

INCEPTION REPORT

Building Policy Coherence for Sustainable Development in Austria, Italy, and the Slovak Republic

This Inception Report represents Output 2 under the project “Building Policy Coherence for Sustainable Development in Austria, Italy, and the Slovak Republic.”

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Executive summary

The Technical Support Instrument (TSI) project entitled, “Building Policy Coherence for Sustainable Development (PCSD) in Austria, Italy, and the Slovak Republic”, aims to strengthen institutional and administrative capacities to advance sustainable development across Austria, Italy, and Slovak Republic. Funded by the Technical Support Instrument of the European Union, the project helps implement reforms to boost investment, enhance competitiveness, and address country-specific challenges outlined in EU recommendations, communications and council conclusions. The project provides technical support in public governance and regional development policy, with the purpose of bridging the implementation gap towards achieving the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). Central to this approach is enhancing Policy Coherence for Sustainable Development (PCSD) in accordance with the principles of the OECD Recommendation on PCSD and SDG 17.14, to ensure reforms are designed and implemented holistically to drive long-term progress.

In **Austria**, this project contributes to ongoing reform efforts aimed at improving the coherence, efficiency and effectiveness of relevant strategies and public services in the Development Co-operation Sector. Coordinated by the Federal Ministry for European and International Affairs, the project is implemented in collaboration with cross-governmental mechanisms, including the Inter-Ministerial Working Group focused on the development and implementation of the Three-Year Programs of the Austrian Development Policy (3YP WG) and the Inter-Ministerial Working Group on the Implementation of the 2030 Agenda (IMAG). The project benefits all Official Development Assistance (ODA)-reporting ministries by strengthening strategic frameworks, institutional capacities, and public service delivery. It seeks to better integrate PCSD commitments into domestic and external policy frameworks, ensuring that transboundary impacts and the SDGs more broadly, along with their interlinkages, trade-offs, and spillover effects, are effectively addressed.

In **Italy**, this project supports ongoing reform efforts to test the implementation of the National Action Plan on PCSD (PCSD NAP) at regional level. The PCSD NAP is the main outcome of the previous TSI named “Policy coherence for sustainable development: mainstreaming the SDGs into the Italian decision-making” then approved in 2023 as an annex of the National Sustainable Development Strategy. Coordinated by Regione Piemonte (Environment, Energy, and Land Planning Directorate of Piemonte Region), and involving Marche, Sardegna and Puglia Regions, also in partnership with Ministry of Environment and Energy Security (MASE), the project focuses on promoting SDG localisation and vertical and horizontal policy coherence in the Italian four regions by enhancing local civil servant capacity to implement Regional Sustainable Development Strategies through the experimentation of the PCSD NAP tools for integrated strategic policy planning, impact assessment, strategic foresight and monitoring. It also includes the modelling of a methodology and the design of training modules in line with CompAct. This Project and its outcomes will initially focus on four Regions, but all Italian Regions, Autonomous Provinces and Metropolitan Cities are expected to benefit from it, particularly through the existing Territorial Working Groups on the 2030 Agenda (TWGs) facilitated by MASE. MASE will ease peer-learning exchanges with the central level of the Slovak Republic and Austria.

In the **Slovak Republic**, this project contributes to ongoing reforms aimed at enhancing strategic governance from the Centre of Government (CoG) to foster cooperation and trust among siloed public institutions and promote evidence-based policymaking that focuses on long-term national strategic goals related to sustainable development and well-being. Coordinated by the Office of the Deputy Prime Minister, the project further supports ongoing efforts to adapt the Slovak institutional framework for sustainable development and improve governing of European Cohesion Policy Funds.

An important element throughout the project is **peer-learning** between the three participating countries.

Abbreviations and acronyms

Abbreviation	Definition
ADA	Austrian Development Agency
AG 3YP	Inter-Ministerial Body on the 3YP (Austria)
AGIK	Working Group on International Climate Finance (Austria)
BKA	Federal Chancellery of Austria
BMBWF	Federal Ministry of Education, Science, and Research of Austria
BMEIA	Federal Ministry of European and Foreign Affairs of Austria
BMF	Federal Ministry of Finance of Austria
BMI	Federal Ministry of the Interior of Austria
BMK	Federal Ministry for Climate Action and Energy of Austria
BMLV	Federal Ministry of Defense
BMKÖS	Federal Ministry of Arts, Culture, Civil Service, and Sports of Austria
CoG	Centre of Government
DPD	Detailed Project Description
ERDF	European Regional Development Fund
ESF+	European Social Fund Plus
EZA-G	Austrian Development Cooperation Law
FPÖ	Freedom Party of Austria
IFIs	International Financial Institutions
IMAG SDGs	Inter-Ministerial Working Group on the Implementation of the 2030 Agenda (Austria)
JRC	Directorate-General for Joint Research Centre
MASE	Ministry for Environment and Energy Security of Italy
NSDS	National Sustainable Development Strategy
ODA	Official Development Assistance
OeEB	Austrian Development Bank
PCSD	Policy Coherence for Sustainable Development
PCSD NAP	National Action Plan for PCSD (Italy)
RRF	Recovery and Resilience Facility
RRP	Recovery and Resilience Plan
RSDS	Regional Sustainable Development Strategy (Italy)
SDGs	Sustainable Development Goals
TSI	Technical Support Instrument
TWG	Territorial Working Group on the 2030 Agenda (Italy)
VNR	Voluntary National Review
WG 3YP	Inter-Ministerial Working Group on the 3YP (Austria)
WKÖ	Austrian Chamber of Commerce
3YP	Three-Year Program of Austrian Development Policy

1 Introduction

Austria, Italy, and Slovak Republic have requested support from the European Commission under the European Union's Technical Support Instrument (TSI) Regulation¹ to build Policy Coherence for Sustainable Development (PCSD) as part of ongoing efforts to implement the United Nations 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). The request for technical support, made by the Federal Ministry for European and International Affairs in Austria; the Regione Piemonte Environment, Energy, and Land Planning Directorate in Italy; and the Office of the Deputy Prime Minister in Slovak Republic, was assessed by the European Commission in accordance with the criteria and principles referred to in Article 9 of the TSI Regulation and was selected for funding as a multi-country project.

The project, overseen by the European Commission's Directorate-General for Structural Reform Support (SG REFORM) and implemented in coordination with the OECD and authorities from Austria, Italy, and Slovak Republic, aims to support the implementation of reforms that better address transnational challenges to sustainable development, boost investment, enhance competitiveness, and promote economic and social convergence, resilience, and recovery, in line with country-specific recommendations and EU legislation. The project provides technical support in public governance and regional development policy, focusing on enhancing PCSD in line with the principles set forth by the OECD Recommendation on PCSD (hereafter "the PCSD Recommendation")², adopted by all OECD Member States in 2019.

The PCSD Recommendation, developed by the OECD as a comprehensive standard to support integrated policymaking in the implementation of the SDGs, underpins the project's overall methodology, with each country focusing primarily on those principles that support their national reform efforts. By integrating the economic, social, and environmental dimensions of sustainable development at all stages of policymaking and by strengthening multi-level governance and multi-stakeholder participation, ensure coherence across sectors and levels of government, and mitigate negative cross-border policy impacts.

The PCSD Recommendation provides policymakers with practical mechanisms to align policies for sustainable development both domestically and globally, enabling long-term, systemic solutions to multidimensional challenges. It sets out eight principles structured around three main pillars, and recommends that Adherents:

- Develop **a strategic vision** for achieving the 2030 Agenda and the SDGs in an integrated and coherent manner;
- Develop **effective and inclusive institutional mechanisms** to address policy interactions across sectors and align actions among levels of government; and
- Develop **a set of responsive tools** to anticipate, assess and address domestic, transboundary and long-term impacts of policies to the advance SDGs.

¹ Regulation (EU) 2021/240 of the European Parliament and of the Council of 10 February 2021 establishing a Technical Support Instrument, OJ L 57, 18.2.2021, p. 1–16. <http://data.europa.eu/eli/reg/2021/240/oj>

² OECD Recommendation of the Council on Policy Coherence for Sustainable Development, OECD/LEGAL/0381, <https://legalinstruments.oecd.org/en/instruments/oecd-legal-0381>

The three pillars and eight principles of the PCSD Recommendation (Figure 1.1) are mutually supportive and hold equal importance. Applying PCSD to strengthen government capacities for an integrated and coherent approach to policymaking can ensure that policies across sectors and levels of government are mutually reinforcing in pursuing sustainable development.

