Workshop on SDG Implementation:

Early Experience of Selected OECD Countries
with a Focus on Policy Coherence for Sustainable Development

2-3 May 2016, OECD Headquarters, CC 15, Paris, France

MEETING REPORT

Key messages

- Bringing the SDGs home requires strong political leadership and a compelling new sustainable growth narrative. Tools can help change mindsets but need to consider the context, realities and needs of each country.

- Prioritise actions with high impact towards sustainable improvements in human well-being here and now, elsewhere and tomorrow.

- Integration calls for co-ordination across sectors and whole-of-government approaches. Institutional set-ups are idiosyncratic: differing governing arrangements matter.

- A universal agenda is for all actors – not only governments, but also for civil society organisations and businesses, which have increasing global influence and are key for transformation.

- Provide a broad national vision and strategy for the 2030 Agenda, while also engaging regional, local and state governments.

- Long-term visions need to be married with short-term actions and a stronger sense of urgency.

- PCSD is not just about policies, but also about politics. Commitments to PCSD need to reach beyond electoral cycles and beyond the development community.

- OECD data and frameworks can be leveraged to help identify SDG priorities with a view to upgrade support to member countries for integrated planning and policy-making.

- There is need for a more visible collective effort to enhance and track progress in PCSD. The establishment of a Multistakeholder Partnership for PCSD could be a step in the right direction.

Introductory Session

The meeting was opened by OECD Deputy Secretary-General **Douglas Frantz**. He noted the importance of moving from policy coherence for development (PCD) to policy coherence for sustainable development (PCSD) in implementing the 2030 Agenda. To make this happen, the OECD is working – under the guidance and in partnership with the United Nations – with member countries, partner countries, the private sector and other international organisations to develop an action plan to bring the capacities of the OECD to bear upon the Sustainable Development Goals (SDGs). PCSD constitutes a key element of these efforts.

The SDGs are universal. They require all of us here at the OECD to look in the mirror and see what we can do better to protect the earth, promote equality and eradicate poverty. No OECD country today is close to meeting all the goals. Furthermore, the integrated nature of the SDGs requires us to understand that the impact of actions on one goal will affect other goals and other countries. The very least that those of us in developed countries can do, is to examine our own policies and make sure that they do no harm. All countries face trade-offs and spill-overs when making policy choices. Applying a PCSD lens will not necessarily make the choices any easier but – by informing policy makers and avoiding unintended negative consequences – it will make the choices smarter.

From left: Niels Keijzer and Imme Scholz (DEI); David O'Connor and Kitty van der Heijden (WRI); Ambassador Annika Markovic, Sweden; Deputy Secretary-General Douglas Frantz and Ebba Dohlman (OECD): Nina Weitz (SEI); and Daphne van Esveld (WRI).

Kitty van der Heijden, Director, World Resources Institute (WRI) Europe, presented an overview of the workshop and called for a global transformation through the SDGs. She highlighted five points that distinguish the SDGs from the MDGs: *(i)* leave no-one behind; *(ii)* universality – a new global reality; *(iii)* comprehensive and integrated agenda; *(iv)* sustainability at the core; and *(v)* policy coherence for sustainable development. She called for a stronger sense of urgency and reaffirmed Doug Frantz's point that no one has yet got sustainable development right. It is complicated and it is difficult. Everyone recognises the need for profound changes – for example in consumption and production patterns – but no one seems prepared to lead in making those changes. The case of water and growing water stress was used to illustrate how this is a universal and integrated agenda. Today, 1.6 billion people face water stress and, if future water stress should threaten irrigated agriculture in Asia and elsewhere, everyone will suffer – the global food, fiber and even fuel supply chains on which we all depend will be disrupted.

Annika Markovic, Swedish Ambassador to the OECD, offered reflections from Sweden's experience in meeting new challenges and seizing new opportunities presented by the 2030 Agenda. PCSD is a key tool for Sweden to develop good practices on SDGs implementation. National implementation is led by three Cabinet Ministers: the Development Co-operation Minister; the Minister for Public Administration; and the Minister for Strategic Affairs and Future Policies. Additionally, the Swedish Prime Minister initiated a High-Level Group of nine countries to lead on implementation globally.

