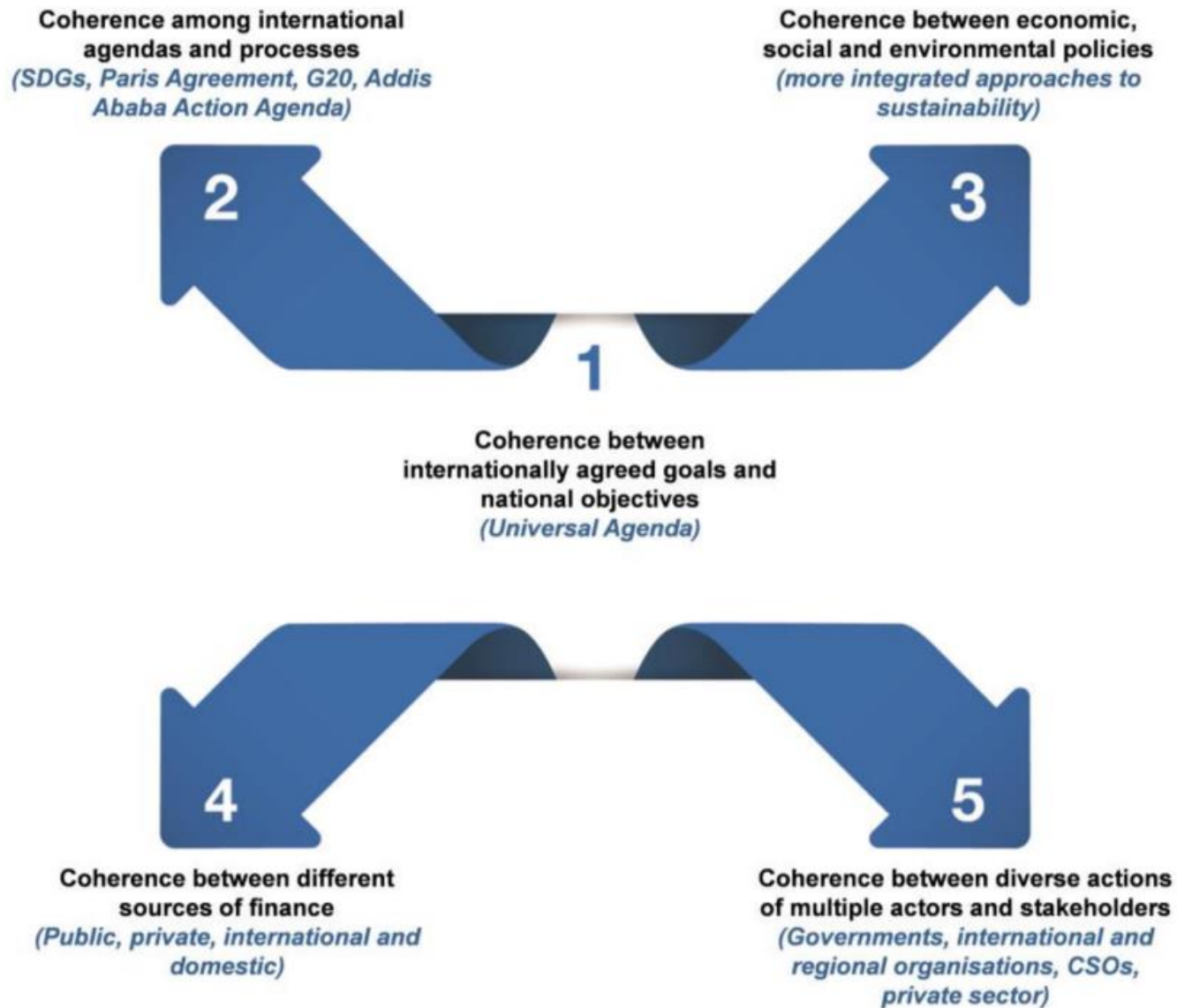
To be aware of instruments, tools and challenges of coordination of SDGs across levels of government in practice

