



# ENHANCING POLICY COHERENCE TO TACKLE CONTEMPORARY GOVERNANCE CHALLENGES

44<sup>th</sup> AAPAM Roundtable Conference:  
*“Agile Public Administration: Partnership and Digital Transformation  
for Citizen-Centric Service Delivery”*

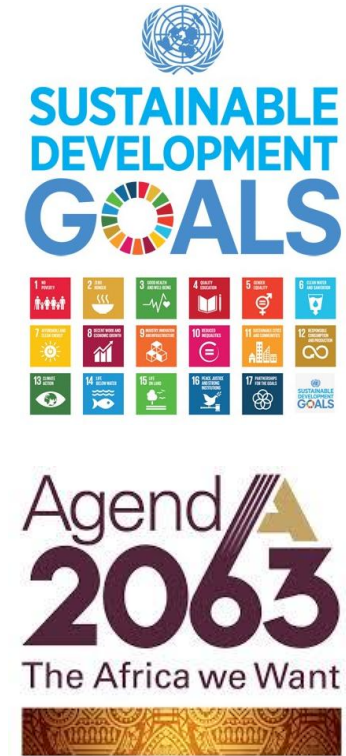
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# Outline

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1. **The role of the SDGs and policy coherence** in addressing contemporary governance challenges
2. **Institutional mechanisms and capabilities** for policy coherence for sustainable development
3. **OECD support and partnerships** for policy coherence and public governance in Africa





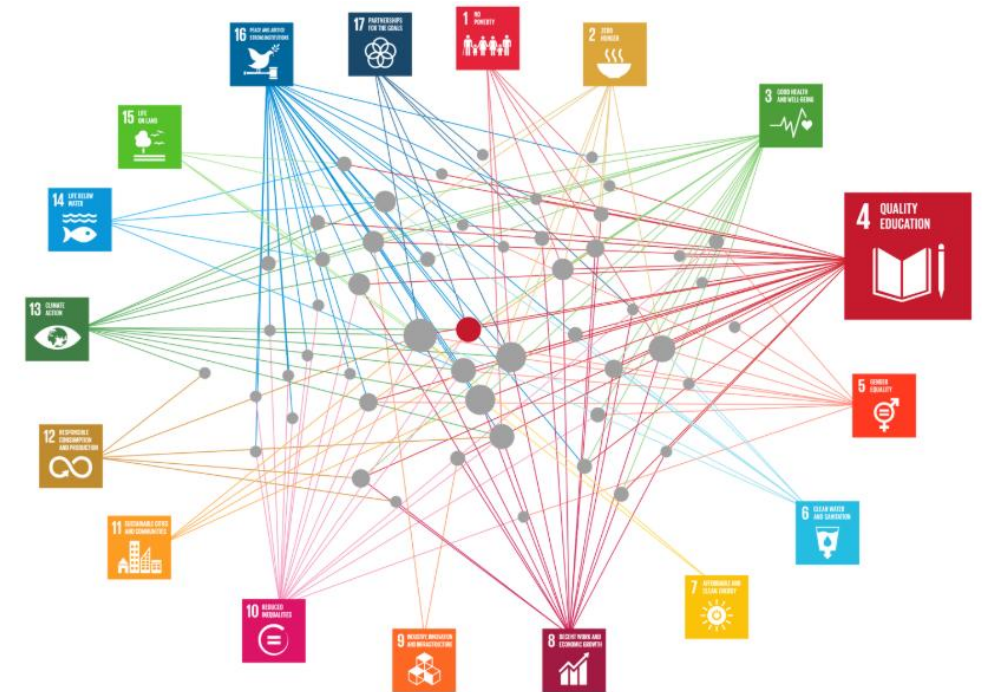
# **The role of the SDGs and policy coherence in addressing contemporary governance challenges**



# The SDGs can guide public administrations

“The SDGs provide a **globally shared blueprint for tackling diverse and interconnected challenges** such as reacting to economic crises, mitigating and adapting to climate change, responding to pandemics, managing migration flows, and countering hybrid threats. In this sense, a public service that is capable of achieving the SDGs would also be able to address the root causes of these issues.”

