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CEPA
Committee of Experts on
Public Administration

CEPA Strategy Guidance Note

Promotion of coherent policymaking

DRAFT FOR COMMENT

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The United Nations Committee of Experts on Public Administration (CEPA) has developed a set of principles of effective governance for sustainable development. The essential purpose of these voluntary principles is to provide practical, expert guidance to interested countries in a broad range of governance challenges associated with implementation of the 2030 Agenda. CEPA has identified 62 commonly used strategies to assist with operationalization of the principles. This draft guidance note addresses promotion of coherent policymaking, which is associated with the principle of sound policymaking and can contribute to strengthening the effectiveness of institutions.

Understanding the Strategy

What is policy coherence?

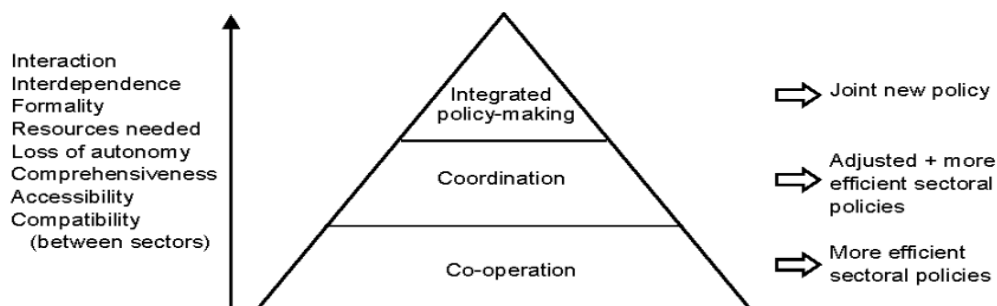
An SDG target of its own (SDG 17.14: Enhance policy coherence for sustainable development), coherent policy-making is also a systemic issue that permeates the 2030 Agenda for Sustainable Development as a whole. The SDG indicator 17.14.1 Number of countries with mechanisms in place to enhance policy coherence of sustainable development is currently classified as [Tier III by the Inter-Agency and Expert Group on the Sustainable Development Goal Indicators](#).

Other SDG targets highly relevant to policy coherence are SDG 17.13 Enhance global macroeconomic stability, including through policy coordination and policy coherence and SDG 17.15 Respect each country's policy space and leadership to establish and implement policies for poverty eradication and sustainable development ([OECD 2017](#)).

The integrated and indivisible balance of the social, economic and environmental pillars of the 2030 Agenda and the interconnected nature of the SDGs stress the importance of promotion of coherent policy-making ([IIASA 2017](#); [Curran et al. 2018](#)). A focus on policy coherence is evident in the SDG policy debate and literature ([Nordbeck and Steurer 2016](#); [Verschaeve et al. 2016](#)) although empirical research on the interplay of interactions and their policy implications is limited ([Weitz et al. 2018](#)).

Policy coherence lacks a clear conceptual definition ([Martinez Osés 2015](#):1; [May et al. 2006](#): 383). Broadly, it can be defined as logical consistency across all dimensions of policy development and implementation ([CEPA 2018](#)). Narrowly, it can be likened to avoiding contradictory or conflicting mixes of policies—goals, processes, tools, means, instruments, mechanisms on a case by case basis ([Gunningham and Young 1997](#): 297).

[United Nations World Public Sector Report \(2018\)](#) refers to coherence as one of the most critical elements of policy integration, defining the latter as “a continuum, which goes from least coherent to fully coherent” (3). Reciprocally, policy integration contributes to policy coherence ([Howlett and Mukherjee 2018](#)). An optimally integrated policy, for instance, has been defined as one where multiple policy goals are pursued coherently and where policy instrument mixes are consistent, i.e., mutually supportive of each other in the pursuit of common policy goals ([Rayner and Howlett 2009](#): 100, 101). Policy coherence is often enhanced through coordination ([De Coning 2008](#): 92) and leads to policy integration from there ([Meijers and Stead 2019](#)). As shown in Figure 1, one can conceptualize that policy collaboration and cooperation enhances policy coherence with then leads to policy co-ordination and integration ([Meijers and Stead 2004](#) and [2009](#)).