A coherent approach will be facilitated by the recently established National Committee for Implementation that will look at existing policies and see what needs to be amended or complemented. Sweden's plan of action for implementation of the 2030 Agenda is due to be finalised by March 2017. Ministries are expected to review their own work plans and budgets, to see how they can contribute to 2030 Agenda. An effort is being made to identify synergies and conflicts so as to foster a coherent approach to sustainable development. A number of shortfalls have been identified where greater effort will be required, including on gender and other inequalities, integration of immigrants, and the environment. In terms of private sector action, areas identified for further effort include addressing tax evasion, sustainable energy and sustainable consumption and production more broadly. The Swedish government has also intensified work to inform a national conversation on how to achieve more sustainable lifestyles and consumption and production patterns.

Session 1. From global goals to national implementation: Learning from early experiences

This session was moderated by *David O'Connor* (WRI). It consisted of a panel discussion on four country case studies followed by break-out sessions.

Imme Scholz and *Niels Keijzer* (with co-author Carmen Richerzhagen) of the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE) presented the case study on **Germany**, which is currently updating its 14-year-old sustainable development strategy. The revised strategy, a first consultation draft of which is due to be issued shortly, should be aligned with the SDGs. While recognising that the SDGs are interlinked, there is a challenge to get government to work horizontally across ministries, as the work of each ministry is guided by the internal logic of the system it manages. Changing thinking and practice to account for interdependencies across goal areas, hence across sectoral ministries' respective mandates and areas of work, remains a challenge. Similarly, vertical co-ordination across levels of government, from the federal to the local, also needs to be enhanced.

In order to support such horizontal co-operation and to increase commitment to the SDGs, the National Council for Sustainable Development proposed to introduce regular reporting in Parliament on the SDGs. This should help to enhance the relevance of SDGs for the work of Parliamentary Committees.

Even if there is high-level commitment to the 2030 Agenda at the moment, there is no guarantee it will be sustained. Hence the need for broad political support encompassing the whole of government as well as Parliament, but also strong bottom-up support from lower levels of government (the states, metropolitan governments), civil society and business.

In preparing the revised strategy, the federal government consulted widely, creating a space for civil society and private sector engagement, and also consulting at sub-national levels of government. This reflects the recognition that the SDGs and the challenge of PCSD call for organised actions of non-state actors, including the private sector, multi-national companies as well as institutional investors like pension funds.

Expectations are high regarding the thematic scope, specified quantitative goals and composite indicators to measure progress – e.g., a new indicator which reflects the basic components of the German energy transition (emission reduction, energy efficiency, renewable energy, energy safety). In the past, Germany was among the first movers in adopting legislation and priorities for policy coherence for development (PCD). The revision of the sustainable development strategy provides a crucial opportunity to shift to PCSD in an equally proactive manner. A key feature of the new strategy will be a better mix and articulation between domestic and external action, with a view not merely to reduce external harm of domestic policies but to enhance positive international impacts. Germany aims with the 2030 Agenda to strengthen international co-operation in various spheres, beyond

development co-operation. In 2015, it used its G7 Presidency to ensure broad support in the Group for the 2030 Agenda.

The broad scope of the SDGs requires that efforts at policy coherence should reach beyond the two ministries – Ministry of Development Co-operation and Ministry of Environment – who have been in charge of co-ordinating government's engagement at international fora on sustainable development. For instance, could all ministries report back on PCSD to see how the country is doing?

The case study on **Korea** was presented by *Hoseok Kim* of the Korea Environment Institute (KEI). Korea established its third National Basic Plan for Sustainable Development for the period 2016-2035 in December 2015. The most noteworthy change in the plan, compared to the previous one, is that the strategic targets of the plan are described and grouped in line with the structure of the SDGs, so that the plan will be able to provide a basic platform to implement the 2030 Agenda. The targets to be added to the updated plan were identified based on the results of the National Sustainability Assessment conducted in the previous year. This plan and the second Basic Plan for International Development Co-operation constitute core plans for implementation of the 2030 Agenda in Korea.

The outline of the implementation framework for the 2030 Agenda is expected to be developed this year taking into account the discussions and results of the High-level Political Forum in July 2016. Challenges remain in adapting the agenda to Korean conditions, including: getting ministries who focus on their own goals and areas of expertise to consider interlinkages across goals, notably to address synergies and trade-offs among them; revising the legal, policy and institutional framework to accommodate this new integrated agenda and align it with Korea's new challenges for sustainable development.