To learn from international experiences of vertical policy coherence





# Key Concept: Dimensions of Coherence at multi-governance Level



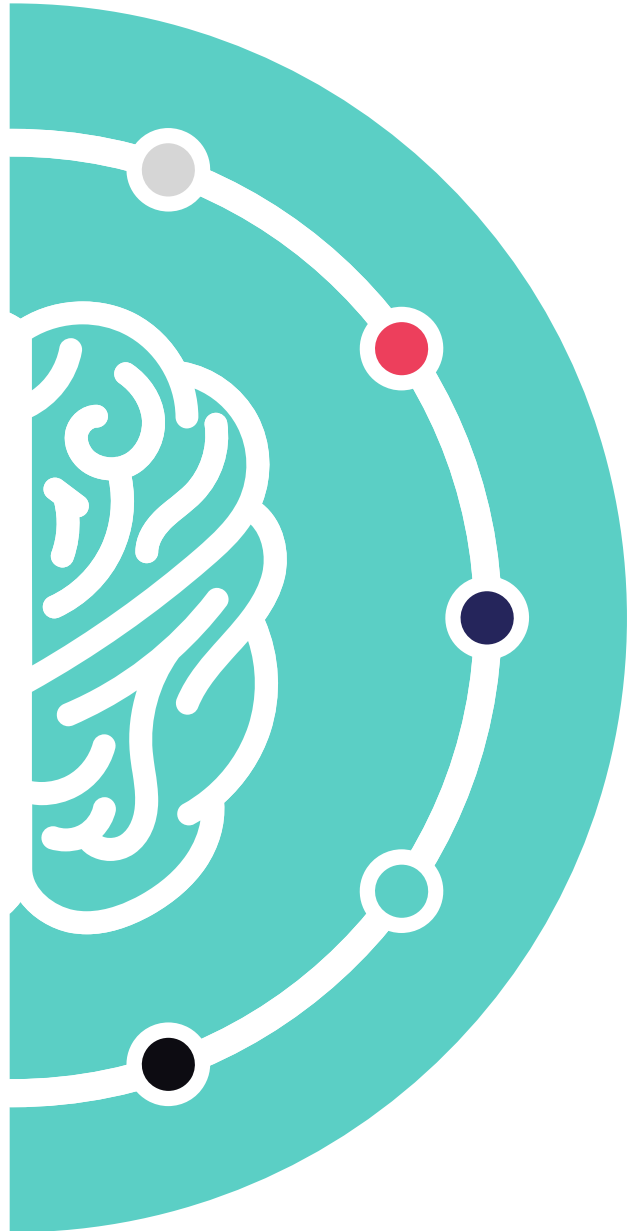








## Why coherence across national levels of government?



### With regard to the SDGs

- Most SDGs involve a local dimension (see next slide for detail)
- Subnational governments play a key role in policy-making and implementation
- They link the international agenda with local communities
- Territorial structure and division of competences between levels of government are key to SDG implementation and the integrated nature of the SDGs requires coherence across levels

### In general

- All countries divide competences between levels of governance and need to make sure that policies are consistent across the territory, hence vertical coherence is crucial
- Wide variation in the organization the degree of decentralization





## Vertical policy coherence – a function of territorial governance



Vertical policy integration refers to mechanisms that deal with the challenge of coordinating and integrating sustainable development strategies and policies across different levels of governance. (UNDESA, World Public Sector Report 2018, p37)



More centralized countries will, by design, tend to exhibit more policy coherence across levels of government, as policy making powers are concentrated in the national government, which defines strategies and plans for the subnational units. Conversely, more decentralized and federal countries can show more diversity in the distribution of resources across levels of government as well as differences in policy objectives due, for example, to more differentiated local priorities. (UNDESA, WPSR 2018, p40)





