

# **FUTURE-READY LEADERSHIP: DRIVING SUSTAINABLE DEVELOPMENT THROUGH STRATEGIC FORESIGHT**

**POLICY COHERENCE FOR SUSTAINABLE  
DEVELOPMENT**

**by**

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# Outline of the Presentation



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“If birds fly without coordination, they  
beat each others wings”

**African Proverb**

# Introduction



- The concept of Policy Coherence originated in International Development space and gained prominence in the 1990s, as non-state actors involved in aid and development support appreciated the cross-sector and multi-level policy linkage and effects.
- The concept was later expanded to encompass sustainable development, with Global goal No. 17 envisaging collaboration across sectors and countries as a strategy for the realization of the SDGs

- Target 17.14 particularly singles out the importance of policy coherence
- Countries are thus expected to put in place mechanisms to promote policy coherence not only across sectors but also at local, national and global levels
- The general consensus is that without policy coherence we collectively run the risk of never achieving the 17 Global goals and the 169 related targets as set out in the UN Agenda 2030 for Sustainable Development

- The discourse around policy coherence is necessary because policies affect the economic, social, political and environmental domains of society
- Unfortunately, the tendency at both local and international level, and across sectors is to develop policies in isolation, raising the risk of divergent policy objectives, activities and outcomes
- To avoid a situation where government policies undermine one other in terms of objectives, activities or outcomes, a whole-of-society and whole-of-government approach should be embraced.

# What is Policy Coherence?



- According to UNEP, Policy Coherence involves systematically promoting mutually reinforcing policy actions across governments and agencies, fostering an integrated approach to the achievement of sustainable development goals. It is about:
  - i. Identifying and addressing conflicts between policies at different levels and across sectors that undermine attainment of desired policy outcomes
  - ii. Joined-up thinking in policy formulation and implementation
  - iii. Creating policy synergies towards achieving agreed objectives

# According to OECD (2019)



Policy coherence for sustainable development requires:

- A strategic vision underpinned by a clear political commitment and institutional leadership
- Effective and inclusive institutional and governance mechanisms to address policy interaction across sectors and align actions between levels of government.
- A set of responsive and adaptive tools to anticipate, assess and address domestic, trans-boundary and long-term impacts of policies.



- To entrench and mainstream policy coherence in policy making, OECD developed a policy coherence for development (PCD) tool to ensure vertical and horizontal cross-sector policy alignment, harmony and complementarity
- Policy coherence for development (PCD) seeks to ensure that players in policy formulation avoid or minimize the negative spill-over effects of various policies on the development prospects of developing countries.

# Main objectives of PCD



Address the negative spillovers of domestic policies on long term development prospects

Increase governments' capacities to identify trade-offs and reconcile domestic policy objectives with internationally agreed objectives

Foster synergies across economic, social and environmental policy areas to support sustainable development

To achieve Policy Cohesion for sustainable development , governments should:



- Map out SDGs and targets to identify and manage critical sectoral interactions between the economic, social and environmental spheres
- Ensure consistency of decisions across different governance levels
- Consider policy effects “here and now”, “elsewhere”, and “later”
- Track progress on the diverse elements of PCSD