Nina Weitz (with co-author Måns Nilsson) of the Stockholm Environment Institute (SEI) presented the case study on **Sweden**. She informed that Sweden officially launched its national action on the 2030 Agenda at an event in January 2016 with representatives from government, civil society, municipalities, academia and private sector, and is now in the process of developing a national implementation scheme. A National Delegation for Sweden's implementation of the 2030 Agenda has been appointed and tasked to present a proposal for an action plan by March 2017 based on a gap analysis. Reflecting that the Agenda has both domestic, international and long-term dimensions, special responsibility for implementation has been assigned to the Minister for Public Administration, Minister for International Development Co-operation and Minister for Strategic Development.

Sweden's policy framework for international development co-operation is under revision, in part in response to the 2030 Agenda. Sweden's Policy for Global Development has also been re-launched and associated action plans are being developed by each ministry and agency and identify implications for the SDGs. The action plans have been prepared through a joint drafting procedure across ministries which has helped to bring goal conflicts and interlinkages to light. Goal conflicts, incoherences, include the following areas: capital flight, migration and development, sustainable consumption and production, and business and development.

Structures will be set up for guiding the daily work of implementation in and by municipalities and regions. Domestic action will initially focus on ensuring buy-in and exchange of information and knowledge in order to foster municipalities' action on the Agenda. The longer-term dimension will be guided by continuous strategic work on sustainable development issues.

Among the lessons from Sweden's early experience are the importance of public administrative procedures for enhancing coherence and joint ownership, such as formal and informal interdepartmental working groups, joint drafting, multi-stakeholder working groups. The Policy for Global Development provides a framework for ministries' to think about goal conflicts, but the task of assessing policy impacts across sectors and dimensions of sustainable development remains a

complex one and additional research and better tools are needed. It has further been difficult to communicate domestic aspects of the Agenda (universality) through this policy as it is still seen by many as a development co-operation policy.

The case study on **The Netherlands**' was presented by *Daphne van Esveld* of WRI. Implementation of the SDGs in The Netherlands will largely build on existing international, EU and/or national goals, with each SDG being implemented on the national level by the most relevant ministry. The Ministry of Foreign Affairs currently has a light coordinating role, but it is expected that the coordination of the national implementation will eventually be moved to another ministry, e.g. the Ministry of Infrastructure and Environment. The international implementation of the SDGs, in turn, will continue to be handled by the MFA.

The formulation process of adjusting the Dutch policy to include the SDGs has started. It is expected that collaboration with civil society and the private sector will feature prominently in the implementation of the SDGs in the Netherlands. Internationally focused Dutch NGOs are developing recommendations for the Dutch government on implementation of SDGs, while the Global Goals Charter is a private sector initiative which is also finalizing its work plan to support SDG implementation. The Netherlands has a decentralized government structure with considerable authority vested in the municipalities, some of whom have already undertaken action on SDGs. These other actors are awaiting further guidance from the national government on its overall vision for SDG implementation.

The PCD agenda and mechanism will most likely not change to incorporate the horizontal coherence dimension if there is no clear and direct impact on developing countries. The department that works on implementing the SDGs nationally will work on horizontal coherence. The two streams are linked but not (yet) closely integrated.

Following the presentations, workshop participants were divided into small breakout groups to discuss in greater depth the questions set out in the annotated agenda. This included the issues such as universality and integration, and the need for prioritisation and co-ordination. The reporting back to plenary indicated a rich discussion which helped to identify the major challenges and opportunities ahead.