Coherent policy-making is critical to working in cooperation and vice-versa. It is about searching for and producing solutions that go beyond one’s limited vision of what is possible and for some form of mutual benefit ([Huxham 1996](#); [Gray 1989](#)). It is often associated with cross-cutting policy-making ([Cabinet Office, 2000](#)), policy co-ordination ([Challis et al 1988](#); [Alter and Hage 1993](#)), holistic government, joined-up policy ([Wilkinson and Appelbee 1999](#)) and joined-up government ([Ling 2002](#)). Policy coherence has a particular focus on the interests of the poorest and the marginalized ([Koch 2015](#); [Barry et al. 2010](#)), hence its significance to leaving no one behind ([WRI 2016](#)).

Promoting policy coherence is about fostering mutually reinforcing policies taking into account interdependencies and power dynamics, assessing synergies and trade-offs, and accounting for institutional constraints, organizational silos and administrative gaps ([Galeazzi et al. 2013](#)), and considering positive and negative spill over and side effects and unintended consequences ([Castaneda and Guerrero 2018](#)) across sectors (horizontal policy coherence) and government agencies at different levels of administration (vertical policy coherence) as well as within an agency (internal coherence), across a government (intra-governmental coherence) and among different governments (multilateral coherence) ([OECD 2018](#); [OECD 2019](#)), between donors and recipients of aid (inter-donor and donor-partner coherence) ([Fritz and Raza 2017](#): 763) and among regions (territorial policy coherence) ([Schout and Jordan 2007](#)).

Some examples of PCD in practice

Cross-border issue	Aim	Challenges	Mechanisms
Environment, including climate change	Limit, and enable developing countries to adapt to, environmental change	Dependence on fossil fuels; unsustainable consumption practices	international climate change agreements and negotiations, environmental impact assessments
Trade (including agricultural trade)	Enable developing countries to benefit fairly from cross-border trade	Trade-distorting domestic support, trade barriers, market access	Trade agreements/negotiations, aid for trade, trade impact assessments
Investment	Increase employment, living standards sustainably and equitably	Addressing structural and policy impediments to balanced and responsible private sector investment	Bilateral investment agreements, Policy Framework for Investment; United Nations Global Compact; OECD Guidelines for Multinational Enterprises; International investment agreements; better regulation and transparency of public-private partnerships

Source: https://www.bond.org.uk/sites/default/files/resource-documents/ensuring_policy_coherence_in_sustainable_development_pcsd_0.pdf

Policy coherence can be understood in terms of policy inputs, outputs and outcomes as well as in terms of policy stance indicators ([UNCTAD DGFF2016](#)). It can also be understood as both a process and system ([Post 2014: 108](#)). Incoherence can result not only from the inconsistencies between goals and instruments at the level of general ideas but also at the level of operationalized programs. As a process, policy coherence applies to all stages of policy-making and policy reform processes. It does extend from policy inputs to impact over a period of time. It entails assessing and making consistent and coherent policy objectives as well as using such policy instruments, both as part of an overall institutional capacity appraisal for policy integration ([Howlett 2018](#)).

Coherence is pursued because it is assumed to generate increased levels of efficiency and effectiveness ([De Coning and Fritz 2011](#): 253). Policy coherence harnesses actions and goals across different projects and agencies of different political and administrative backgrounds potentially contributing to the extenuation of organizational silos and staving off of administrative gaps, ultimately paving the way to collaborative approaches in policy-making. It has the potential to make policy-makers see the big picture, consider actual and potential interconnections across policy domains, better assess risks and opportunities that may otherwise go unnoticed, and prevent or mitigate potential costs and wasted resources in the form of duplication or fragmentation. Through its impact on policy integration, policy coherence can also possibly stimulate innovation and encourage pluralism in the form of greater understanding across sectors, organisations and policy communities ([Stead and de Jong 2006](#): 4).

Many argue that the dynamic and complex nature of policy-making makes policy coherence an unattainable state. Policy coherence, therefore, can best be conjured as an ideal state to work towards rather than an end-point. It works best as a guiding principle measured in terms of degrees ([Post 2014: 111](#)) although the indicators used to measure policy coherence can be binary or ternary in nature ([Barry et al. 2009](#): 177, 179).