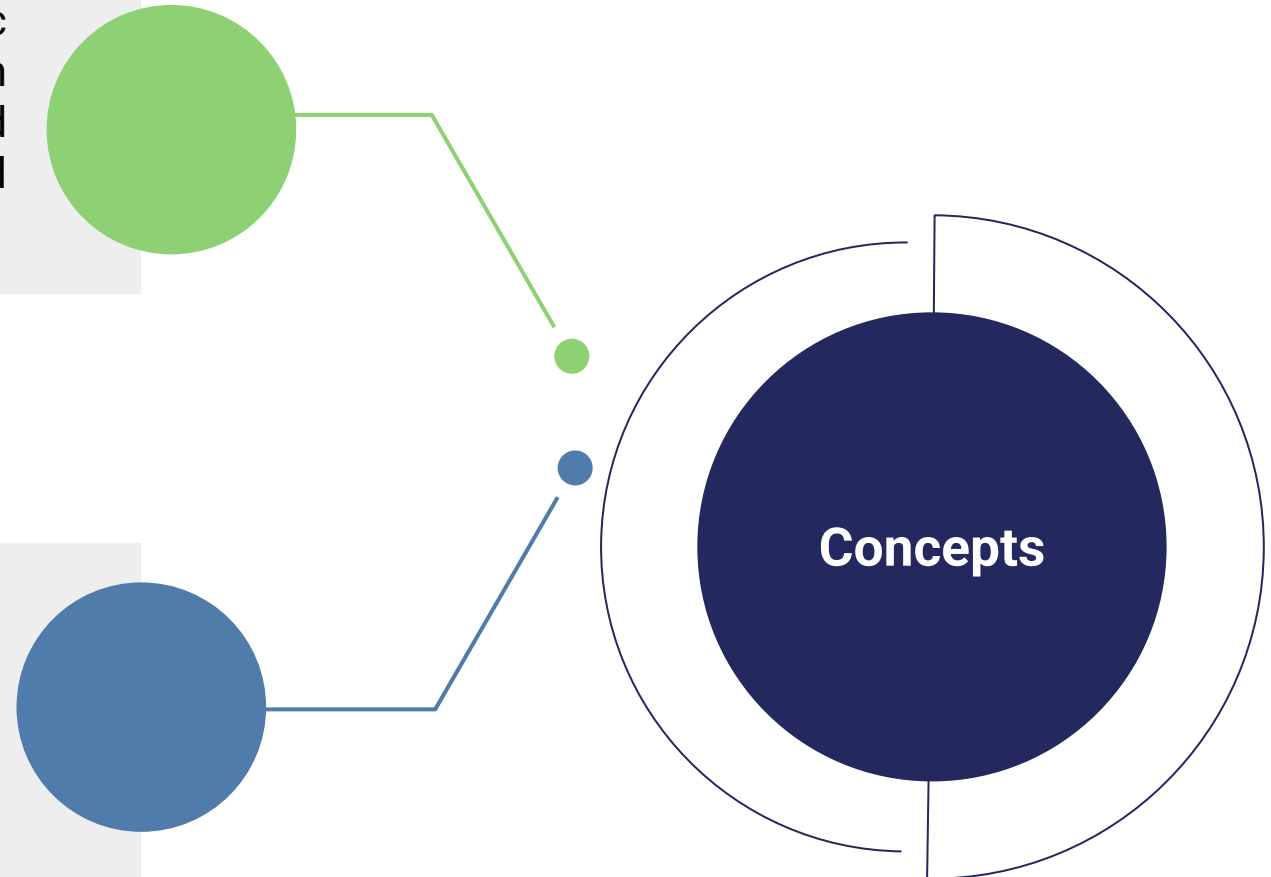
# Challenges in Accomplishing SDGs



Concept: Localizing SDGs - Shaping and Depending on levels of Decentralization

Agenda 2030 emphasizes that governments and public institutions will work closely on its implementation with regional and local authorities. SDGs will not be achieved without proper engagement and coordination with local and regional governments.

Cities and regions play a crucial role to achieve the SDGs nationally as they know the local place-based context and needs. They are at the forefront of delivering public services and are responsible for 40 percent of public investment worldwide



The space for policy coherence between levels of government is made up of existing arrangements of decentralization and institutional, territorial and management reforms for alignment with and integration of SDGs