-- Civil Service Capacities in the SDG Era, OECD (2021)





# Contemporary governance challenges require policy coherence



- ➡ To balance economic, social and environmental priorities for promoting the well-being of the present generation in one particular country (**HERE AND NOW**)
- ➡ To make informed choices about sustainable development, considering the effects of today's policy decisions on the well-being of future generations (**LATER**)
- ➡ To consider how domestic policies affect positively or negatively the well-being of people living in other countries (**ELSEWHERE**)



*In an interconnected world, the transmission channels are numerous – e.g. through financial flows, imports and exports of goods and services, migration or knowledge transfers – and countries necessarily impact on one another.*



# **Institutional mechanisms for policy coherence and capabilities for sustainable development**



# Institutional mechanisms for policy coherence

Eight guiding principles for public administrations, applicable to all country contexts



**OECD Recommendation  
on Policy Coherence for  
Sustainable Development**

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

1. Political Commitment and Leadership



2. Strategic Long-term Vision



3. Policy integration



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

4. Whole-of-Government coordination



5. Subnational engagement



6. Stakeholder engagement



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

7. Policy and financial impacts



8. Monitoring, reporting and evaluation







# Policy coherence principles along the policy cycle







# **OECD support and partnerships for policy coherence and public governance in Africa**



# The OECD Africa Governance Platform (AGP)

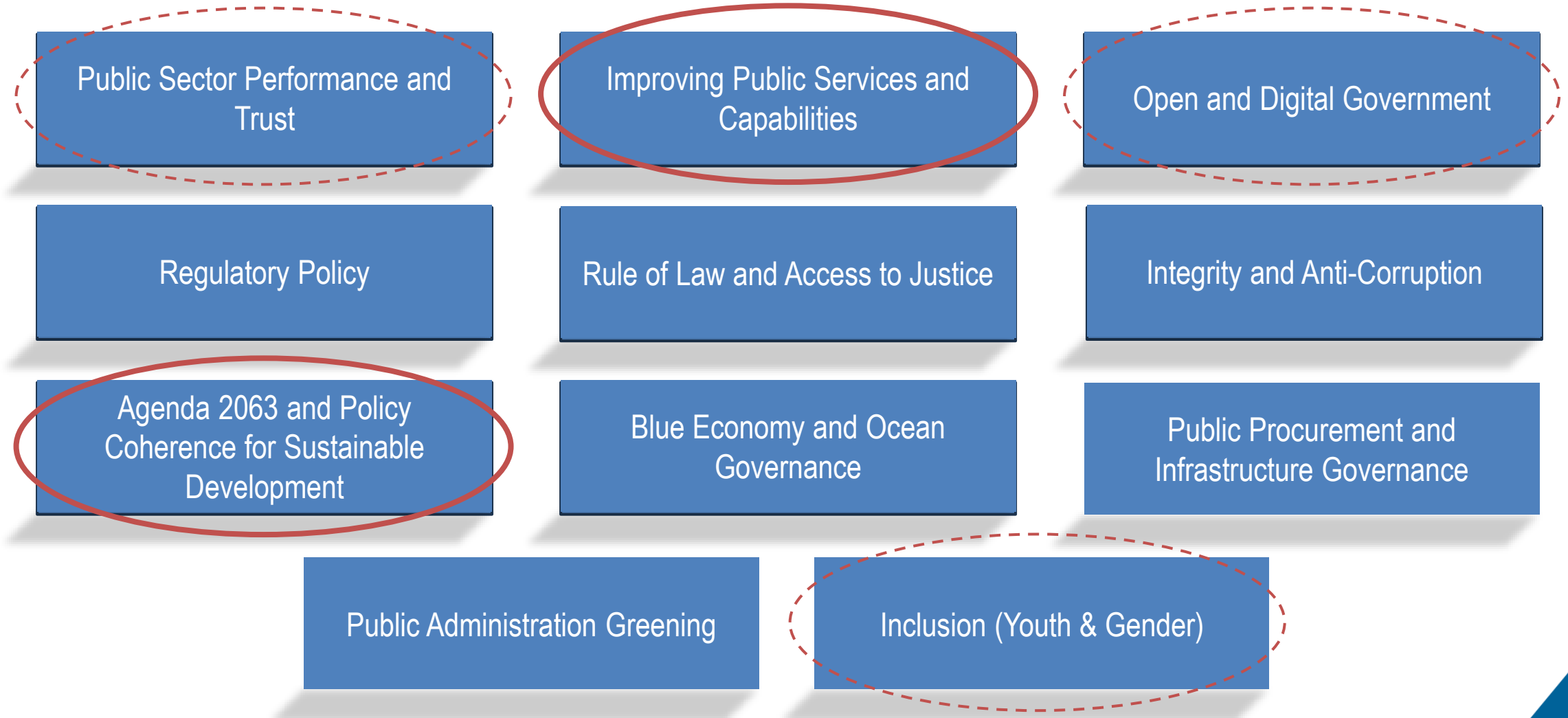