Policy-makers should be careful that efforts to increase policy coherence do not result in excessive central control and loss of flexibility in the policy-making system ([OECD 2000](#): 17, [OECD 2015](#)). Moreover, forcing coherence among irreconcilable objectives and competing interests at all costs may be unproductive in certain contexts. Bargaining among policy-makers and making incremental ([Lindblom 1959: 85-86](#)) or partisan mutual adjustments ([Lindblom 1979: 522-523](#)) can be better options in such instances ([Jordan and Halpin 2006](#)). A degree of policy incoherence among the migration, data, education and health policy fields, for instance, can be useful for protecting privacy and human rights of migrants and refugees ([WPSR 2018](#): 105). Lack of coherence in such situations may not be a policy oversight but a choice due to disagreements between constituencies or incompatibilities between policy domains.

Promoting policy coherence requires spelling out the interactions between divergent interests and competing objectives among stakeholders, conflict management mechanisms and alignment of policy domains. It calls for clarifying policy options, harnessing synergies, reviewing trade-offs and prioritizing based on a holistic and common understandings of all relevant factors. Ideally, policy coherence promotion should involve all relevant actors, encompassing the private sector, civil society, academia, trade unions, philanthropy and other relevant actors ([WPSR 2018](#)) throughout all stages of policy-making process, ranging from planning and design of policies ([Jordan and Halpin 2006](#)) to implementation, monitoring, evaluation and follow up. Partnerships, including informal alliances and peer support can

support coherent policy-making. Effective data management platforms, capacity and tools of collection, analysis, disaggregation impact assessment are important supporting factors of evidence-based and coherent policy-making. Greater degrees of policy coherence is often found across policy domains that have dominant parliamentary committees or have more involvement of lead centre-of-government agencies ([May et al. 2006](#): 381). Political commitment and leadership support to policy coherence are important success factors ([Galeazzi et al. 2013](#)). Measures to eliminate red tape and institutions specifically mandated to promote coherence through interlinking of policies can also be instrumental in promoting coherence in policy-making.

Policy coherence is preferred when complexity is high, networks are multifarious and interests are divergent and transitory ([Pal 2011](#)). Dominant policy areas (as opposed to auxiliary policies as in transport policy versus rural transport policy) are more amenable to policy coherence as are substantive policy areas where strong institutions backed up by strong constituencies already exist ([May et al 2006](#): 400). Rules and procedures of coordination, compliance mechanisms and accountability can promote policy coherence, but they are not a panacea. Governments that institutional constraints can also formulate coherent policies if and when strong incentives for policy coherence exist ([Careja 2011](#)).

Public sector situation and trends

Origins of the concept of Policy Coherence for Development go back to the 1990s when aid effectiveness was associated with coherent policy-making. At its birth, policy coherence for development emphasized the responsibility of developed countries to take into account the impact on developing countries when formulating domestic policies across different sectors (trade, finance, migration, security, technology, science, security, etc.) ([Thede 2013](#): 787-793). Policy coherence for development was first integrated into EU fundamental law in 1992 (Maastricht Treaty) and further reinforced in the Lisbon Treaty ([Koch 2015](#)). Millennium Development Goal 8 put emphasis on policy coherence and coordination beyond aid policies. With time, it has moved from seeking to “doing no harm” to “contributing positively to development by exploiting synergies between various policy fields” ([Dohlman 2014](#): 7). Policy coherence for sustainable development has acquired a greater analytic space to cover the intra-government and multistakeholder engagement towards shared goals ([Castaneda and Guerrero 2018](#): 3)

The post-2015 agenda discussions have emphasized the need for a universal development based on shared responsibilities and cognizant of countries’ contextual differences. Global challenges like climate change, widening income inequalities, resource scarcity and environmental degradation also increased the focus on policy coherence, particularly through whole-of-government and whole-of-society approaches, nexus analyses, mainstreaming approaches, among others. Polycentric governance as part of complex adaptive systems operating at multiple scales ([Solemane et al. 2019](#)) has replaced more static analyses interlinking hierarchical policy domains or sectoral policies cross-cuttingly ([Dubé et al. 2014](#)).