# Why coherence across national levels of government?

## 11 SUSTAINABLE CITIES AND COMMUNITIES



• All targets

### 1 NO POVERTY



1.1  
1.2  
1.3  
1.4  
1.5  
1.b

### 2 ZERO HUNGER



2.1  
2.2  
2.3  
2.4  
2.5  
2.c

### 3 GOOD HEALTH AND WELL-BEING



3.1 3.6  
3.2 3.7  
3.3 3.8  
3.4 3.9  
3.5 3.c  
3.5

### 4 QUALITY EDUCATION



4.1 4.a  
4.2 4.b  
4.3 4.c  
4.4  
4.5  
4.6

### 5 GENDER EQUALITY



5.1 5.a  
5.2 5.b  
5.3 5.c  
5.4  
5.5  
5.6

### 6 CLEAN WATER AND SANITATION



6.1  
6.2  
6.3  
6.4  
6.5  
6.6  
6.b

### 7 AFFORDABLE AND CLEAN ENERGY



7.1  
7.2  
7.3

### 8 DECENT WORK AND ECONOMIC GROWTH



8.1 8.8  
8.2 8.9  
8.3 8.10  
8.5  
8.6  
8.7

## 16 PEACE, JUSTICE AND STRONG INSTITUTIONS



16.1  
16.2  
16.3  
16.4  
16.5  
16.6  
16.7  
16.9  
16.10

### 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



9.1  
9.3  
9.5  
9.c

### 10 REDUCED INEQUALITIES



10.1  
10.2  
10.3

### 12 RESPONSIBLE CONSUMPTION AND PRODUCTION



12.2  
12.3  
12.5  
12.5  
12.7  
12.b

### 13 CLIMATE ACTION



13.1  
13.2  
13.3

### 14 LIFE BELOW WATER



14.1  
14.2  
14.4  
14.5  
14.b

### 15 LIFE ON LAND



15.1 15.9  
15.2 15.a  
15.3  
15.4  
15.5  
15.7

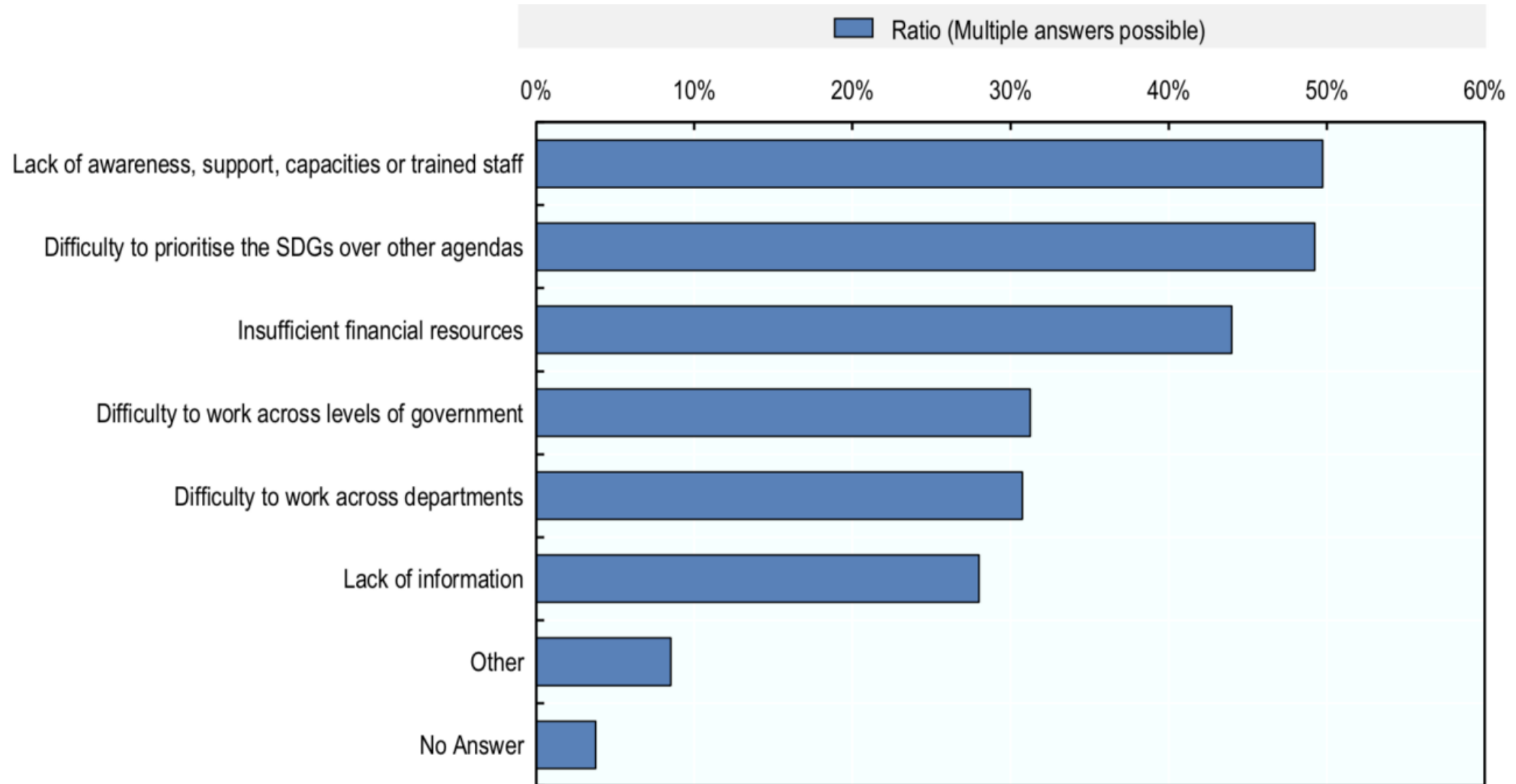
### 17 PARTNERSHIPS FOR THE GOALS



17.1  
17.14  
17.17



## Main challenges in implementing the SDGs at local and regional level Results from OECD survey







## Paraná, Brazil – state to local level SDG governance



Paraná has established partnership agreements to implement the SDGs with the 399 municipalities. Since the beginning of the Social and Economic Development Council of Paraná's (CEDES) mandate in 2016, mayors have mobilized to ensure the involvement of municipalities. By November 2019, 16 out of 19 regional associations and 315 municipalities had engaged with the state to join a municipal capacity-building strategy.

In parallel, Paraná is also strengthening its financial support to municipalities to help them advance the implementation of the SDGs. For instance, cities can access specific funding for institutional strengthening programs and investments in urban infrastructure. The state is also working on the identification of local, national and international partners that can expand the funding base to support municipalities in their localization efforts.