Figure 1.1. OECD Recommendation on Policy Coherence for Sustainable Development



Source : <https://legalinstruments.oecd.org/en/instruments/oecd-legal-0381>.

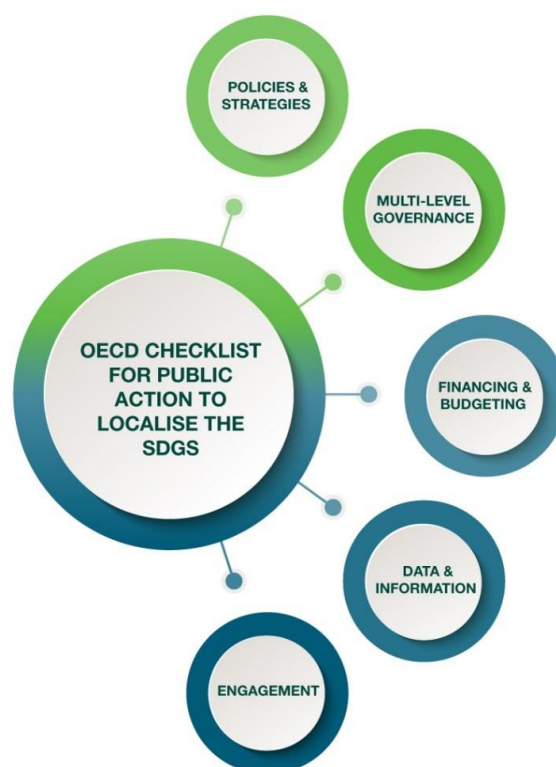
Supporting methodological frameworks

Complementing the broader analysis on PCSD across Austria, Italy, and the Slovak Republic, this project will apply additional OECD frameworks, notably the OECD Checklist for Public Action to Localise the SDGs (Figure 1.222) and the OECD Wellbeing Framework.

OECD Checklist for Public Action to Localise the SDGs

The SDGs represent a comprehensive framework to promote synergies and manage trade-offs across sectoral policies in an integrated manner, to engage all actors in the policymaking process, both internally from the local, regional or national administrations and from the non-governmental sphere. They also provide a framework to monitor progress and set more ambitious targets as well as create accountability with the local population. Based on that, the OECD Checklist for Public Action is directed to governments at all levels to facilitate the implementation of a territorial approach to the SDGs. The checklist provides action-oriented recommendations around five main categories that emerged as key pillars for a territorial approach to the SDGs, namely: i) planning, policies and strategies; ii) multi-level governance; iii) financing and budgeting; iv) data and information; and v) engagement. The checklist also presents some examples and good practices on how to implement the recommendations, both from the pilots of the OECD programme and other cities and regions.

Figure 1.2. OECD Checklist for Public Action to localise the SDGs



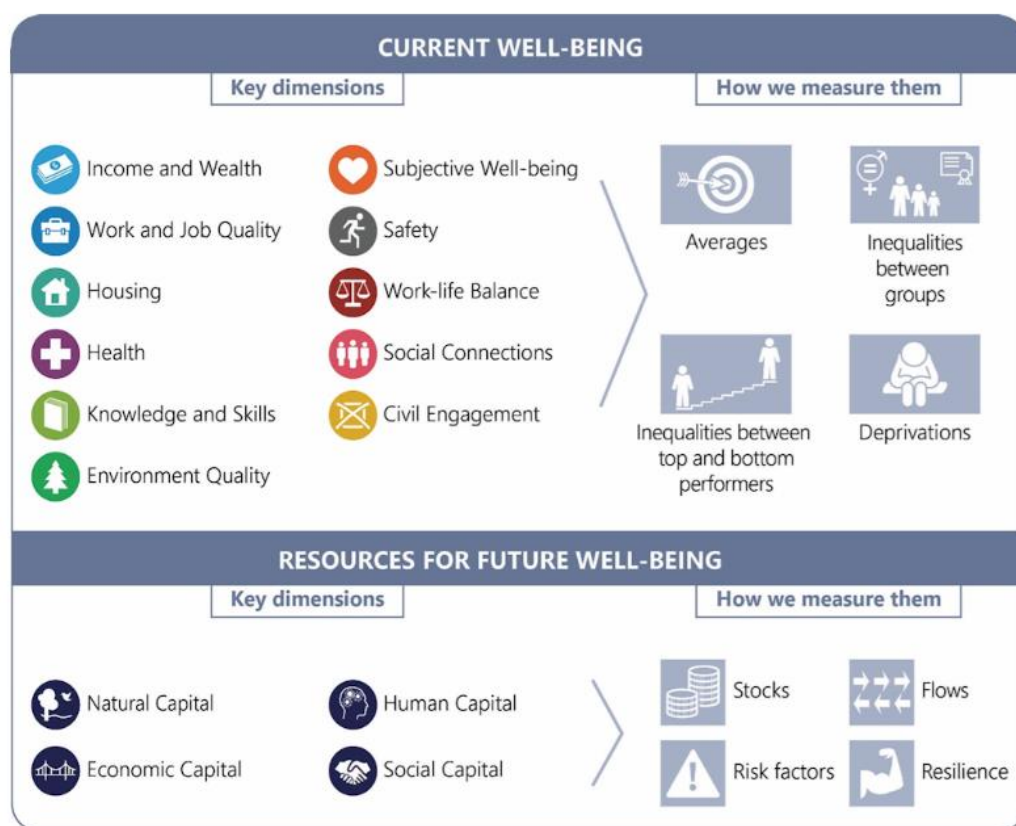
Some of the recommendations provided in the Checklist are highlighted below:

- *Planning, policies and strategies:* Use the SDGs to define and shape local and regional development visions, strategies, plans, and re-orient existing ones. Cities and regions should use the SDGs to address concrete local challenges such as clean forms of urban mobility, affordable housing, gender equality, access to green spaces, balanced urban development, clean water and sanitation, air quality, solid waste management, territorial inequalities, or service delivery.
- *Multi-level governance:* Use the SDGs as a framework to align policy priorities, incentives, objectives across national, regional and local governments as well as to manage trade-offs and promote synergies across policy areas. Regions and cities should be engaged in the Voluntary National Reviews to reflect progress at subnational level and address regional disparities. Voluntary Local Reviews can also drive better multi-level governance of the SDGs and shed light on local initiatives.
- *Financing and Budgeting:* Mainstream the SDGs in budgeting processes to ensure adequate resources are allocated for the implementation of the 2030 Agenda and to foster policy continuity. Governments should allocate financial resources based on the identified place-based policy priorities and key local challenges, and use the SDGs framework to foster integrated multi-sectoral programmes and priorities.
- *Data and Information:* Leverage SDGs data and localised indicator systems to guide policies and actions to better people's lives and to showcase the performance of cities and regions. Cities and regions should combine data and indicators at different scales, from those related to administrative boundaries (the unit for political and administrative action) to those related to functional approaches (the economic geography of where people live and work).
- *Engagement:* Use the SDGs to enhance accountability and transparency by engaging all territorial stakeholders, including civil society, citizens, youth, academia and private companies, in the policy-

making process. Cities and regions should use various tools to engage local stakeholders, such as awareness-raising campaigns and networking opportunities, but also de-risking investments in SDG solutions with grants or loans, and fiscal incentives for innovative and sustainable solutions.

Moreover, the project will also include aspects of enhancing governments' ability to monitor the implementation of the SDGs and the broader goals of sustainable well-being, addressing gaps in data availability, granularity, and timely reporting. Notably, one component of the project will focus on conceptualising and assessing sustainable well-being, with the analysis underpinned by the OECD Well-being Framework (Figure 1.3~~Error! Reference source not found.~~), the OECD Measuring Distance to SDG targets methodology and international best practice in integrating sustainability and well-being measurements. Informed by an analytical note, a workshop will be held for relevant stakeholders in Bratislava, bringing in peer country experience through the OECD Well-being Knowledge Exchange Platform. By strengthening the analytical capacities within government institutions and improving monitoring mechanisms, Slovak Republic will be better positioned to track its progress and make informed policy decisions.

Figure 1.3. The OECD Wellbeing Framework



Source: https://www.oecd.org/en/publications/covid-19-and-well-being_1e1ecb53-en/full-report/component-5.html#chapter-d1e3642

The anticipated outcomes and impact of the project are presented in Box 1.1.