## **Aims to:**

- Promote areas of **mutual interest**, based on national reform objectives and the priorities of the OECD's Public Governance Committee.
- **Bring together** African and OECD peers, institutions and partners across policy communities.
- Enhance peer learning, **policy dialogue** and capacity building for policy practitioners and public sector officials from across the continent.
- Identify tailor made **policy recommendations** for reforms based on public governance assessments and reviews.
- Facilitate participation of African countries in OECD **policy communities** and networks.



# AGP preliminary focus areas





# OECD-APRM Programme on PCSD in Africa (*Phase I*)

## **Aims to:**

Support civil servants in assessing and aligning their institutional mechanisms with the OECD Recommendation on Policy Coherence for Sustainable Development, **working across sectors and levels of government.**

It also aligns with the APRM's expanded mandate **to drive the implementation of Agenda 2030 and Agenda 2063**, focusing on improving national governance reporting and enhancing transparency and accountability.





# OECD-APRM Pilot countries



## Ghana

One of the first pioneer countries to **conduct** APRM governance review - 2007

Currently produced APRM targeted review on AfCFTA

## Kenya

Conducted two generation reviews with APRM and a Targeted review on the big 4 vision for development \*one of the forerunners to implement APRM national governance reporting



## South Africa

Conducted the second - generation review with APRM 2020

NDP is strongly aligned with the SDGs and Agenda 2063

APRM national structures are well established

## Namibia

Has been actively engaged in APRM process.

First governance review was conducted in 2023. Also, Namibia conducted a Targeted review on youth unemployment