## Paraná, Brazil – state to local level SDG governance

A web tool designed to provide technical support to territorial governments, in which the methodologies, tools and guidelines for the formulation of Territorial Development Plans are presented, including guidelines in relation to the SDGs

Challenges in coordination with the national government have to do with different contexts in the territory, different priorities, with lack of leadership from the national government and with unclear instructions.

All departmental governments also face challenges regarding vertical coordination with municipalities due to lack of capacity, incentives, disagreements of political nature



## Multi-level governance gaps – and how to overcome them in decentralized contexts?

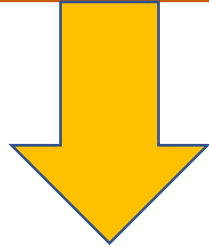
Gap	Description	Actions needed
<b>Information gap</b>	Asymmetries of information (quantity, quality, type) between levels of government, either voluntary or not	Instruments for revealing and sharing information
<b>Capacity gap</b>	Insufficient scientific, technical, infrastructure capacity of subnational actors, in particular for designing appropriate strategies	Instruments to build local and regional capacity
<b>Funding gap</b>	Unstable or insufficient revenues undermining effective implementation of responsibilities at subnational level	Shared financing mechanisms
<b>Policy gap</b>	Silo approaches by sectoral ministries and agencies	Mechanisms to create multidimensional/systemic approaches at the subnational level, and to exercise political leadership and commitment
<b>Administrative gap</b>	“Mismatch” between functional areas and administrative boundaries	Instruments to reach “the appropriate scale”
<b>Objective gap</b>	Different actors have different and often contrasting objectives creating obstacles for convergent targets	Incentives to align objectives
<b>Accountability gap</b>	Difficulty to ensure the transparency of practices across the different constituencies	Institutional quality measurement; instruments to strengthen the integrity framework at central and local level; instruments to enhance citizens



## Linkages between National and Sub-national Levels

**National Level**

National plan and policies with implications for local governments



**Sub-national Level**

National SDG mechanisms that integrate local governments

Coordination

Coordinated SDG plans and policies



Local SDG plans and policies with potential for integration into national frameworks