Box 1.1. Anticipated project outcomes and impact

Austria

Short and/or medium-term outcome:

- Improved alignment of policy priorities and goals between ministries to reduce fragmentation, increase efficiency and effectiveness in achieving national and global sustainable development and allow for addressing SDG interlinkages and spillover effects in national and regional policy planning and implementation.

Long-term impact:

- Increased progress towards national and global sustainable development commitments through enhanced coherence of policies;
- Strengthened strategic, normative and institutional frameworks that effectively ensure a whole-of-government approach to Austrian development co-operation and follow-up on coherence issues;
- Institutions' co-operation efforts and programmes are complementary and create synergies with those of others.

Italy

Short and/or medium-term outcomes:

- Strengthened Territorial Steering Committees' for Sustainable Development capacities to localise the SDGs using PCSD NAP tools, increasing the coherence and impact of policies;
- Improved multi-level governance and effectiveness of the territorial implementation of all policies, including NRRP and cohesion policy 21/27;
- Improved understanding of policy coherence as a means for SDG localisation and replicability across countries, regions and metropolitan areas.

Long-term impact:

- Enhanced policy coherence for sustainable development capacities in Italy, particularly in Regions, and progress on the localisation of the SDGs within the sustainable development policy frameworks: NSDS, RSDS and Metropolitan Agendas.

Slovak Republic

Short and/or medium-term outcomes:

- Long-term strategic planning ensures continuity in government actions and policies;
- Better mainstreaming of sustainability commitments into policies and alignment with investments from EU and national resources at the central, regional and local levels;
- Strengthened whole-of-government approach, coordinated action and monitoring of sustainable development policies.

Long-term impact:

- Accelerated progress towards achieving the SDGs across policy areas through enhanced policy coherence for sustainable development.

Source: Detailed Project Description.

2 State of play

Austria

Austria demonstrates strong commitment to enhancing PCSD, but challenges remain in translating this commitment into action. A key obstacle is the lack of a dedicated system or organisational structure with the mandate and resources to effectively implement PCSD, increasing the risk of fragmentation, overlap, inefficiency, and incoherence in policymaking and policy implementation. This challenge is compounded by Austria's constitutional and federal structure, where federal ministries operate with strong independence and the Federal Chancellor's role is largely working towards maintaining the uniformity of general government policy and the uniform cooperation of the ministries in all political matters, rather than coordinating, instructing or overseeing ministries. As policies are developed and implemented within the competency of each ministry, the risk of siloed approaches is significant.

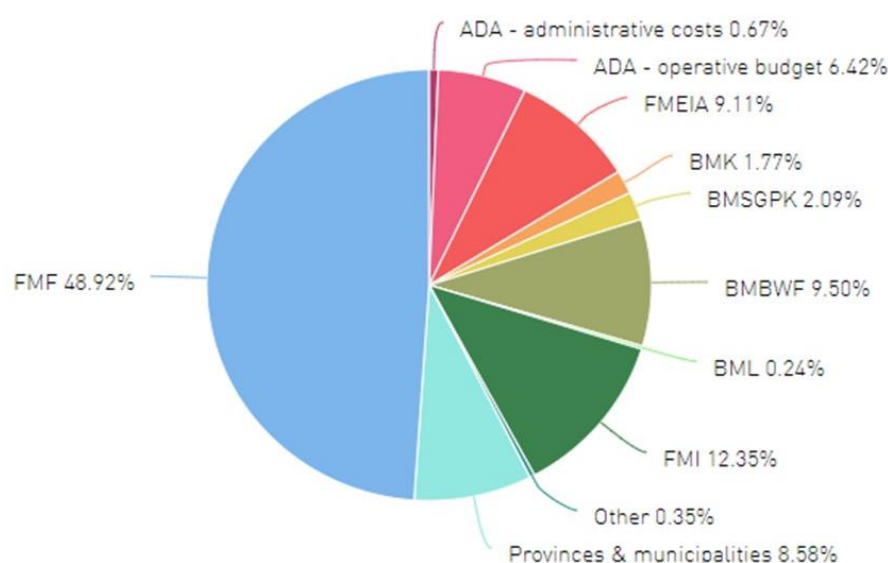
Austrian development policy plays a pivotal role in shaping the national political agenda, with the Austrian Development Co-operation Law (EZA-G, 2003)³ defining common priorities for all ministries and the 3-Year Programs on Austrian Development Policy (3YPs)⁴ providing a framework for aligning sectoral and institutional policies across ministries. Despite these frameworks, Austrian development co-operation remains institutionally fragmented, with a large number of ministries and specialised agencies involved in Official Development Assistance (ODA) reporting, including at provincial and municipal levels (Figure 2.1). This fragmentation arises partly due to the specificities of the country's constitutional setup and entrenched institutional practices, which often reinforce policy and institutional silos. Nonetheless, the long-standing practice of elaborating 3YPs has led to a relatively advanced debate on PCSD and increased awareness of the shortcomings in current policy applications.

³ Bundesgesetz über die Entwicklungszusammenarbeit (Entwicklungszusammenarbeitsgesetz, EZA-G), Fassung vom 29.01.2025, [EZA-G, Fassung vom 16.10.2023.pdf](#)

⁴ For example: Dreijahresprogramm der österreichischen Entwicklungspolitik 2022 bis 2024, [Dreijahresprogramm der oesterreichischen Entwicklungspolitik 2022-2024.pdf](#)

Figure 2.1. Financial sources of Austrian ODA, 2022

Grant equivalent basis, in %



ADA - Austrian Development Agency
 BMEIA - Federal Ministry for European and International Affairs
 BMK - Federal Ministry for Climate Action, Environment, Energy, Mobility, Innovation and Technology
 BMSGPK - Federal Ministry of Social Affairs, Health, Care and Consumer Protection
 BMBWF - Federal Ministry of Education, Science and Research
 BML - Federal Ministry of Agriculture, Forestry, Regions and Water Management
 FMI - Federal Ministry of Interior
 FMF - Federal Ministry of Finance

Source: Austrian Development Agency, <https://www.entwicklung.at/en/ada/austrias-official-development-assistance>

The decision in 2016 by Austria's Council of Ministers to mainstream the 2030 Agenda and the 17 SDGs into ministry policies and strategies was a step forward, but the full integration of SDG commitments remains a work in progress. The OECD's 2023 mid-term review of Austria's development co-operation⁵ noted some progress toward the development of an overarching vision for Austria's development co-operation within its 3YPs. The integration of an annex listing the main actors involved for each of the program's priorities on the basis of SDG indicators was seen as a positive evolution. However, co-ordination across relevant actors and stakeholders involved in Austria's development co-operation remains a challenge, with the inter-ministerial groups created to promote and coordinate a whole-of-government approach struggling to resolve policy conflicts. As a result, challenges persist in aligning the efforts of over 80 ministries and agencies involved in Austrian development co-operation.

Through this project, the OECD will provide Austria with targeted analytical, peer learning, and capacity-building support to fully integrate the SDGs – along with their interlinkages, trade-offs, and spillover effects – into Austria's domestic and external policy frameworks. This support is grounded in relevant OECD standards, including the OECD Recommendation on PCSD, and draws on best practices from other OECD Member countries to enhance policy coherence, building on cross-cutting work conducted by the OECD's Public Governance Directorate (PCSD Team) and the Development Co-operation Directorate (Peer Review Team).

As part of the first phase of the project, a comprehensive review is underway to assess existing institutional mechanisms, policy-making processes, and assessment tools across Austria's development co-operation

⁵ OECD 2023 Mid-term Review of Austria, DCD/DAC/AR(2024)3/2, [https://one.oecd.org/document/DCD/DAC/AR\(2024\)3/2/en/pdf](https://one.oecd.org/document/DCD/DAC/AR(2024)3/2/en/pdf)

apparatus. The focus is on identifying how these can be adapted to support cross-cutting policy objectives and the effective whole-of-government implementation of the SDGs. This review (PCSD Scan) comprises interviews with key Austrian stakeholders, validation of interview findings, analysis of past studies and assessments, and additional desk research. The aim is to provide actionable recommendations for improved alignment of policy priorities and goals between ministries to reduce fragmentation, increase efficiency and effectiveness in achieving the SDGs and mitigate potential transboundary impacts from national and regional policy planning and implementation.

As per the request of Austrian project stakeholders, and to ensure the recommendations and capacity building workshops are as practical and actionable as possible, the OECD's analysis will highlight entry points within the Austrian policy cycle to improve PCSD. The findings from the PCSD Scan will form the basis for the second phase of the project, which will begin in September 2025 and include tailored capacity-building support and peer-learning activities.