# Strategic Foresight for Policy Coherence



## Anticipate

Identify cross-sectional trade-offs and synergies before they become entrenched

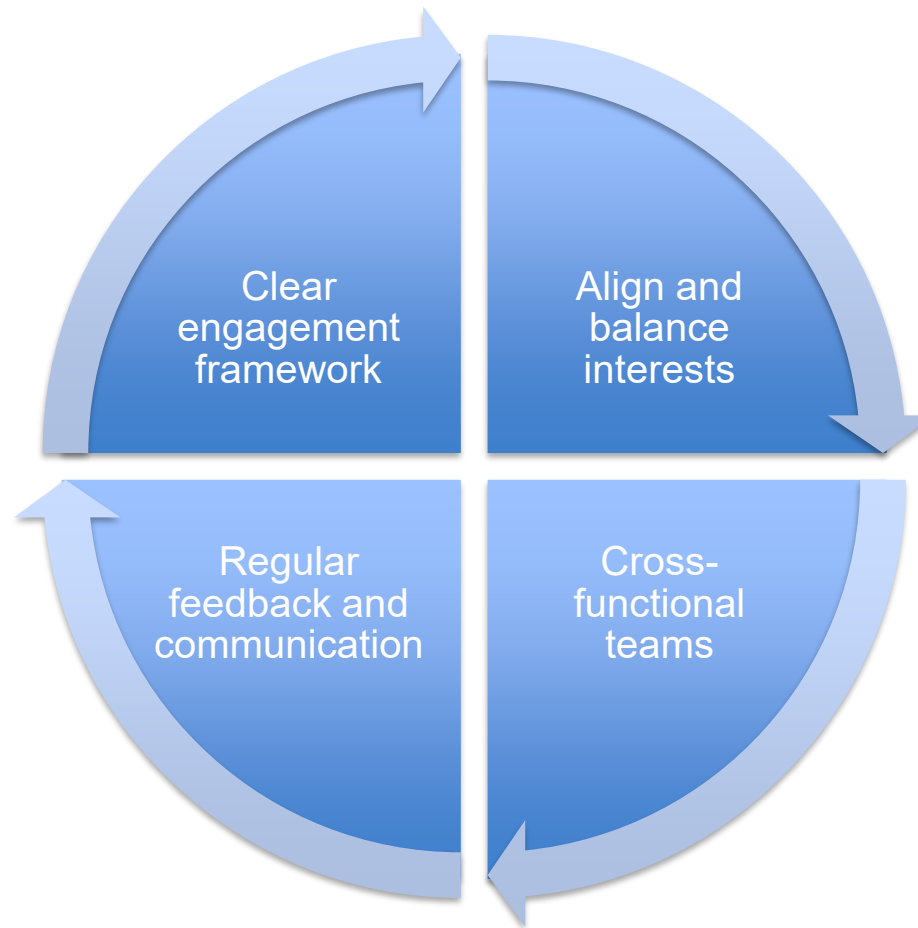
## Design

Craft policies that strike a balance between different sectors

## Align

Ensure policies support each other horizontally and vertically

# Strengthening Collaboration with stakeholders



# Agenda 2063 Synergies with the 2030 Agenda for Sustainable Development



- The African Union Agenda 2063 was launched when the Post-2015 Development Agenda (Agenda 2030) was being developed at the global level.
- This provided an opportunity for Africa's voice to be heard at the global stage.
- The AU commissioned NEPAD, AfDB, the Economic Commission for Africa (UNECA) and the United Nations Development Programme Regional Bureau for Africa to develop a Common African Position (CAP) on the post-2015 Development Agenda.

- This provided Africa with a unique opportunity to participate in the global debate on how to address the unfinished business of the MDGs and address emerging development challenges such as population growth and the youth bulge, urbanization, climate change and inequalities.
- The CAP also reiterated the importance of structural transformation for inclusive and people-centred development in Africa.
- The CAP was the only continental contribution towards the global post-2015 debate.

- Gladly, most of the ideas outlined in the CAP are evident in the 2030 Agenda for Sustainable Development.
- This is probably the reason why the level of congruence between the African Union's Agenda 2063 and the 2030 Agenda for Sustainable Development is as high as 90 per cent according to a 2017 study by the UNDP Regional Bureau for Africa (RBA).



# Steps for Domesticating the SDGs and Agenda 2063 (APRM 2020)



Translating the SDGs and Agenda 2063 into quantitative national objectives and benchmarks

Integrating and aligning SDG and Agenda 2063 objectives into medium to long-term national strategies and plans

Ensuring the availability of resources (both human and financial) to facilitate successful implementation

Whole-of-society and whole-of-government approaches for building ownership of the Agenda

# Tools for Domesticating Agenda 2063 and the SDGs (APRM, 2020)



Tool	Application
The Integrated Approach to Development Tool – NEPAD (AUDA)	Supports multi sectorial approach to data collection, analyses and reporting
The Integrated Planning and Reporting Toolkit (IPRT) – UNECA	Effective for supporting alignment of NDPs with Agenda 2063 and Agenda 2030
The Governance tool of the Africa Peer Review Mechanism – APRM	Monitoring status and trends in governance
Mainstreaming, Acceleration and Policy Support (MAPS) – UNDG	UN System common approach to supporting member States in implementing SDGs
Rapid Integrated Assessment (RIA) – UNDP	support countries in mainstreaming the Sustainable Development Goals (SDGs) into national and subnational planning

# Conclusion



- Policy coherence is a pre-requisite for the realization of the aspirations, goals and objectives of both the Africa Agenda 2063 and Agenda 2030 on Sustainable Development
- The foundation for achieving policy coherence is a strong culture of collaboration at all levels and across sectors.
- Whole-of-society and whole-of-government approach ensures all stakeholder take ownership of policies and responsibility for their implementation

# Parting Shot



**If you think you are too small to make a difference, try spending a night in a closed room with a mosquito.**

**West African Proverb**

# THANK YOU