# PCSD Self-assessment tool for Africa



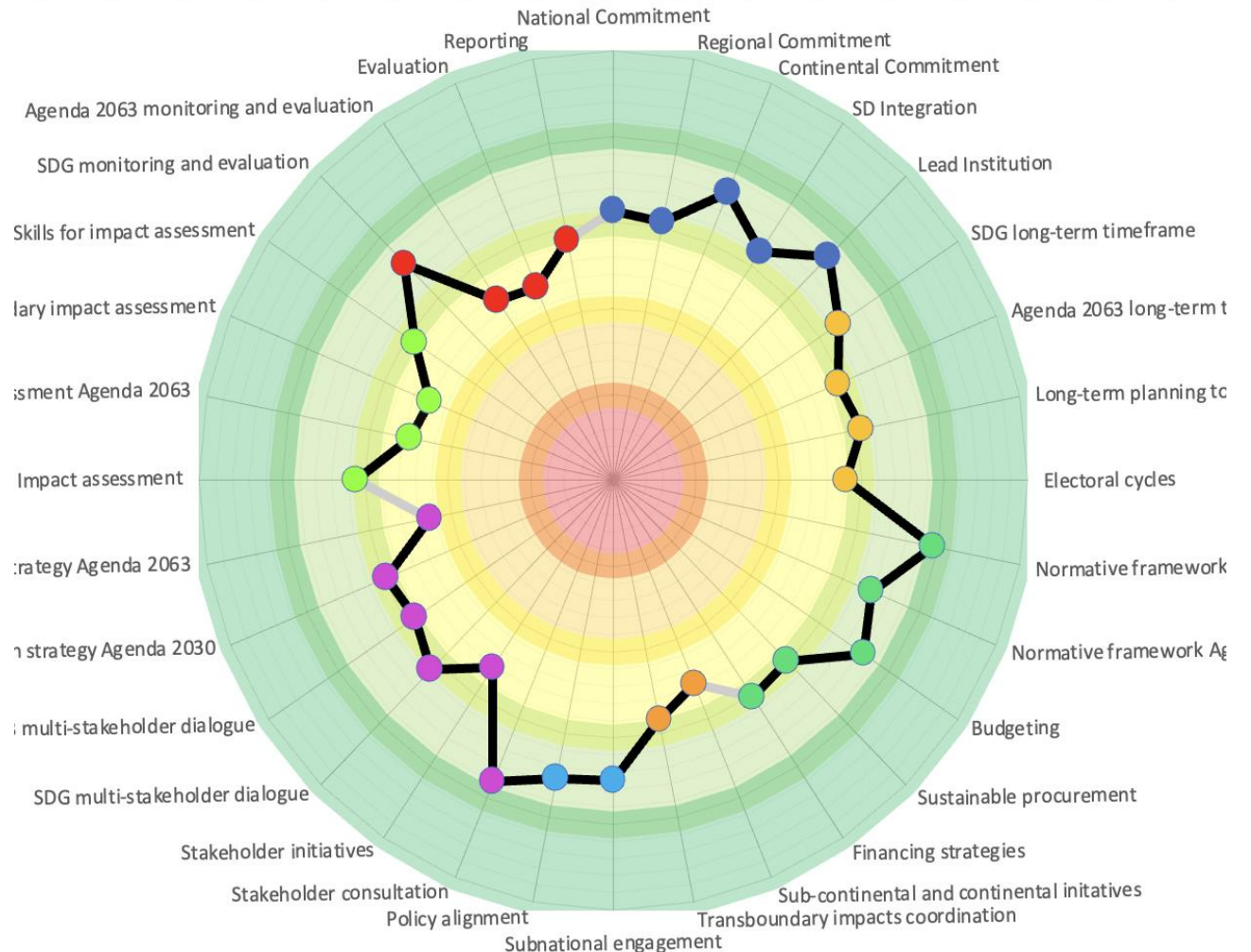
Screen **institutional mechanisms** against internationally recognised good practices.



Identify **strengths, gaps and weaknesses** as a first step towards improvement.