Austria now stands at a critical juncture in its development policy trajectory. While the current 3-Year Program (2022-2024) reflects a strong commitment to PCSD, the next 3YP (2025-2027) – aiming to further strengthen whole-of-government approaches and enhance PCSD implementation – remains a draft working paper agreed among relevant Ministries. Ongoing political consultations have yet to yield an agreement.

The outcome of Austria's national elections, held in September 2024, introduced significant challenges to Austria's political landscape. Negotiations between political parties to form a new government are ongoing, with budgetary consolidation, competitiveness, the rising cost of living, security and immigration emerging as key voter concerns.

Italy

Italy has shown a strong commitment to integrate PCSD into the National Sustainable Development Strategy (NSDS) through a multilevel and multi-stakeholder governance approach. This approach guided the NSDS formulation, implementation and revision process. In particular, the revision process included the elaboration of the National Action Plan on Policy Coherence for Sustainable Development (PCSD NAP), which is the main outcome of a previous technical support project under TSI 20IT20, "Policy coherence for sustainable development: mainstreaming the SDGs in Italian decision making", carried out by the Ministry of Environment and Energy Security with the support of the OECD.

In Italy, the process of SDGs localisation has reached an advanced stage. Between 2020 and ~~2024~~ ~~2023~~, ~~19~~ ~~18~~ - out of 20 Regions and ~~two~~ autonomous provinces approved their Regional Sustainable Development Strategies (RSDS) while 10 metropolitan cities approved their Metropolitan Agendas, in line with the NSDS <http://www.mase.gov.it/pagina/strategie-territoriali-approvate> and worked with metropolitan cities and municipalities to strengthen the multi-level governance for sustainable development. Indeed, since 2018, most Italian regions, autonomous provinces and metropolitan areas worked with the Ministry for Environment and Energy Security (MASE) through collaboration agreements that provided technical support for localising the 2030 Agenda in alignment with the NSDS⁶ <http://www.mase.gov.it/pagina/iniziativa-e-progetti-supporto-dell-attuazione-della-snsvs-progetto-creiamo-pa>.

National and Regional Strategies for Sustainable Development (NSDS/RSDS) also aim at improving the implementation of the National Recovery and Resilience Plan (NRRP) and absorption of EU funds at regional level. To ensure continuous engagement in the localisation of the Agenda and of the NSDS, MASE established two Territorial Working Groups: one for ensuring dialogue between the Ministry and the

⁶ <https://www.mase.gov.it/pagina/i-territori-lo-sviluppo-sostenibile>

Regions and Autonomous Provinces (Tavolo di confronto MASE - Regioni e Province Autonome); and a second one between the Ministry and Metropolitan Cities (Tavolo di confronto MASE- Città' Metropolitane). These Territorial Working Groups help ensure both vertical and horizontal dialogue, interactions, and coordination.

The work undertaken so far has highlighted that addressing the interconnected, multifaceted and evolving challenges of the 2030 Agenda requires strengthening vertical and horizontal collaboration, in a structural and permanent way. It has also underscored the need to enhance capacities for localising the SDGs through the RSDS, to improve strategic planning, including foresight, policy implementation, impact evaluation, and monitoring. Both national and sub-national levels have developed governance mechanisms and tools to break down silos between sectoral policies and to balance short-term responses with long-term sustainability commitments.

In terms of governance mechanisms, interdepartmental governance structures Territorial Steering Committees for Sustainable Development (Cabine di Regia territoriali per lo Sviluppo Sostenibile) have been established in a total of 30 out of 35 Regions, Autonomous Provinces, Metropolitan Cities. All four regions involved in the project have set up such bodies, using them to elaborate the RSDS in an integrated and multisectoral way.

A second round of partnership agreements has been launched and is now entering the implementation phase. Twenty-eight agreements have been signed with Regions and Autonomous provinces and Metropolitan Cities. The new set of agreements focuses on the three Sustainability Vectors of the NSDS, namely PCSD, Culture for Sustainable Development and Participation for Sustainable Development.

In terms of policy tools to integrate sustainability in the policy cycle, the PCSD NAP designed the following: coherence matrices and coherence fiches; laboratory for sustainable development and the sustainability dashboard. These tools, in particular the matrices, are already used at territorial level but can be further adapted to ensure their implementation on a permanent basis. For instance, the PCSD NAP tools can be instrumental for further linking RSDS to budgetary laws and to the 2021 -2027 cohesion policy and/or integrating RSDSs in the "Integrated Plan of Activities and Organization" (PIAO) measuring public administrations' performance. Three regions involved in the project (Sardinia, Piemonte, Marche) already started reflecting on how to integrate RSDSs in their integrated plan.

With regard to measuring policy impacts effectively, the sustainability dashboard, as designed in the NAP, can be instrumental in measuring progress in selected topics to inform the RSDS implementation. Regions are also developing a common monitoring system that includes a core set of 55 NSDS indicators. Examples of specific practices inspired by the PCSD NAP applied by the four participating regions include:

- The Region of **Piemonte** is establishing the "PCSD Lab" to enhance public administration processes and support policymakers and stakeholders in designing coherent and impactful policies. The Lab will serve as a monitoring tool, offering analyses, scenarios, benchmarks, guidelines, and dynamic reports, organised into five areas: policy coherence, RSDS monitoring, scenarios, organizational tools, and training. Some activities are already underway to further define its structure and responsibilities. Concerning the topic of policy coherence in particular, the region has started implementing activities which have led, as a first result, to the compliance of the Regional Financial Document (DEFR) and the Integrated Document of Public Administration Activities and Organization (PIAO) with the RSDS. Such activities have identified as reference points not only single policies, but clusters of policies which can significantly contribute to meeting the sustainable development goals, if developed in a coherent way. Additionally, Piemonte has initiated projects focusing on mountainous areas to localise the RSDS. .
- The Autonomous Region of **Sardinia** developed its RSDS closely aligned with regional programmes for the implementation of the ESF (European Social Fund) and the ERDF (European Regional Development Fund), implementing coherence matrices between SDGs and ERDF and

ESF+ programmes, integrating also financial instruments. While this integration posed challenges, it introduced some innovative approaches and innovations. The action of coherence between sustainable development and public policies has also advanced due to the activity of the Regional Environmental Authority and the Strategic Environmental Assessment procedures, which encompass various case studies and pilot actions. Moving forward, the work of the region will focus on tools and methods that ensure support and monitoring of PCSD, as outlined in the PCSD NAP. Tools like coherence matrices, fiches, labs, and the sustainability dashboard still need to be adapted to territorial needs and systematically used in order to make this a shared asset among regional officials.

- The Region of **Puglia** has adopted a local governance approach for implementing its RSDS, engaging local authorities in the Puglia2030 Sustainability and Global Citizenship Education Plan. This includes training and education on sustainable development for all citizens. Additionally, a document linking the Strategic Environmental Assessment with the RSDS has been created to align local planning with regional sustainability goals.
- The Region of **Marche** has incorporated coherence analysis into its RSDS, requiring regional plans and programs to use coherence matrices. This tool aims to break down silos, map policies, identify synergies and trade-offs, and support RSDS monitoring, with a focus on strategic and performance planning (PIAO). To implement these cross-cutting processes, the region is providing training to its employees on new management approaches and SDG localisation tools. The process is guided by an innovative governance model for intersectoral sustainable development policies, such as the Regional Climate Change Adaptation Plan. While still in its early stages, it requires further efforts in training and tool development.

Together with PCSD NAP tools experimentation and the empowerment of the Territorial Steering Committee for Sustainable Development the project also aims at designing a methodological guidance to allow for replication and embody new methods of work for the implementation of the RSDSs. Such Methodological Guidance will inform a model and operational guidelines to address public administration training needs, at territorial and central level.

At international level, MASE is actively collaborating with – in addition to the OECD – UN Habitat and the European Commission JRC. During the Italian G7 Presidency, MASE launched the Partnership Platform on Localizing the SDGs, to be implemented in collaboration with UN Habitat. The Partnership Platform is a collaborative and operational initiative supporting countries and territories worldwide to advance the localisation of the SDGs, while offering a convening space for exchange at the global level.