Session 2. PCSD: A cross-cutting means of implementation

The session began with a keynote address by *Dionisio Pérez-Jácome*, Ambassador of Mexico to the OECD, who noted that implementation of the MDGs left a great legacy of experience, including with intersectoral co-ordination to allocate resources where most needed. He emphasised five points for successful SDGs implementation:

- *Co-ordination.* It is important to establish a high-level institutional framework to co-ordinate all public policies and institutions. In our case, we created the Specialised Technical Committee for the SDGs´ implementation, at the Office of the President (Unidad de Proyectos Estratégicos de la Oficina de la Presidencia de la República).
- *Accurate indicators.* The design of precise indicators will simplify the data collection at national level.
- *Reliable and timely information.* Developing appropriate databases will give us better understanding of our areas of opportunity and will facilitate the decision making process.
- *Identify national priorities.* By doing this we would be able to allocate resources in a more efficient way.
- *Not everything is about public money.* The Addis Ababa Action Agenda recognises the importance of domestic resources mobilisation for development, beyond tax collection. For instance, some structural reforms can be implemented to improve the quality of education and to promote private

sector investment in priority areas. Mexico is currently implanting eleven structural reforms in several fields that will improve the living conditions of all Mexicans. These reforms go from poverty reduction to green energy generation, from better labor conditions to a better justice system.

Ambassador Pérez-Jácome also introduced an interactive online platform, developed jointly by Mexico and UNDP, to follow up and track progress on more than 100 non-official SDG indicators on social inclusion (http://agenda2030.datos.gob.mx).

A second panel on new perspectives on PCSD, also moderated by *David O'Connor* (WRI), featured three case studies of a more cross-cutting nature.

James Mackie of the European Centre for Development Policy Management (ECDPM) presented a regional-perspective study on the European Commission's approach to PCSD. Every decision of the Commission is a decision of all Commissioners, which presumes a degree of policy coherence. Broadly, the internal EU dimension of implementation will be dependent on First Vice-President Timmermans in charge of the Better Regulation package and inter-institutional relations. The Vice-President will in 2016 specifically need to consider SDG implementation in relation to the review of the Europe 2020 strategy. Timmermans has repeatedly made references to the internal dimensions of SDGs implementation in Europe and expressed an understanding of sustainable development in a broad sense "to create coherence in our policies".

With regard to external implementation of SDGs, the drafting of the European Union Global Strategy (EUGS) will be an important opportunity for defining the priority and focus on the SDGs in the EU's wider foreign and security policy (beyond development policy). The potential of the Global Strategy as an overarching policy that can push for greater coherence and improved collective EU external action is seen as a unique opportunity for all policy fields dealing with interdependent global challenges – including development, trade, humanitarian aid and climate action – to be set out in a new foreign policy with sustainable solutions as a main objective. A third element of the EU's approach is the European Consensus on Development, which is currently undergoing revision to take account not merely of PCD but of the 2030 Agenda.

The presenter described the evolution of policy and practice on PCD within Europe, beginning in 1992 when it was first inscribed in the Maastricht Treaty. During the 1990s, NGOs lobbied on areas of incoherence, e.g., the Common Agricultural Policy and fisheries, and then Parliaments began to pick up the issue. Results include clearer policy statements and the biennial EU PCD Report. Among the main focus areas of PCD work currently are food security, trade and investment, migration, climate change, and security. Two key challenges were also flagged:

- How to sustain political commitment to PCSD when there is no end-state – but rather policy coherence can always be improved?
- How to identify indicators to measure progress, notably on PCSD? On this it was suggested that qualitative indicators should also be considered, as PCSD can be a challenge to quantify.

The experience of the EU and its member states with PCD mechanisms provides a number of valuable instruments for possible deployment in support of the 2030 Agenda and PCSD. These include: interdepartmental consultation processes; ex ante impact assessments; knowledge inputs; regular reporting; and parliaments equipped to conduct scrutiny.

Lars Fogh Mortensen of the European Environment Agency (EEA) discussed the findings of a paper (co-authored with Karen Lund Petersen of the University of Copenhagen) on extending the boundaries of PCSD. He underlined the importance of recognising that national policies are closely interlinked with and dependent on policies and actions of various non-state actors, as well as on global megatrends affected by these and other actors. Large multinational and small and medium-sized

enterprises, global civil society groups and scientific communities affect and shape policy. Thus, policy coherence is not merely a question of horizontal co-ordination between policy sectors or about vertical co-ordination between nation state policies and regional and global policies. It also requires including and recognising another kind of vertical co-ordination: one between transnational global actors (multinational enterprises, global civil society groups and science-policy interfaces) and nation states.