# Tools for Vertical Integration in SDG implementation

	Leadership	Laws & regulations	Planning	Implementation	Monitoring
National	<ul style="list-style-type: none"> <li>Recognition of the importance of LGs and vertical integration</li> <li>Outreach and awareness campaigns intended for LGs on SDGs</li> </ul>	<p>National laws or regulations that acknowledge, mandate or enable the participation of LGs in planning and implementation of the 2030 Agenda</p>	<ul style="list-style-type: none"> <li>Guidelines or templates to support LGs' planning processes</li> <li>Learning activities intended to share and incorporate inputs on SDGs from LGs (workshops, seminars, forums, dialogues, online activities)</li> <li>Assessments of subnational alignment</li> </ul>	<ul style="list-style-type: none"> <li>Financing/budget support for localization</li> <li>Capacity building for localization</li> <li>National policies (urban, climate, water, transportation, etc.) that mainstream SDGs across levels</li> </ul>	<ul style="list-style-type: none"> <li>Sharing of experiences and good practices</li> <li>Monitoring or reporting SDG implementation at subnational level</li> <li>Building capacity for subnational monitoring</li> <li>Auditing</li> </ul>
Sub- National	<ul style="list-style-type: none"> <li>Declarations and high-level events that signal political commitment to implement SDGs</li> <li>Outreach and awareness raising campaigns and events on SDGs for LGs, communities and their stakeholders</li> </ul>	<p>Subnational legislation to facilitate the adoption of SDGs in strategies, plans and policies</p>	<p>LGs adopt a SDG strategy or align their strategies and plans with the SDGs</p>	<ul style="list-style-type: none"> <li>Alignment of LGs' financial plans with SDGs or national SDG policies</li> <li>Training/capacity building in LGs</li> <li>Policy tools (action plans, institutional, regulatory, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Sharing of experiences and good practices</li> <li>Alignment of LGs' indicators to SDGs' frameworks</li> <li>LGs' mechanisms for reporting and data collection</li> <li>Auditing</li> </ul>