22Figure 1.122Slovak Republic

Slovak Republic's challenges in progressing towards sustainable development are outlined in the country's Voluntary National Review (VNR) in 2023 and various international monitoring reports. While Slovak Republic has made commitments to the SDGs, progress has been insufficient, exacerbated by external shocks, insufficient investment, and fragmentation across institutional structures. Slovak Republic's reliance on EU funds, particularly through cohesion policy and the Recovery and Resilience Facility (RRF), has led to fragmented financing, which in turn has resulted in inefficiencies and a lack of coherence in addressing sustainability objectives.

A major obstacle to effective policy coherence is the fragmentation of governance across ministries and sectors. Slovak Republic's national priorities for sustainable development were articulated through the 2030 Vision and Development Strategy, adopted in 2021. However, despite these high-level commitments, the strategy has not been sufficiently integrated into sectoral policies or regional/local decision-making processes, limiting its impact on financial planning and resource allocation, thus hampering necessary long-term investments. This lack of alignment between strategies and funding mechanisms has been

compounded by the country's reliance on a variety of uncoordinated EU financial resources, further fragmenting the governance framework.

In an effort to address these challenges, Slovak Republic has taken several steps to strengthen policy coherence for sustainable development. Notably, the country has shifted the unit responsible for the 2030 Agenda and strategic planning to the Centre of Government (CoG) in March 2024, within the Office of the Deputy Prime Minister. This move is expected to enhance coordination between ministries and strengthen Slovak Republic's ability to implement a whole-of-government approach to sustainable development. The unit now collaborates closely with a strategic ecosystem – a coordination group comprising key ministries responsible for priority setting, regulatory impact assessment, and cross-sectoral monitoring. This approach aims to foster stronger cooperation and improve horizontal policy coherence across the government. Since its move to the Office of the Deputy Prime Minister, the unit also oversees (in cooperation with the Ministry of Investments, Regional Development and Informatization) the implementation of a TSI project (TSI 2023 – Increase ESIF Absorption, Eliminate Gold-Plating and Provide Result-Oriented Investments in the 2021-2027 Period). Policy coherence is a key precondition for better programming for European funds, their timely and effective use, and for reducing the fragmentation of financing. At the same time, the Slovak Republic has a strong reliance on European funds for public investment and increasingly also for implementing reforms. Therefore, the unit is committed to establishing a close link between the projects on PCSD and ESIF, with a prospect of generating a positive multiplier effect on the objectives of both projects.

Additionally, Slovak Republic has recently created a unified Government Council for Sustainable Development and its Financing, which brings together three existing councils overseeing the 2030 Agenda, the EU Green Deal, and the RRF. The goal of this council is to ensure policy coherence between different funding sources, both EU and national, and to accelerate progress toward achieving sustainable development and the SDGs.

Slovak Republic's ongoing efforts are focused on strengthening the Centre of Government as a key player in advancing policy coherence for sustainable development. In this context, the OECD's support to strengthen PCSD will be crucial in enhancing the capacities of the CoG. The project aims to improve cooperation among public institutions that often operate in silos and build trust across sectors. Furthermore, it will help Slovak Republic expand the concept of sustainable development to encompass sustainable well-being and enhance the country's capacity to monitor progress towards these long-term goals. This capacity-building effort will focus on promoting effective evidence-based policy action, with an emphasis on strategic, long-term planning.

In the first phase of the project, the OECD will conduct a comprehensive review of Slovak Republic's institutional mechanisms, policy-making processes, and financing strategies, similar to the approach undertaken in Austria. This review will include a fact-finding mission, expected to take place in mid-March 2025, to gather input from key Slovak stakeholders and assess existing frameworks. The findings will help identify strengths, weaknesses, and opportunities for enhancing policy coherence in Slovak Republic. Based on this review, the OECD will provide actionable recommendations and targeted capacity-building support to address the challenges of fragmentation, incoherence, and insufficient alignment with sustainability objectives.

By focusing on strengthening horizontal policy coherence, improving cross-sectoral collaboration, and enhancing Slovak Republic's capacity to monitor and evaluate progress towards sustainable development and wellbeing, the project aims to promote a more integrated, efficient, and strategic approach to achieving the SDGs. These efforts will not only help Slovak Republic address its current policy gaps but also contribute to building a more resilient, inclusive, and sustainable future for the country.

3 Key actors, roles, and responsibilities

Austria

In **Austria**, the national authority that requested technical support and will benefit from the Project is the Federal Ministry for European and International Affairs. Project will be implemented under close involvement of cross-governmental mechanisms, notably the inter-ministerial working group on implementing the Three-Year Program of Austrian Development Policy (AG 3YP).

Austria has a rather decentralised framework for implementing the 2030 Agenda for Sustainable Development and its SDGs. The implementation process engages a variety of actors across different levels of government. The mapping below outlines the key actors and networks involved in PCSD implementation, their roles and responsibilities in achieving the SDGs, highlighting the collaborative efforts of domestic ministries, agencies, and international partners to integrate sustainability across policies and practices.

- **Federal Chancellery of the Republic of Austria (Bundeskanzleramt, BKA)**
 - **Role:** Oversight and coordination of national efforts related to the implementation of the 2030 Agenda.
- **Federal Ministry of European and Foreign Affairs (BMEIA)**
 - **Role:** Central coordinator of Austrian development policy and international relations regarding sustainable development.
 - **Responsibility:** Leads the Three-Year Program (3YP) formulation process in coordination with the Ministry of Finance (BMF) following a co-chairmanship model.
 - Coordinates inter-ministerial efforts for policy coherence and sustainable development across various sectors.
 - Enhances cooperation with regional actors and integrates them into the 3YP planning process.
 - Facilitates the exchange of best practices related to PCSD within the Interministerial Working Group on SDGs (IMAG).
 - Leads the consultation processes for the 3YP and ensures its alignment with Austrian development priorities.
 - Supports the implementation of the Austrian Climate Finance Strategy.
- **Interministerial Working Group on the 3YP (AG 3YP) in charge of strategising and monitoring implementation of Austria's Three-Year Development Policy (AG 3YP)**

- **Role:** Strengthen the whole-of-government approach for international development policy and increasingly, Policy Coherence for Sustainable Development.
- **Responsibility:** Strategise, coordinate and monitor the implementation of the 3YP.
 - Acts as a focal point to promote policy coherence in development policy, helping to ensure that all ministries and stakeholders are aligned in their objectives.
- **Interministerial Working Group the 2030 Agenda (IMAG-SDGs)**
 - **Role:** A platform for collaboration and exchange on the implementation of SDGs at all federal government level involving the federal provinces on a permanent basis.
 - **Responsibility:** Shares best practices on PCSD and facilitates continuous exchange of information across sectors.
 - Manages the preparation of Voluntary National Reviews (VNRs) on the implementation of the 2030 Agenda through a highly participatory process involving external consultations with civil society stakeholders, municipalities.
- **IMAG Steering Committee**
 - **Role:** A committee to coordinate and give direction to IMAG, with a few core ministries, joint leadership from BKA and BMEIA, BMAW (economy and labour), BMSGPK (health and social affairs) and BMK (climate action).
 - **Responsibility:** Meets on a quarterly basis to advance IMAG's coordination mandate and the mainstreaming approach to the SDGs.
- **Federal Ministry of Finance (BMF)**
 - **Role:** Ensures financial coherence and the integration of sustainable development into fiscal planning.
 - **Responsibility:** Works with the MFA to create the 3YP, including budgetary allocations that align with sustainable development goals.
 - Collaborates with International Financial Institutions (IFIs) like the World Bank to integrate sustainable development into financial strategies.
 - Leads the use of the budgeting process to manage synergies and trade-offs for sustainable development.
 - Oversees cooperation frameworks for climate finance and ensures that projects are designed with sustainable development and climate resilience in mind.
- **Federal Ministry of Climate (BMK)**
 - **Role:** Coordinates climate finance efforts internationally.
 - **Responsibility:** Leads the Working Group on International Climate Finance (AGIK), comprising stakeholders from BMEIA, ADA, BMF, OeEB, and other relevant actors.
 - Facilitates dialogue on international climate finance developments, identifying climate finance sources, and managing eligibility issues for climate projects.
- **Austrian Development Agency (ADA)**
 - **Role:** Implements Austria's development policy in Austria and in the field.
 - **Responsibility:** Coordinates projects that contribute to sustainable development and disaster risk reduction, working closely with other stakeholders, including BMEIA, BMF,

the Austrian Agency for Development Education, the Austrian Economic Chamber, regional actors, and embassies.

- Facilitates the collection of data related to sustainable development, including development finance and climate finance.
- **Regional Stakeholders and International Partners**
 - **Role:** Regional actors play a role in shaping sustainable development efforts within Austria and in international forums.
 - **Responsibility:** Contribute to the development and execution of Austria's 3YP, supporting the integration of regional concerns and perspectives into national planning and review processes.