Private sector actors often pursue ambitious sustainability objectives to a degree independently of state actors, for example, through various reporting initiatives (CSR, GRI), innovation and new business models, and through fora and private-private or private-public partnerships for sustainability (WBCSD, WEF, 3GF).

New social networking platforms have greatly facilitated the mobilization of global civil society to exert influence on both nation states' and corporations' policies and practices. Meanwhile, advances in scientific knowledge and in the information and databases at the disposal of scientists, thanks to new information technologies, also provide an opportunity for this community to have a more profound impact on public policy making, assuming science-policy interfaces can be enhanced and scientific findings more effectively communicated to policy makers and the broader public.

The panel concluded with a presentation by *Ernesto Soria Morales*, OECD, on the need to transition from PCD to PCSD and the lessons learnt from experience. Since 2003, the DAC peer reviews have assessed Members' practices to promote PCD (political commitment, how their government institutions work and link up to align objectives, and whether they have the capacity to analyse and track progress on the effects of policies on development). Over the last decade there has been growing political support and an increasing number of institutional mechanisms for PCD. However these efforts sharply contrast with the perception that progress has been limited in terms of policy changes and impacts.

Some of the factors that have impeded progress include: weak understanding and ownership of the PCD concept within administrations as well as lack of: time-bound action plans with shared objectives for the whole government; clear mandates for institutions responsible to arbitrate and balance divergent policy interests; and analytical capacity and sound monitoring systems and indicators to track progress and inform decision-making. A new PCSD analytical framework and definition is needed to embrace the complexity of the 2030 Agenda. While PCD institutional mechanisms are still relevant, they need to be reconfigured to respond effectively to the needs of the new agenda with mechanisms that: fully engage the whole government beyond foreign affairs and the development community; have the mandate and capacity to address domestic policies and manage policy tensions; ensure consideration of policy effects ex-ante, during and ex-post; involve key stakeholders beyond the government; and mobilise the national installed capacity for monitoring and reporting.

Following the presentations, workshop participants again broke out into small discussion groups to consider the questions in the annotated agenda for this session, such as policy coherence challenges at the regional level, the need to consider business and civil society trends, and lessons learned.

Session 3. Identifying and measuring policy interactions in SDG implementation

This session was moderated by *Mathilde Mesnard*, OECD, and started with a panel discussion on tools for measuring and analysing PCSD.

Nina Weitz of SEI shared two examples on how various interactions between the SDGs can be analysed. First, SEI has applied a Nexus approach to highlight interlinkages among water, energy and food targets; to explore the nature of interactions; and to consider how more integrated targets can be set. This analysis has shown that targets tend to interact in three different ways. They can: *(i)* be

interdependent; *(ii)* impose conditions or constraints on one another, or *(iii)* reinforce each other. Second, SEI conducted an exploratory pilot study in September 2015, which looked at how Sweden performs on the SDGs. The study sheds light on the challenges and potential trade-offs between targets, and the need to adapt them to the national context in order to guide relevant action. It also shows how the vagueness of global targets transfers many tough decisions to the national and local level and that much analytical work thus remains for countries in defining their own actions on the new agenda.

Guido Schmidt-Traub of the Sustainable Development Solutions Network (SDSN) presented three tools that are being developed to address communication, analysis and operationalisation of the SDGs. A *SDG Dashboard* aims to consolidate available data for each SDG and compare it visually against performance thresholds, highlighting areas where a country needs to make the greatest progress towards achieving the goals by 2030. A second, complementary tool, the *SDG Index*, aggregates country data into a composite index to compare countries' starting points on the goals and benchmark them with regional averages. The Index will help attract political attention to the goals, make them easier to communicate in each country, and encourage countries to measure their performance using a broader metric than gross domestic product (GDP) per capita or even the Human Development Index. A third tool – *The World in 2050* – is a more long-term exercise to look at the challenges we need to address to reach sustainable pathways and living standards in ways that are equitable and respect planetary boundaries. It is meant to be the basis for a backcasting exercise which examines pathways from where countries are at present to where we need to get by mid-century.