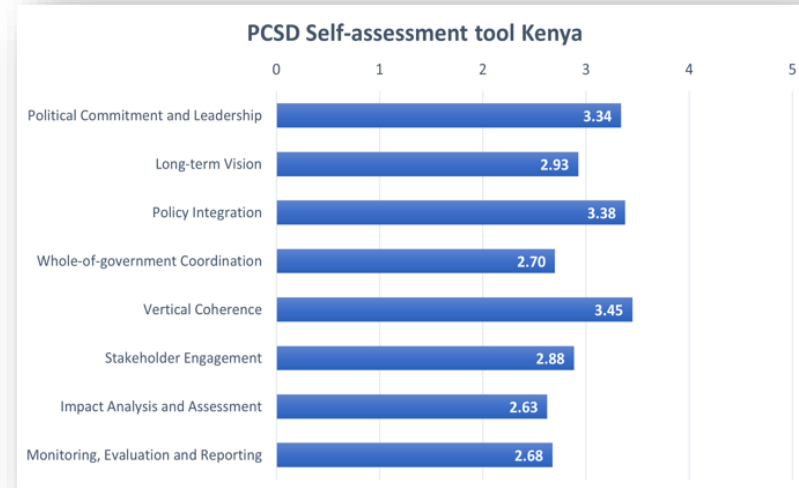
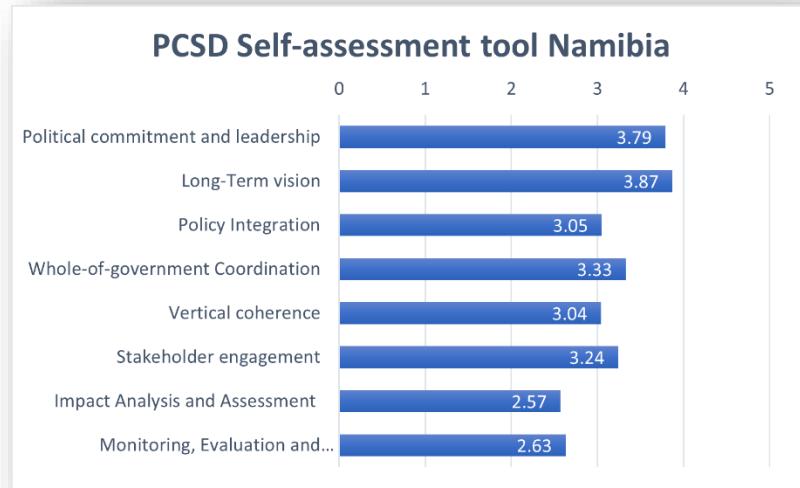
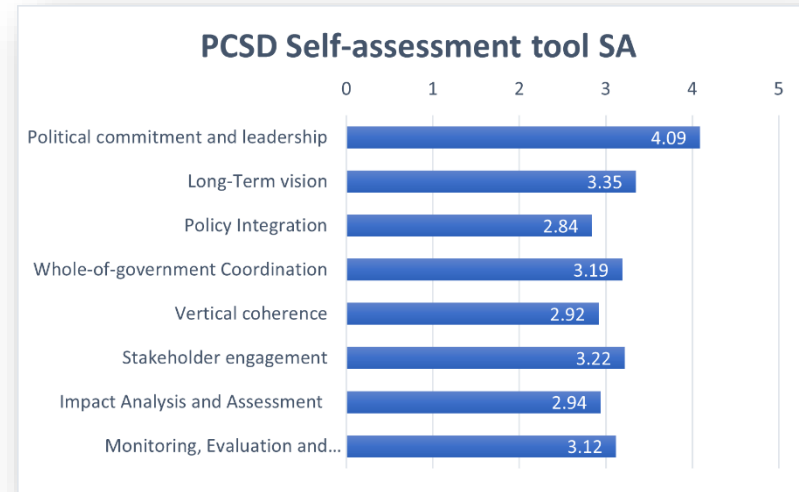
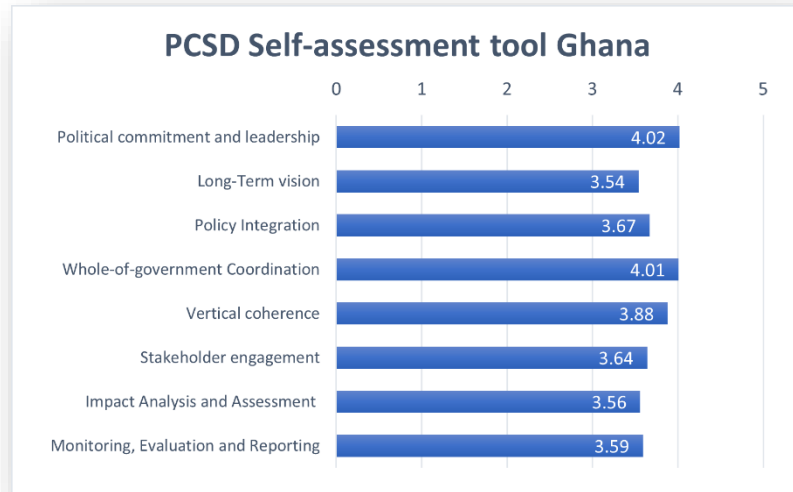


Stimulate an **open dialogue** on what changes are needed.