Italy

In **Italy**, the regional authorities that requested technical support and will benefit from the Project are the Italian Regions of Piemonte, Puglia, Marche and Sardegna, coordinated by Regione Piemonte (Environment, Energy and Land Planning Directorate of Piemonte Region) and in partnership with MASE.

The project and its outcomes will initially focus on the four Regions – Piemonte, Puglia, Marche and Sardegna - and are expected to benefit all Italian Regions, Autonomous Provinces and Metropolitan Cities particularly through the existing Territorial Working Group on the 2030 Agenda (TWG) facilitated by the Ministry of Environment and Energy Security – Directorate General International and European Affairs and Sustainable Finance (MASE).

- **Ministry of Environment and Energy Security of Italy (MASE)**
 - **Role:** Oversight and coordination of national efforts related to policy coherence for sustainable development (PCSD) building on the existing multi-level governance mechanisms within the NSDS implementation process.
 - **Responsibility:**
 - Support the enabling of high-level performance of the public administrations of the four Regions in the implementation phase of their approved RSDSs, promoting SDGs localisation through the PCSD NAP tools.
 - Spread impact and outcomes in Italy involving all regions and autonomous provinces through the Territorial Working Group on 2030 Agenda (TWG), which it facilitates
- **Region of Piemonte** (Environment, Energy and Land Planning Directorate)
 - **Role:** Participate as one of the four Italian regions in the project and lead the participation of the other three target regions
 - **Responsibility:** Advance the SDGs localisation and strengthen PCSD at the regional level, testing the PCSD NAP tools on specific topics, while enhancing the capacities of the Territorial Steering Committee for Sustainable Development.
- **Region of Puglia** (Department of Environment, Landscape and Urban Quality)
 - **Role:** Participate as one of the four Italian regions in the project
- **Responsibility:** Advance the SDGs localisation and strengthen PCSD at the regional level, testing the PCSD NAP tools on specific topics, while enhancing the capacities of the Territorial Steering

Committee for Sustainable Development. **Region of Marche** (Environment and Water Resources Directorate)

- **Role:** Participate as one of the four Italian regions in the project
- **Responsibility:** Advance the SDGs localisation and strengthen PCSD at the regional level, testing the PCSD NAP tools on specific topics, while enhancing the capacities of the Territorial Steering Committee for Sustainable Development.
- **Region of Sardinia** (Environmental Sustainability service)
 - **Role:** Participate as one of the four Italian regions in the project
 - **Responsibility:** Advance the SDGs localisation and strengthen PCSD at the regional level, testing the PCSD NAP tools on specific topics, while enhancing the capacities of the Territorial Steering Committee for Sustainable Development.

Slovak Republic

In the **Slovak Republic**, the national authority that requested technical support was the Ministry of Investments, Regional Development and Informatization, but the SDG coordination function has since moved to the Office of the Deputy Prime Minister – now the beneficiary authority of the project.

- **Office of the Deputy Prime Minister**
 - **Role:** Oversight and coordination of national efforts related to policy coherence for sustainable development (PCSD).
- **Responsibility:** Promotes PCSD domestically, ensuring that the Slovak government's policies are aligned with sustainable development objectives.
- **Office of the Government**
 - **Role:** Oversight of national efforts towards better alignment between economic and social policies, improving public administration and monitoring government performance.
- **Responsibility:** Developing a system to monitor the implementation of the Government manifesto and strategies at the national level, with a view to improving their coherence.
- **Ministry of Foreign and European Affairs**
- **Role:** Oversight and coordination of national efforts related to policy coherence for development (PCD).
 - **Responsibility:** Promotes PCD in development cooperation.
- **Statistics Office**
- **Role:** Provides expertise on sustainable well-being.
 - **Responsibility:** Supports efforts to develop a framework for measuring sustainable wellbeing.

4 Meetings and consultations held during the inception phase

Below is a brief chronological account of all meetings held, counterparts and stakeholders consulted during the inception phase (September-December 2024).

Preparatory meetings

Several preparatory meetings were held among the project's Advisory Group in the **Spring of 2024**, prior to the project's official launch date on **1 September 2024**. These meetings focused on agreeing on key aspects of the project, including the development of the Detailed Project Descriptions (DPDs) and the definition of project outputs. Regarding the kick-off meeting, the Advisory Group agreed on holding a technical-level event, with a preference for the second half of October. Participation in the meeting was limited to government entities. The agenda was set to feature introductory presentations by countries on their national context and needs, followed by an OECD presentation on the project's structure, methodology, and timeline (including relevant international events), concluding with a brief discussion on cooperation and areas of convergence.

OECD fact-finding mission to Vienna

As part of the diagnostic phase of the project, the OECD fact-finding mission to Vienna (**30 September 2024 – 02 October 2024**) aimed to gather qualitative insights into Austria's institutional, strategic and legal frameworks and consult stakeholders regarding key actors and processes, governance frameworks, ongoing initiatives, and observed challenges, and institutional mechanisms for PCSD in line with the OECD Council Recommendation on PCSD, with a focus on the role of development co-operation policy. The mission involved consultations with a broad range of Austrian stakeholders, including various government departments and independent organizations, parliamentarians, and civil society (see Annex A). Through structured interviews based on tailored questions shared in advance, participants provided valuable perspectives on their roles and contributions to enhancing PCSD, both domestically and as part of Austria's international commitments, with a special focus on ongoing efforts, challenges faced, and strategies for moving forward. In addition, the OECD had the opportunity to participate in a regular session of the Working Group on the Three-Year Programs of Austrian Development Cooperation, where the project's scope, objectives, and main components were presented. The group constitutes a key stakeholder involved in the implementation of the project.

Joint online kick-off meeting

The OECD PCSD virtual kick-off meeting held on **October 23, 2024**, marked the public launch of the project. Participants included representatives from Austrian, Italian, and Slovak government departments,

the European Commission, and the OECD, with high-level participation from the OECD's Public Governance Directorate and the Centre for Entrepreneurship, SMEs, Regions, and Cities. Discussions centred on country expectations for advancing policy coherence, emphasizing ongoing efforts and challenging areas. Each country presented their national contexts, needs, and priorities regarding improving policy coherence through development cooperation (Austria); strengthening the use of PCSD tools at the regional level (Italy); and enhanced Centre of Government coordination for sustainable development and well-being (Slovak Republic). The OECD provided an outline of the project and the analytical frameworks that will underpin its technical support, including an assessment of national institutional mechanisms for PCSD, and approaches for addressing transboundary impacts in Austria; tools for SDG localisation and coherence across levels of government in Italy; and entry points for enhancing Centre of Government coordination to promote sustainable development and measure well-being to track progress on the SDGs in the Slovak Republic. Moreover, SG REFORM outlined its role in overseeing project management, ensuring the delivery of outputs, confidentiality, and data protection, while providing guidance throughout its implementation. The meeting highlighted the significance of cross-country collaboration and knowledge-sharing to enhance PCSD efforts and emphasized the need to integrate peer learning and joint sessions throughout the project's implementation to address shared challenges and benefit from mutual progress.

Italian regional kick-off

The Italian regional kick-off meeting **4 took place** in Rome (hybrid format) on **November 25, 2024**. The meeting involved high level representatives from the SG REFORM, MASE, the region of Piemonte, Marche, Sardinia and Puglia, the OECD, UN Habitat, the EC JRC as well as various other stakeholders involved in the process for the preparation and revision of the National Sustainable Development Strategy (NSDS). The meeting was a great opportunity to confirm the strong political support and interest from the Ministry and the four regions. It included an in-depth discussion of the scope, methodology and milestones of the project as well as the presentation of the actions and expectations of the four regions from the TSI, within the NSDS implementation and localisation framework set by MASE. The regions presented the thematic priorities that they want to address during the implementation of the project. These include: guidance to implement RSDS (Regional Sustainable Development Strategies), impact assessment and foresight analysis including with AI, analysis of the coherence of cluster policy with the instruments of NAP PCSD, coherence matrices for the RSDS and PIAO, impact assessment indicators, enhancement of the political level engagement, climate change and education for global citizenship. MASE also provided an update on the new cycle of collaboration agreements 24/26 with the regions and the metropolitan areas (EUR 5.5 million) The event also allowed to explore synergies with the work of UN Habitat on the SDGs Localisation, in particular with the Partnership Platform on SDGs Localisation launched by MASE and implemented together, and with the European Commission JRC project Catalyst2030.