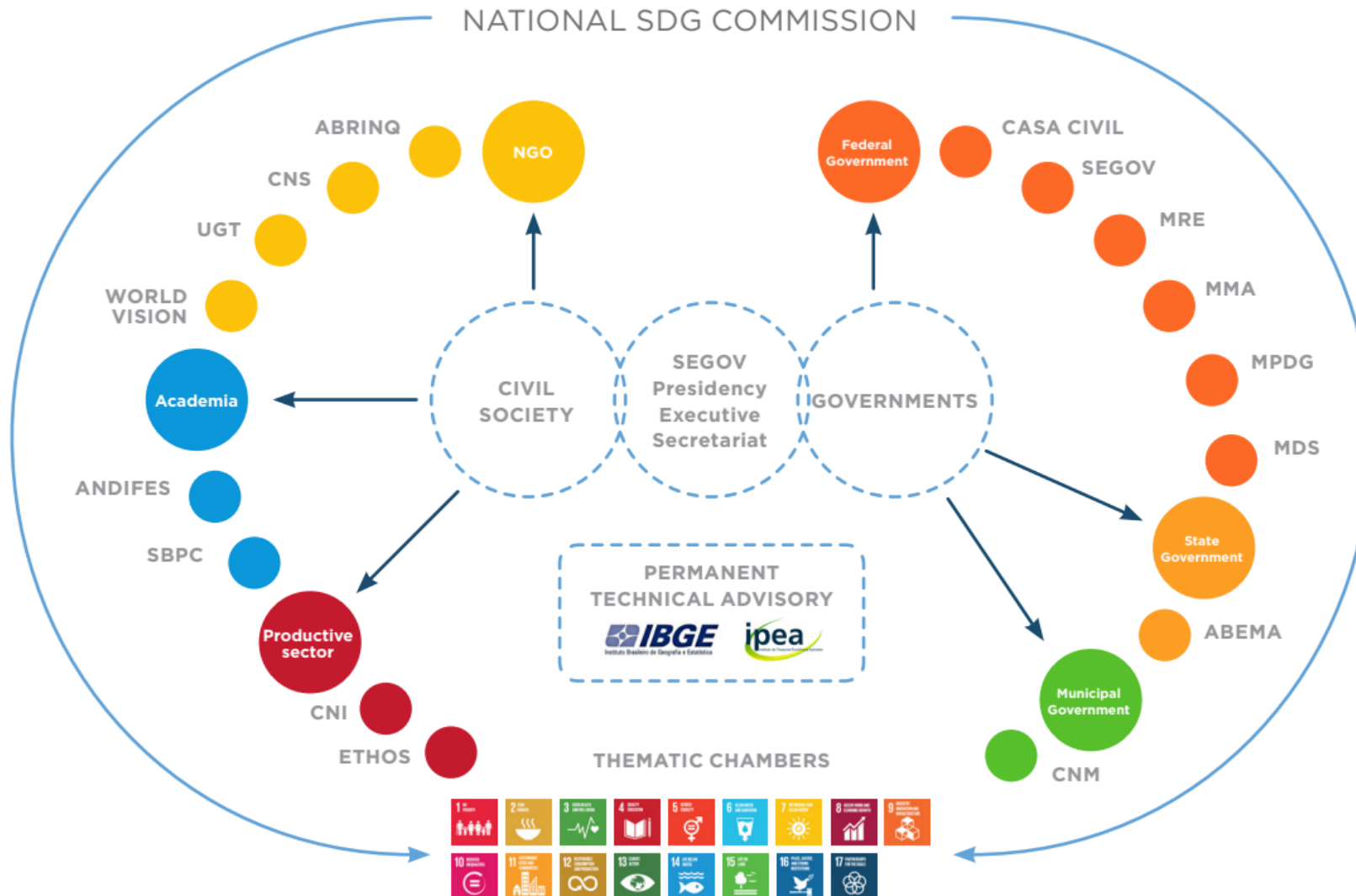




	Leadership	Laws & regulations	Planning	Implementation	Monitoring
Multi-level	<ul style="list-style-type: none"> <li>• Involvement of LGs in high-level events to signal commitment</li> <li>• Adoption of agreements with LGs for implementation</li> </ul>	<p>Elaboration of global and international guidelines and training materials to support local and regional government involvement in SDG delivery</p>	<ul style="list-style-type: none"> <li>• Involvement of LGs in national structures for coordination in formulation of national policies</li> <li>• Multi-level mechanisms for communication and/or coordination in national policy formulation</li> <li>• Non-institutionalized/ad-hoc multi-level communication and/or coordination processes</li> <li>• 2- way learning activities intended to give or receive inputs for/from LGs (workshops, seminars, forums, dialogues, online activities)</li> </ul>	<ul style="list-style-type: none"> <li>• Involvement of LGs in structures for coordination in implementation</li> <li>• Structures for multi-level coordination in implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Workshops to share information and practices</li> <li>• Involving LGs in monitoring structures</li> <li>• Ensuring consistency of SDG indicators across levels</li> <li>• Coordinated auditing across levels of government</li> <li>• Multi-level accountability frameworks</li> </ul>



## Brazil: Participation of States in the National SDG Commission







## **Building Block – Coherence between National and Local/Regional Level, Nueva Leon, Mexico**

The council was established by law in 2014 and started its activities by drafting a Strategic Plan for sustainable development, published in 2016. It is integrated with the various organizations that constitute the institutional landscape of Nuevo Leon. The council is presided by the governor and has representatives of the legislative and judicial branches and the Federal Government. It works with the entire local public administration. Municipality governments are also involved directly and indirectly in certain activities, especially the mayors of the Greater Metropolitan Area of Monterrey, since most of the population lives there.





## Consejo Nuevo León, Mexico – Impact



After five years of lessons learned and successful collaboration activities, the council has continued to work on the design of public policy for the state of Nuevo León as a bridge between applied research and public policy recommendations.

It also facilitates cross-sector collaboration between stakeholders to solve the state's most pressing problems.

Activities include a knowledge network created to enable multi-sector contributions to initiatives such as zero hunger, eradication of violence against women, water planning, local transportation, capacity building on information and intelligence analysis, promoting citizen participation on anti-corruption initiatives, investment, and better administration of public servants' pension funds, among many others.



## Breakout Group Session

Think of your own country and its mechanisms for vertical policy coherence!



Please fill out the readiness assessment block 7 on multi-level governance.

Kindly provide feedback on the questions while trying to visualize based on the above slide (see slide 11) how many levels of government are in place, which levels are participating in national policy formulation and what kind of autonomy is there for cities and other local governments in Mongolia?





## Round Table



Discuss the findings from Building Block 7





What are the **three key insights into policy coherence of the Multi-Level Governance Module** to retain for the Action Plan of the country?

**Comments and Reflections**





**United  
Nations**

Department of  
Economic and  
Social Affairs



# Thank you!

*Division for Public Institutions and Digital Government  
United Nations Project Office on Governance*

[www.unpog.org](http://www.unpog.org)