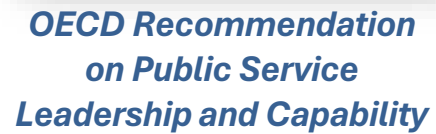




# PCSD Self-assessment workshop results







### Exploring five key competence areas:

- 
- | Rank | Skill                             |
|------|-----------------------------------|
| I.   | Long term and horizontal planning |
| II.  | Inclusiveness                     |
| III. | Information and data              |
| IV.  | Other skills                      |
| V.   | Leadership                        |

And six targeted competence areas:

- VI. a Sectorial policy
- VI. b Statistics
- VI. c Budgeting and public spending
- VI. d Public procurement
- VI. e Regulations
- VI. f Human resources management

### Across the dimensions

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## Way forward (*Phase II*)

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- **Expand the country coverage** for phase 1 activities.
- **Deepen collaboration with the pilot countries**, through the development of national strategies, PCSD roadmaps and/or action plans.
- **Apply thematic lenses** to the analysis, responding to country needs and priorities.





# OECD-APRM Side Event on the Ocean Economy



## A SUSTAINABLE OCEAN ECONOMY FOR PEOPLE, PLANET, AND PROSPERITY: THE ROLE OF POLICY AND INSTITUTIONAL COHERENCE

22 July 2025, Tuesday | 13:00 - 14:30 PM (EST)  
Venue: African Union Mission to the UN  
3 Dag Hammarskjöld Plaza, 305 east 47th Street, New York, N.Y.

Join us for this HLPF 2025 Side Event co-organised by the African Peer Review Mechanism (APRM) and the Organisation for Economic Co-operation and Development (OECD), in partnership with Malta, African Union and OECD countries. This high level session will explore how policy coherence and institutional alignment can accelerate progress on SDG 14 and Agenda 2063 through sustainable governance of ocean resources.

**Focus:**

- Institutional mechanisms for coherent ocean governance at global, regional and national levels
- Solutions to address transboundary impacts and interlinkages across ocean-related sectors
- Lessons from the APRM-OECD Programme on Policy Coherence for Sustainable Development in Africa (2022-2024)
- Recommendations to enhance horizontal and vertical coherence for sustainable ocean economies