Presentation of initial findings from OECD fact-finding mission to Vienna

At the request of the Federal Ministry for European and International Affairs, the OECD PCSD team prepared a presentation of initial findings based on a preliminary analysis of the data collected during the OECD fact-finding mission to Vienna. The presentation aimed to discuss and validate insights from interviews, focusing on core issues and identifying potential entry points for action. Using the pillars of the OECD PCSD Recommendation as an analytical framework, the team highlighted key strengths, weaknesses, and gaps in Austria's institutional mechanisms for PCSD. The findings were first presented during an in-person meeting in Paris on **December 3, 2024**, with representatives of the Federal Ministry for European and International Affairs, who provided valuable feedback, additional information to refine the analysis, and guidance on areas requiring further examination. The discussion also outlined next steps, including an annotated PCSD Scan outline scheduled for early February and a first draft of the Scan

tentatively scheduled for completion in March. The revised presentation of findings was subsequently delivered to the Working Group on the 3YP for Austrian Development Co-operation on **December 14, 2024**, for broader awareness and validation (see participant list in annex). The group offered feedback and comments to inform the next stages of the analytical phase.

5 Possible project risks and remediation approaches

This section reproduces the risks and mitigation measures outlined in the Detailed Project Description (DPD).

Risk	Mitigation measure
Lack of co-operation and involvement from key stakeholders. For example, key Government stakeholders might refuse meetings or information needed to undertake the analysis for two Institutional Scans and one report on SDGs localisation.	The OECD team will involve key actors among beneficiaries to ensure that it considers the entire government's priorities. The project design was also done considering the results of previous analysis, documents relating directly or indirectly to policy coherent policymaking, to ensure the utmost relevance and application to stakeholders. The risks are also mitigated by close co-operation with the national beneficiary institutions, SG REFORM, the OECD.
A key stakeholder may be unable to meet the OECD team during the planned missions.	The OECD can undertake telephone/zoom interviews with key stakeholders that were unavailable for a meeting during the planned missions. However, responsibility for confirming the participation will rest with national beneficiary institutions.
Stakeholders may be hesitant to participate in training due to lack of interest and/or time due to high workloads or other constraints.	The OECD will work in close co-operation with the beneficiaries to identify such risks early on, ensure content is interesting to stakeholders, and adjust accordingly so that key stakeholders can comment and prepare.
Electoral outcomes impact the implementation of the project and its recommendations.	The OECD is committed to ensure broad appropriation of its recommendations and their potential impact through discussions of the assessment and conclusions with an as broad group of stakeholders as possible.
Overstretching of the scope of the Project in terms of the number of policy areas and instruments covered.	The activities will be prioritised to achieve maximum efficiency and meet the countries' true needs.
Limited access to information, such as policy documents and other information in English.	The authorities will offer to the extent feasible machine-readable format of original national documents and the OECD will use the available online translation tools developed by the European Commission. OECD will also have support staff or consultants with necessary language skills for the countries where the OECD is leading the analysis.
Change of staff at OECD leading to a delay or disruption of Project progress	The OECD's staff and experts planning covers the needs throughout the implementation of the Project and 'tandem' officers from the leading team can pick up the activities in case of change of staff.

6 Conclusions and way forward

The inception phase of the TSI project, “Building Policy Coherence for Sustainable Development (PCSD) in Austria, Italy, and the Slovak Republic,” has laid the groundwork for a collaborative and impactful initiative. This multi-country project, supported by SG REFORM and implemented by the OECD, underscores the commitment of Austria, Italy, and Slovak Republic to strengthen institutional capacities, enhance policy coherence, and advance sustainable development in alignment with the 2030 Agenda and its Sustainable Development Goals (SDGs).

The project reflects the unique priorities and contexts of each participating country:

- Austria focuses on integrating PCSD commitments into its Development Cooperation Sector by enhancing inter-ministerial collaboration and addressing transboundary impacts to improve public service delivery and ensure coherence across domestic and external policy frameworks.
- Italy aims to strengthen PCSD implementation at the regional level by localizing SDG strategies, improving horizontal and vertical policy coherence, and building civil servant capacity to apply PCSD tools in strategic planning, impact assessment, and monitoring.
- The Slovak Republic seeks to enhance PCSD through improved Centre of Government coordination to address institutional silos, foster evidence-based policymaking, and align national strategic governance frameworks with sustainable development and well-being priorities.

Despite their varied approaches, a common thread binds these efforts: the recognition of PCSD as an essential enabler for sustainable development and the shared value of peer learning in addressing complex, multidimensional challenges.

Central to this project is the integration of peer learning as a dynamic mechanism for fostering collaboration, sharing experiences, and addressing shared challenges. The Living Labs (output 5, activity 5.1) will serve as critical platforms for dialogue and exchange, offering participants the opportunity to explore best practices, discuss implementation challenges, and identify innovative solutions for advancing PCSD. These living labs will enable countries to deepen their understanding of PCSD by focusing on selected policy coherence mechanisms.

The lessons emerging from this collaborative endeavour are not only relevant for Austria, Italy, and Slovak Republic but also hold broader implications for other countries striving to operationalize PCSD and accelerate progress toward the SDGs. By leveraging the insights and tools developed during this project, governments can ensure policies are mutually reinforcing across sectors and levels of governance, minimizing negative spillovers and maximizing synergies to achieve sustainable development objectives.

As the project transitions to its implementation phase, the focus will remain on strengthening collaboration and ensuring the timely implementation of the project outputs and activities. The schedule of the outputs and activities is set out as indicated in the following tables (updated indicative timelines) assuming continued support and commitment by Austria, Italy and the Slovak Republic and assuming no delays in establishing meetings with stakeholders, accessing relevant policy, legal and regulatory documentation and organising relevant presentations, workshops and conferences, including the availability of participants for the events.

Indicative timelines**Austria and Slovak Republic**

Result	The month of the implementation period																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Output 1 (Joint Kick-off mtg)	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Output 2 (Joint Inception Report)																								
Output 3 (Tailored analysis)																								
Activity 3.1.1 (Fact-finding consultations AT)																								
Activity 3.2.1 (Institutional scan AT)																								
Activity 3.3.1 (Feedback AT)																								
Activity 3.1.3 (Fact-finding consultations SK)																								
Activity 3.2.3 (Institutional scan SK)																								
Activity 3.3.3 (Feedback SK)																								
Activity 3.4 (Joint note on systemic issues)																								
Output 4 (Capacity building support)																								
Activity 4.1																								

[illegible]

Italy

Result	The month of the implementation period																							
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Output 1 (Joint Kick-off mtg)	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A
Output 1.2 (Kick-off follow-up)																								
Output 2 (Joint Inception Report)																								
Output 3 (Tailored analysis)																								
Activity 3.1.2 (State of play and needs analysis)																								
Activity 3.2.2 (Regional workshops and laboratories)																								
Activity 3.3.2 (Report on results of analysis, workshops and laboratories)																								
Activity 3.4 (Joint note on systemic issues)																								
Output 4 (Capacity building support)																								

[illegible]

7 Annexes

Annex A. List of participants in meetings and consultations held during the inception phase

Project advisory group meeting		
30 January 2025 (and informally during the inception phase)		
Meeting with SG REFORM, all Beneficiary Authorities and the OECD		

Austria

OECD fact-finding mission to Vienna		
30 September – 2 October (in-person interviews)		
Peter	Huber	Federal Ministry for European and International Affairs (BMEIA)
Klaus	Steiner	BMEIA
Annelis	Vilim	BMEIA
Veronika	Baumgartner-Putz	Federal Ministry of Finance (BMF)
Victoria	Schreitter	BMF
Jose	Delgado	BMF
Christian	Gollubits	Federal Ministry of Education, Science, and Research (BMBWF)
Jürgen	Schick	BMBWF
Moritz	Wein	BMBWF
Patrizia	Jankovic	BMBWF
Roland	Schneider	Federal Ministry of Arts, Culture, Civil Service, and Sports (BMKÖS)
Norbert	Feldhofer	Federal Chancellery (BKA)
Anna	Muner-Bretter	BKA
Manfred	Matzka	BKA (formerly)
Alexandra	Wegscheider-Pichler	Statistics Austria (NSO)
Lukas	Wank	AG Globale Verantwortung
Anja	Appel	Coordination office of the Austrian Bishops' Conference
Sophie	Vessel	Light for the World Austria
Michael	Obrovsky	Austrian Foundation for Development Research
Lukas	Schlögl	Austrian Foundation for Development Research
Petra	Rund	Parliament Austria
Sigrid	Breddy	Austrian Development Agency (ADA)
Sandra	Wibmer	ADA
Erwin	Künzi	ADA