Eduardo Zepeda of the UN Department of Economic and Social Affairs (UN DESA) informed about a number of modelling tools for sustainable development policies. These include: economy-wide modelling; integrated assessment of climate, land, energy and water systems (CLEWS); energy systems dynamic modelling; geo-spatial electrification to model universal access to electricity by 2030; and household survey based micro-simulation of socio-economic impacts and electricity consumption. Countries need a suite of tools as there is no one single model that can cover all relevant issues. A key objective of all of these tools is to inform policy making, through the appropriate selection and formulation of simulations, and effective results communication through a variety of media. The models form part of UN DESA's wider efforts to build capacity in developing countries.

Graham Long of the University of Newcastle (representing co-authors from the Stakeholder Forum and Bioregional) presented a project which has sought to develop a new taxonomy and system of classification for understanding the types and strengths of interlinkages between different SDG targets. An initial pilot of the methodology applies it to links between the targets in SDG 12 on Sustainable Consumption and Production (SCP) and other targets within the SDGs. The findings, which have been published in the report "Seeing the Whole: Implementing the SDGs in an Integrated and Coherent Way", show markedly different types of linkages between targets – the taxonomy classifies them as being either commonly supporting; mutually supporting; disenabling; indirect enabling; direct enabling; direct enabling in both directions; partially relying; or fully relying on one another. The strongest of these enabling and reliance relationships are especially important, indicating areas where the benefits of coherence between policies – and costs of incoherence – might be highest.

Carla Susana Assuad of the Millennium Institute introduced the recently developed Integrated Sustainable Development Goal (iSDG) model. The iSDG model is an interactive simulation model designed for policy-makers and planners to help them make sense of the complex and interlinked SDG system, and design efficient pathways to the goals, testing their likely impacts before adopting them and considering budgetary requirements and sources of finance (it "does not model systems – it models problems"). The iSDG model can be calibrated for any country or region with data sourced locally or from international databases. A demo version for Tanzania was used to illustrate the selection of intervention(s), the budget needs, and the simulation results.

Romina Boarini, OECD, discussed how to leverage OECD data and frameworks to help identify SDG priorities with a view to upgrade support to member countries for integrated planning and policy-making. The OECD's well-being framework, for example, can be used to analyse impacts today and tomorrow – however, the elsewhere dimension is currently lacking. The framework uses the traditional policy cycle (goals > planning > implementation > evaluation) and identifies three broad ways through which well-being measures can be applied to improve policy: *(i)* alignment: setting a multidimensional policy objective function (requires a tool that explicitly models the relationships between outcomes and their policy drivers); *(ii)* analysis: better understanding of what drives "the machine" (e.g. the importance of solid institutions for economic growth and inclusiveness; requires a more thorough assessment of policy impact); and *(iii)* accountability: the framework needs explicit information on "people's preferences" and well-being "production technology" (the trade-offs can be the object of public debate and scrutiny). Possible next steps include revisiting and consolidating some of the models used (e.g. sectoral modelling and integrated modelling) to make them more relevant to the 2030 Agenda.

Carina Lindberg, OECD, provided a brief overview of the PCD Unit's work to support countries' efforts to track progress in PCSD (SDG target 17.14) at the national level. Data and indicators to track progress on policy coherence are likely to vary from country to country depending on their national attributes, economy, institutional set-up, and political and social variables. Yet, some common indicator sets could be identified for cross-country comparisons and peer review. By monitoring the correlation and trends between different OECD indicators, one can get an overview of how OECD country policies are evolving over time: are they contributing to or undermining the achievement of selected goals and targets? A second layer of analysis involves identifying those OECD policy instruments that can be used to influence various mechanisms, interactions and effects. The initial findings will be published in July as part of the PCSD Flagship report, and the long-term objective is to create an online "OECD Coherence Monitor" whereby users can track progress based on their national interests and priorities.

Session 4. Towards a PCSD Partnership

Ebba Dohlman, OECD, moderated this session, during which she asked participants to consider the usefulness of the analytical tools presented and what their specific needs are. She discussed the evolution of the PCD concept, from the 2008 OECD Declaration on Policy Coherence, through the 2010 OECD Council Recommendation on Good Institutional Practices in Promoting Policy Coherence, to the 2012 OECD Strategy on Development concept. She highlighted the OECD's new definition of PCSD as "an approach and a policy tool to integrate the economic, social, environmental, and governance dimensions of sustainable development at all stages of domestic and international policy making". She also argued for a more visible collective effort to enhance PCSD – possibly through the establishment of a PCSD Multistakeholder Partnership.