From normative perspectives, promoting policy coherence for sustainable development may include taking a whole-of-government and whole-of-society approaches to policy-making, considering transboundary impacts; adopting a long-term and intergenerational view with cumulative effects management. Enhancing policy coherence is possible when policy makers collaborate and innovate ([WRI](#)

[2016](#)). Mainstreaming is one approach that can be used to enhance policy coherence and integration ([Keijzer and Oppewal 2012](#)). Ideational and institutional power structure analysis is another ([Lauri 2016](#)).

From operational perspectives, the first step to policy coherence is to create a statement of key principles as part of the architecture of a new or reformed policy domain, which then undergoes rounds of refinement. This document constitutes the substantive basis of the structure for policy coherence. The foundational principles are then matched with the relevant policy means in an effort to develop a coherent policy design—including matters of consistency at micro-level components of policies (targets, benchmarks and calibrations) and between macro (structures, rules and norms) and meso elements of policy (institutions, organisations, strategies, and stakeholder groups) ([Rayner and Howlett 2009](#): 102).

Institutionally, stand-alone or inter-agency committees can be responsible for overseeing and coordinating the implementation of policy coordination for sustainable development. They can have different features depending on the overall type and degree of (de)centralization of public administration. Institutions that have clear objectives, robust communication mechanisms, accountability systems, monitoring and evaluation processes and feedback loops between all agencies and actors across various levels of government will be better poised to ensure coherent policy design, implementation and review ([OECD 2018](#)). Some institutional mechanisms to promote policy coherence are consultation, partnerships and risk management

Horizontal policy coherence for sustainable development can be advanced through (i) integrated policy analysis--to ensure that proposed policies, programmes and targets are supportive of nationally-adapted SDGs; (ii) coordinated institutional mechanisms--to create formal partnerships across sectoral line ministries and agencies; and (iii) integrated modelling--to help clarify and articulate the interconnected system of goals and targets and to analyse and inform key policies, programs and projects for their impact on nationally-adapted SDGs) ([UNDG 2019](#)).

Vertical policy coherence for sustainable development can be furthered through (i) institutional coordinating mechanisms--to foster partnerships and coordination across levels of government; (ii) multi-stakeholder consultative bodies and forums--to create partnership and coordination; (iii) Local Agenda 21s and networks-- to scale up action for sustainable development at the local level; (iv) monitoring and review at the local level—to contribute to the localization of nationally-adapted SDGs; (v) impact assessment--to ensure that nationally and locally-adapted SDGs are taken into consideration in large public and private development projects; and (vi) integrated modelling--to explore the benefits and impacts of key national policies and programs at sub-national and local levels ([UNDG 2019](#)).

Other criteria/methods/tools of coherent policy-making include stakeholder participation, local involvement and coordination mechanisms in addition to monitoring, analysis and reporting on cross-cutting issues; cross-organisational; cross-sectoral and cross-government analyses; and transboundary and intergenerational impact analysis, cumulative effects assessment, multi-criteria decision analysis and scenario analysis ([Fleskens et al. 2014](#); [Jayaraman et al. 2015](#); [Jones 2016](#)).

No international standards exist on policy coherence, but initiatives exist at regional and interregional levels. The Organisation for Economic Cooperation and Development (OECD) is an international reference in policy coherence for development (OECD 2019). Its eight building blocks to ensure a coherent and effective SDG implementation are: (i) political commitment and leadership; (ii) integrated approaches to

implementation; (iii) intergenerational timeframe; (iv) analysis and assessments of potential policy effects; (v) policy and institutional coordination; (vi) local and regional involvements; (vii) stakeholder participation; (viii) monitoring and reporting ([OECD 2018](#)).

Some (inter)regional assessments of policy coherence include the [Policy Coherence for Development Index \(PCDI\)](#), managed by [Spanish NGO coordinator in collaboration with REEDES](#). It ranks 133 countries according to how coherent their policies are in relation to development. It includes 20 public policies and 49 variables that are grouped into 5 categories: social, environmental, economic, global and production. Commitment to Development Index (CDI) by the [Center for Global Development](#) is another composite index, which assesses 27 OECD countries across seven policy dimensions: aid; trade; investment; migration; environment; security; and technology. [UNEP](#), the [custodian agency of SDG17 and 17.14.1](#), is also working on index development on policy coherence as part of the national and [global SDG indicator framework](#) ([UNStats](#)).