REGISTER HERE





**Mr. Mary Beth Goodman**  
Portugal's Permanent Representative to the UN



**H.E. Selma Malika Hadadi**  
Egypt's Permanent Representative to the UN



**Amb. Maria Amalinda Rosa Castro**  
Cape Verde's Permanent Representative to the UN



**Mr. Alessandro Geronzi**  
The United Nations Programme on Environment's Regional Director for Africa



**Hon. Rt. Justice Kwame Lanteh**  
Ghana's Permanent Representative to the UN



**Mr. Pedro Soares**  
Director General for Planning and Economic Development, Portugal



**Hon. Kenneth Bailey**  
Minister of Planning and Economic Development, Malta



**Mr. Jesus Priol Adam**  
Director of Policy, Ministry of Environment, Malta

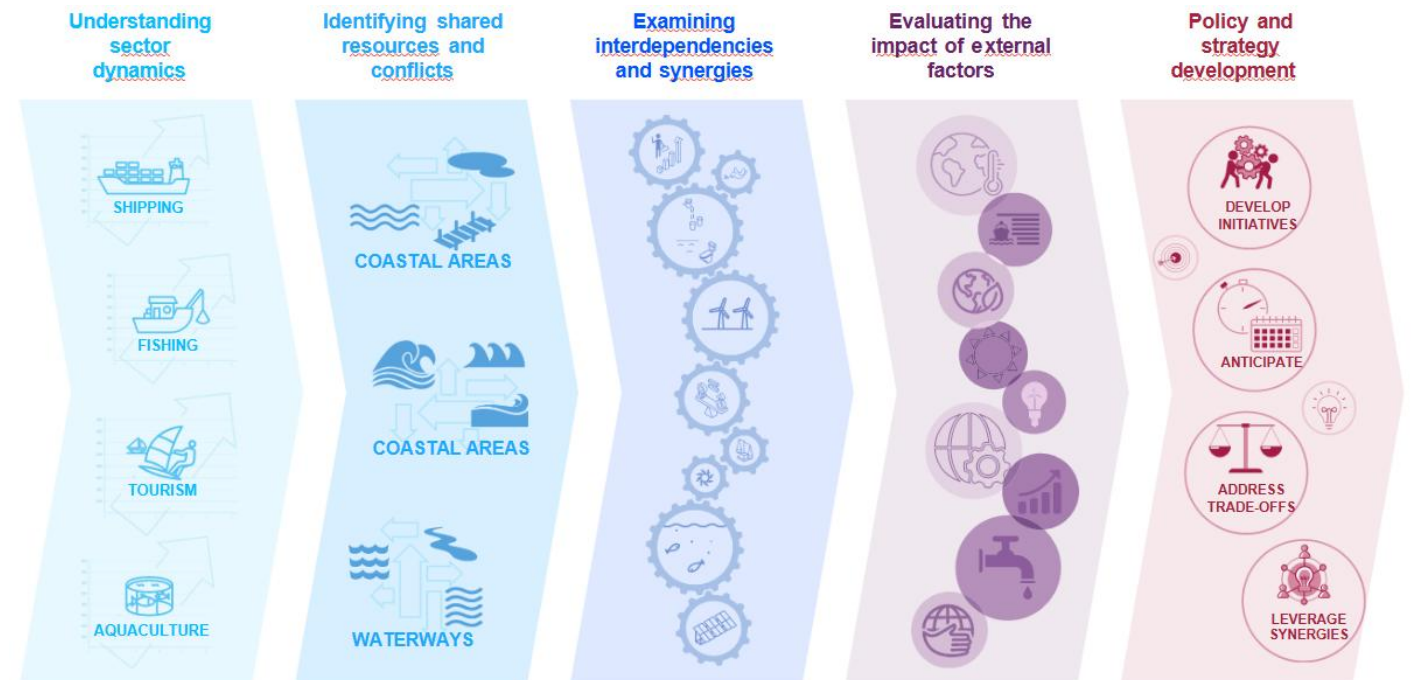


**Ms. Francesca Pace Caranta**  
Director of Policy, Ministry of Environment, Malta



#HLPF2025SIDEVENT  
aprm: au: inc

## OECD framework for identifying policy interactions in ocean management



Source: Improving policy coherence for Portugal's ocean economy (OECD, 2025)



# OECD-ACBF Policy Dialogue Event in Ghana

## ***“Advancing Policy Coherence and Government Reforms for More Inclusive, Effective, Digital and Green Governance”***

- Organised by the OECD and the African Capacity Building Foundation (ACBF) on 5-6 May in Accra, Ghana.
- Gathered public civil servants from nine African countries — **Cameroon, Côte d'Ivoire, Ethiopia, Ghana, Kenya, Morocco, Senegal, The Gambia, Zimbabwe** — and peer experts from Italy and Czechia.
- **Focused on approaches and mechanisms to support government reforms and policy coherence for the digital and green transitions:**
  - Setting objectives and themes of government reforms
  - Enhancing policy coherence across the government
  - Steering and monitoring the implementation of reforms
  - Designing and implementing digital government strategies
  - Greening the public administration
  - Developing human-centred public services







# Towards a strengthened OECD-AAPAM partnership

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## *For example:*

- To conduct joint research, seminars, conferences, workshops and academic/professional meetings.
- To promote the sharing of models, experiences, best practices and lessons learned in enhancing public administration and management in Africa.
- To build and strengthen alliances and partnerships to advocate for the implementation of action plans in capacity building and development in public administration.





# Thank you

For more information about OECD's work on PCSD



[www.oecd.org/pcsd](http://www.oecd.org/pcsd)



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