The discussion underscored the need to avoid duplication between different approaches, tools and methodologies. OECD training sessions could be useful to further enhance PCSD in members and partners (including through piloting the new PCSD Framework). Participants agreed that future discussions and analyses on PCSD need to be pragmatic, striking a balance between vision and what can realistically be achieved in capitals, particularly given the current difficulties in communicating the importance of policy coherence to colleagues in various parts of government. It was noted that progress could be achieved by creating in a given capital a group of co-ordinators for SDG implementation, including through PCSD.

Several countries indicated interest in a Partnership, but no one was able to make a formal commitment at the time of the meeting. Finally, while there are different views regarding the conceptual implications of PCD versus PCSD, everybody agrees in principle on the importance of coherent policies for implementing the SDGs and improving well-being for all.

## Lunch Seminar: PCSD as a means of implementation for the SDGs

This seminar, which was open to Ambassadors, Delegates, Directors and OECD staff, was introduced by Deputy Secretary-General *Douglas Frantz*. He enumerated the many ways in which the OECD can contribute to the achievement of the SDGs and to SDG 17 in particular.

Kitty van der Heijden, Director, World Resources Institute (WRI) Europe, questioned the general view: "The MDGs were pretty good, so why do we need to change?" The SDGs are not just more goals but very different goals, embodying universality and integration and aiming at transformative change. Delivering them will require that governments work differently internally and with other actors. As a transformation involves winners and losers, we must answer the question: how do we share equitably the pain as well as the gain?

Annika Lindblom, Ministerial Advisor, Ministry of the Environment, Finland, and Secretary-General of the National Commission on Sustainable Development, informed about how Finland is preparing to implement the 2030 Agenda. She referred to a "sustainability doughnut" (below) as inspiration for understanding the complexity of sustainable development.

Finland has had a National Commission on Sustainable Development in continuous operation for 23 years, representing society in miniature.

Finland is currently working on a National Agenda 2030 Implementation Plan, scheduled for adoption by the end of 2016. This involves establishing institutional mechanisms, mapping of policies and legislation, and an update of the National Sustainable Development Strategy. Participatory working methods aim to engage all stakeholders and there is also a special effort to engage the National Parliament.
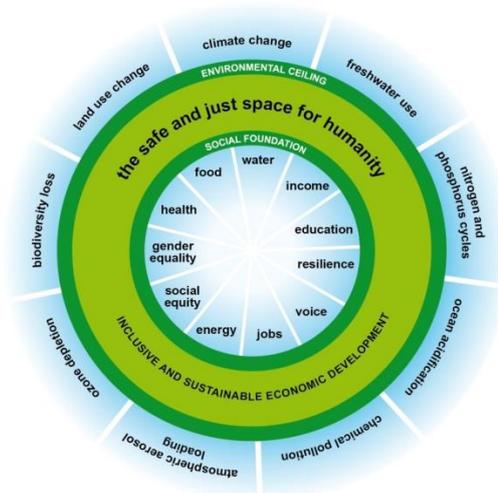
The challenge facing Finland is how to motivate actors when the situation looks pretty good. Finland consistently ranks among the top global performers on sustainability measures. A preliminary gap analysis (by the Bertelsmann Foundation), however, notes the gender pay gap as one area where Finland does not compare favorably with other OECD countries.

Notably, the initiative "Society's Commitment to Sustainable Development" provides a long-term visionary framework with eight integrated objectives, along with operational commitments leading to solutions and innovations for sustainable development.

Ebba Dohlman, OECD, discussed how the OECD, and the PCD Unit in particular, was taking forward the mandates to deliver on PCD, and how the Organisation might help governments to enhance PCSD by strengthening and aligning existing tools with the 2030 Agenda. The new PCSD Framework, for example, covers three priority areas for policy coherence as identified in the 2012 OECD Strategy on Development: food security; illicit financial flows, and green growth. Training sessions are being organised in member and partner countries on a demand driven basis to share knowledge, raise awareness and build capacities. Key issues are being analysed in the annual report *Better Policies for Development* ('the PCD Flagship') and in more frequent policy briefs (CODE Reports). Further work to develop (online) monitoring tools and indicators for PCSD is ongoing.