Case studies

With the process of SDG implementation and the Voluntary National Reviews, many countries have involved their national and sub-national ministries, agencies, other governmental and non-governmental stakeholders to cooperate, collaborate and integrate their policies within the framework of the 2030 Agenda. Many countries have explicitly integrated the SDGs in their national sustainable development plans (e.g. Argentina, Bangladesh, China, Cyprus, Czech Republic, El Salvador, Honduras, India, Ethiopia, Indonesia, Italy, Jordan, Morocco, Nepal, the Netherlands, Nigeria, Peru, the Philippines, Portugal, Slovenia, Qatar, Tajikistan, Togo, Zimbabwe). A substantial number of countries have created new inter-ministerial committees to spur and coordinate the implementation of the SDGs (e.g. Azerbaijan, Bangladesh, Belgium, Botswana, Chile, China, Colombia, Costa Rica, Denmark, El Salvador, Germany, Japan, Madagascar, Mexico, Nepal, the Philippines, Portugal, Slovenia). Many of these committees are multi-stakeholder (e.g. Estonia, Madagascar, Mexico, Samoa, Argentina, Belarus, Benin, Botswana, Brazil, Czech Republic, El Salvador, Ethiopia, Guatemala, Honduras, Indonesia, Jordan, Malaysia, Nepal, Panama, Togo, Zimbabwe) ([UNDESA 2018](#)).

Peer-to-peer learning and research

The United Nations system is active in spreading awareness on and practicing policy coherence. The ongoing reforms of the United Nations and the repositioning of the UN development system (GA Resolutions [71/243](#), [72/279](#), [72/305](#), among others) aim to create a coherent and integrated United Nations Sustainable Development Framework to more effectively serve the Member States in their SDG implementation ([A/74/73-E/2019/14](#)). Through the creation of the stand-alone Development Cooperation Office ([UNDS 2018](#)) chaired by the Deputy Security General and interlinking country teams, resident coordinators, regional sustainable development groups and regional commissions, with strong

focus on the development-humanitarian nexi with linkages to peace, the reform initiatives realign the work of the General Assembly, Security Council, ECOSOC, all UN agencies, funds and programmes and their partners towards a shared vision on a [system-wide strategic document \(SWSD\)](#). The High-level Political Forum of the United Nations was tasked with enhancing the integration and coherence of the three dimensions of sustainable development within the UN system, across global governance institutions more broadly, and at all levels of decision-making ([ECOSOC 2016](#)). [UN's nexus approach to the SDGs](#) allows countries to link different SDG targets with the most relevant ones in a coherent manner.

[UNDESA](#) has launched the [Acceleration Action](#) for the September 2019 SDG Summit, which will include SDG disaggregated projects of policy implementation by governments and other stakeholders. [UNDESA](#) has launched an SDG Good practices platform to collect, assess and align policies and initiatives of SDG implementation. [UNDESA](#) also has a Partnerships Platform that show cooperation and alignment of policies towards coherence in each and across different groups of SDGs. [UNDESA](#) also synthesizes progress of SDG implementation of countries that present their Voluntary National Reviews at the High-level Political Forum held under the auspices of the Economic and Social Council, which can contribute to policy coherence in the long-term. [United Nations' World Economic and Social Survey](#) outlines methods and tools for ensuring coherent policy-making for climate change. UNDESA's [World Public Sector Report](#) has analyzed policy integration as its main topic in 2018. UNDESA offers [integrated systems model](#) to propose cross-sectoral or economy-wide solutions to SDG-related capacity development needs of the Member States.

[UNDG](#) has adopted a common approach for effective and coherent implementation support to the 2030 Agenda, under the acronym MAPS--Mainstreaming, Acceleration and Policy Support. [UNDG](#) also offers guidance on horizontal and vertical policy coherence. [Office of the High Commissioner for Human Rights \(OHCHR\)](#) has stressed policy coherence in its UN Guiding Principles on Business and Human Rights under the Guiding Principle 8: Ensuring policy coherence, which states that "States should ensure that governmental departments, agencies and other State-based institutions that shape business practices are aware of and observe the State's human rights obligations when fulfilling their respective mandates, including by providing them with relevant information, training and support" (10). [UNCTAD](#) has long promoted an integrated policy approach to trade and development and the interrelated issues of finance, debt, technology, investment and sustainable development. Many agencies, funds and programmes have worked on UN coherence, specifically even before the SDGs-era ([UNICEF 2015](#)). [UNSSC](#) offers training on policy coherence for sustainable development. [UNESCAP](#) has a Regional Learning Platform on policy coherence for disaster risk reduction and resilience. [World Health Organisation](#) organizes conferences on coherent policy-making on non-communicable diseases; [it](#) has published on integrated care models.

(Inter)regional institutions have also been actively working on policy coherence for sustainable development. G20 Action Plan on the 2030 Agenda for Sustainable Development' mentions and cross-references multiple SDGs under each of the 15 Sustainable Development Sectors (SDSs), as defined by its Action Plan ([G20 Insights 2017](#)). G20 organized in Japan in 2019 has put the emphasis on policy coherence between central banks and inclusive and sustainable development ([G20 Policy Brief 2019](#)).

The Inter-agency Taskforce on Financing Sustainable Development formed in the wake of the Third International Conference on Financing for the Development and the Sustainable Development Summit in 2015 recognizes that institutional silos should be broken down to promote cross-fertilization of ideas and more effective coordination of actions at both the national and international levels. It stresses the

importance of enhancing coherence, governance and consistency of the international monetary, financial and trading systems, and; the need to expand the coherence agenda to take into account economic, social and environmental challenges ([IATF 2019](#)). [Member of IATF](#), IMF has launched several initiatives including innovative integrated policy approaches to support macroeconomic policy coherence, financial stability and capacity building, particularly in fragile and conflict affected states and with specific focus on data and climate change ([IMF 2015](#)). In its support to SDG implementation, IMF aims to ensure, inter alia, that financial regulations across major financial centers are appropriately configured, mutually consistent, and rigorously implemented ([IMF 2016](#)). World Bank, another IATF member, has through [KNOMAD](#), the Global Knowledge Partnership on Migration and Development, created and maintained an open, inclusive, multidisciplinary platform interlinking migration and development.

[OECD](#) has put together a framework for ensuring policy coherence to implement the SDGs, including specifically to build [resilient societies](#). It also offers [country profiles of policy coherence](#) for development. [OECD](#) also holds yearly meetings with the national focal points of policy coherence and has a [helpdesk](#) to provide practical information and support on tailoring PCSD tools to different country contexts. [European Union](#) has published on policy coherence. [Liaise Toolbox of the European Union](#) offers methods to analyse the coherence of policies. [Commonwealth](#) has a toolkit for strengthening policy coherence in sport-related policy domains. [European Commission](#) offers a variety of tools to promote coherence in various policy areas. [ECDP](#) proposes methods of coherence between European and African institutions and policy domains, specifically in the areas of commodities, migration and tax policy. [DEVCO's e-learning tool](#) promotes policy coherence in addition to including training specifically on the subject.

Private sector, civil society and philanthropy are also active in promoting peer-to-peer networking and learning activities for strengthening policy coherence. The [Global Covenant of Mayors for Climate and Energy](#), [C40 cities](#) to address climate change, [100 Resilient Cities](#) are some examples that were initiated by the non-governmental sector, which make linkages across policy fields towards coherence. [Millennium Institute's T21](#) is a quantitative development planning tool that supports the comparative analysis of different policy options to identify the ones that may move the system more coherently towards sustainable development. [Institute for Integrated Transitions](#) has created the Inclusive Transitions Framework (IFIT), which includes a full range of policy choices available to fragile and conflict-affected countries for sustainable transition. [World Resources Institute \(WRI\)](#) has issued policy briefs and research articles on policy coherence. [IISD SDG Knowledge Hub](#) and [Progressing national SDGs implementation](#), which is an independent assessment of the VNR reports, have been helpful in promoting policy coherence. [Stiftung SDG Index and Dashboards](#) by the Sustainable Development Solutions Network (SDSN)/Bertelsmann describe countries' progress towards achieving the SDGs and indicate areas requiring faster progress.

International development cooperation

United Nations is committed to delivering across mandates, sectors and institutional boundaries, and to practising more coherent and integrated system-wide strategic planning, implementation and reporting.

As identified in the principles of the United Nations Chief Executives Board for Coordination (CEB), it is the UN system’s ambition to “work in unity while preserving diversity” ([CEB/2016/1](#)).

Coherent policy support is one of the key six approaches to integrated programming in [UNDAF](#), now revamped towards increased coherence and integration under its new name [United Nations Sustainable Development Cooperation Framework](#) (UNSDCF). UNSDCF (2019) employs three mutually reinforcing modes of implementation: results-focused programming, capacity development, and coherent policy support (12). The other five approaches included in [UNDAF \(2017\)](#) are capacity development, risk informed programming, results focused programming, partnerships and development, humanitarian and peace building nexus, which are all relevant to and supportive of policy coherence.

The Common Country Analysis, CCA, a required and essential element of every UNSDCF process, combines multiple perspectives in complementary and coherent manners to identify the national capacity gaps that can be addressed by coordinated UN support towards enhanced policy coherence ([UNDG 2017](#): 9). UN Resident Coordinator (RC) plays an enhanced leadership role throughout the Cooperation Framework process, in line with General Assembly resolution 72/279 and the new [Management and Accountability Framework \(MAF\)](#). It contributes to policy coherence for sustainable development through connected and collective support generating common results and expanding whole-of-system expertise to countries ([A/72/707–S/2018/43](#): 7). [UN INFO](#) is an online planning, monitoring and reporting platform that digitizes each Cooperation Framework and its corresponding joint workplans. It reflects the UN development system’s effort to improve coherence, transparency and accountability ([UNDG 2019](#)).

[ECOSOC’s Development Cooperation Forum](#) also contributes to policy coherence by encouraging coordination across diverse actors including ministers and senior experts from developing and developed countries, parliamentarians, civil society organizations, international organizations and development banks, local governments, philanthropic foundations and private sector. DCF has also put emphasis on South-South and triangular cooperation as an important factor in policy coherence arguing that the latter should no longer be treated as a stand-alone framework but should be situated within the larger global partnership for sustainable development ([ECOSOC DCF 2017](#): 3).

[UNESCAP](#) has a Regional Learning Platform on policy coherence for disaster risk reduction and resilience. [UNECA](#) has been active in promoting and implementing projects of integrated quantitative analysis to address interlinkages between Climate, Land, Energy and Water systems (CLEWs) in relation to the SDGs. [ECLAC](#) developed the Caribbean Development Portal to aggregate and compare policies and strategies of development of the countries of the region. UNECE has tackled the lack of coherence and consistency in risk management regulatory frameworks and methodologies as they related to SDG implementation ([UNECE 2018](#): T/2). UNESCWA has established the Arab Center for Poverty Reduction and Social Policy to promote coherent and integrated growth in the region ([ESCWA 2017](#): 40). GFMD Ad hoc Working Group on the 2030 Agenda and the Global Compact on Migration ([GFMD](#)) have also promoted policy coherence specifically relating to migration. [ILO](#) offers a variety of tools of policy coherence in labour policies.

[OECD](#) has put together a framework for ensuring policy coherence to implement the SDGs, including specifically to build [resilient societies](#). It also offers [country profiles of policy coherence](#) for development. [OECD](#) has methods and tools for ensuring policy coherence. [Country Policy and Institutional Assessments \(CPIA\)](#) are carried out annually by the World Bank bringing together economic, social and structural

policies, and public sector management and institutions. From sectoral perspectives, [European Commission](#) offers a variety of tools to promote coherence in various policy areas. [Council of Europe](#) has issued guidelines on coherent and integrated drug policy making. [Commonwealth](#) has a toolkit for strengthening policy coherence in sport-related policy domains. GIZ, together with UNCTAD (2017), has created a [toolbox to achieve policy coherence for local production and access to medicines](#).

Acknowledgements

The members of the group are...

To contact the group or nominate a member...