Martin	Gauss	Development Bank Austria (OeEB)
Ernesto	Soria Morales	OECD
Carina	Lindberg	OECD
Lora	Pissareva	OECD
Natalia	Ortiz Peñate	OECD
3 October – 13 December (<i>online interviews</i>)		
Bernhard	Bös	Austrian Economic Chamber (WKO)
Juliet	Woolley-Fellinger	Federal Ministry of Interior (BMI)
Christina	Trapp	BMI
Anna	More-Elfriede	Federal Ministry for Climate Action and Energy (BMK)
Günther	Barnet	Federal Ministry of Defense (BMLV)
Silke	Steiner	Austrian Court of Audit
OECD project briefing to the Working Group on the 3YP of Austrian Development Co-operation 1 October 2024 (<i>in-person</i>)		
Elisabeth	Gruber	BMF
Andreas	Schaller	Federal Ministry of Social Affairs, Health, Care and Consumer Protection
Norbert	Feldhofer	BKA
Martin	Gauss	OeEB
Heinz	Habertheuer	ADA
Moritz	Wein	BMBWF
Juliet	Woolley-Freilinger	BMI
Marcus	Kucera	Ministry of Agriculture, Forestry, Regions and Water Management
Michael	Achleitner	Ministry of Justice
Raimund	Magis	BMEIA
Annelis	Vilim	BMEIA
Ursula	Heinrich	BMEIA
Daniela	Bichiou	BMEIA
Paulina	Petschke	BMEIA
Anna	Steiner	BMKÖS
Günther	Barnet	BMLV
Anna	More-Elfriede	BMK
Irene	Janisch	Federal Ministry of Labor and Economy
Alexandra	Wegscheider-Pichler	NSO
Bernhard	Bös	WKO
Ernesto	Soria Morales	OECD
Carina	Lindberg	OECD
Lora	Pissareva	OECD
Natalia	Ortiz Peñate	OECD
Presentation and validation of initial findings from OECD fact-finding mission 3 December 2024 (<i>in-person</i>)		
Raimund	Magis	BMEIA

Daniela	Bichiou	BMEIA
Ernesto	Soria Morales	OECD
Carina	Lindberg	OECD
Lora	Pissareva	OECD
Natalia	Ortiz Peñate	OECD
14 December 2024 (online)		
Elisabeth	Gruber	BMF
Andreas	Schaller	Federal Ministry of Social Affairs, Health, Care and Consumer Protection
Norbert	<u>Feldhofer</u>	BKA
Martin	Gauss	OeEB
Heinz	<u>Habertheuer</u>	ADA
Moritz	Wein	BMBWF
Juliet	<u>Woolley-Freilinger</u>	BMI
Marcus	Kucera	Ministry of Agriculture, Forestry, Regions and Water Management
Michael	Achleitner	Ministry of Justice
Raimund	Magis	BMEIA
Annelis	Vilim	BMEIA
Ursula	Heinrich	BMEIA
Daniela	Bichiou	BMEIA
Paulina	Petschke	BMEIA
Anna	Steiner	BMKÖS
Günther	Barnet	BMLV
Anna	More-Elfriede	BMK
Irene	Janisch	Federal Ministry of Labor and Economy
Alexandra	<u>Wegscheider-Pichler</u>	NSO
Bernhard	Bös	WKO
Ernesto	Soria Morales	OECD
Carina	Lindberg	OECD
Lora	Pissareva	OECD
Natalia	Ortiz Peñate	OECD

Italy

Italian regional kick-off – List of participants 25 November, Rome (hybrid)		
In-person participants		
Sara	Flamini	AT Sogesid
Massimo	Pallottino	Caritas Italiana
Anna	Capasso	Citta Metropolitana di Napoli
Massimo	Del Vasto	Città Metropolitana di Napoli
Domenico	Rizzi	CONFCOMMERCIO
Tiziana	Occhino	Eutalia Srl

Andrea	Stocchiero	Focsiv
Giancarlo	Dente	Fondazione Giacomo Brodolini
Mario	Capocefalo	Fondazione Lombardia per l'Ambiente - Regione Lombardia
Alessandro	Asmundo	Forum per la Finanza Sostenibile
Claudia	Galetto	IRES Piemonte
Federico	D'Amely	Lazio Innova S.p.A. (Regione Lazio)
Maria Tiziana	Marcelli	Lazio Innova Spa
Felicia	Lomurno	MAECI
Simona	Lupo	MASE
Enrica	Sellan	MASE - AT Sogesid
Mara	Cossu	Ministero dell'Ambiente e della Sicurezza Energetica
Anna	Bombonato	Ministero dell'Ambiente e della Sicurezza Energetica
Isabelle	Ronvaux	Ministero dell'Ambiente e della Sicurezza Energetica, Assistenza Tecnica Sogesid
Stefano	Marta	OECD
Marco	Magrassi	Expert
Cinzia	Aloisantoni	PCM - Dip. Affari europei
Tiziana	Giacchetta	Regione marche
Luigi	Dell'Anna	Regione Lazio - Direzione Ambiente, Cambiamenti climatici, Transizione energetica e Sostenibilità, Parchi
Patrizia	giacomini	Regione marche
David	Monina	Regione Marche
Nazarena	Tesei	Regione Marche
Arianna	Scacciapicche	Regione Marche
Elisabetta	Baldassarri	Regione Marche - Settore Controllo di Gestione e Sistemi statistici
Elena	Porro	Regione Piemonte
Emanuela	Elia	Regione Piemonte
Jacopo	Chiara	Regione Piemonte
Luisa	Mulas	Regione sardegna
Cecilia	Cellai	Tecnostruttura delle regioni
Mariella	Bucciarelli	Tecnostruttura delle Regioni
Online participants		
Elodia	Gagliese	Acquedotto Pugliese
Paola Francesca	Fraccalvieri	Acquedotto Pugliese
Margherita	Errico	Acquedotto Pugliese
Maria Luisa	D'aluiso	Acquedotto Pugliese S.p.A.
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Anna	Toggenburg	APPA Province of Bolzano
Francesca	Bonemazzi	Arpa fvg
Annamaria	Fiore	ARTI - Agenzia Regionale per la Tecnologia e l'Innovazione

Marino	Spilotros	ASSET – Agenzia regionale Strategica per lo Sviluppo Ecosostenibile del Territorio
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Marinella	Giannelli	CIHEAM Bari
Daniela	Guida	CIHEAM BARI
Carmela	Madio	Città Metropolitana di Bari
Lucia	Ferroni	città metropolitana di bologna
Giulia	Garavaglia	Città metropolitana di Milano
Maria	Sparagna	Città metropolitana di Roma Capitale
Valeria	Veglia	Città metropolitana di Torino
Federica	Pizzimenti	Città metropolitana di Torino
Anna	Stella	Città metropolitana di Torino
Marco	Carpinetti	Città metropolitana di Venezia
Anna Rita	Turlò	Città metropolitana Roma Capitale
Tiziana	Campisi	CUEIM Consorzio Universitario di Economia industriale e Manageriale
Federica	Perboni	diploma
Cecilia Maria	Bertozzi	European Commission - Joint Research Centre
Elvin	Garibov	Fondazione Bruno Kessler
Petra	Centis	Fondazione Bruno Kessler
Elisa	Tursi	Ires Piemonte
Stefania	Tron	IRES Piemonte
Anna	Porcile	Liguria Ricerche SpA
Laura	Virli	Ministero dell'istruzione e del merito
Rosa	Alessi	Nucleo Regionale di Valutazione e Verifica degli Investimenti Pubblici - Regione Calabria
Carina	Lindberg	OECD
ANNA	PICCINNI	OECD
Kvetoslav	Kmec	Office of Government
Antonio	Dal bianco	polis lombardia
Patrizia	Lombardi	Politecnico di Torino
Klaus	Egger	Provincia Autonoma di Bolzano-Bozen
Giovanna	Addati	reggione puglia
Enzo	Di Placido	Regione Abruzzo
Carla	Massa	Regione Autonoma della Sardegna
Emanuela	Manca	Regione Autonoma della Sardegna
Carla	Asquer	Regione Autonoma della Sardegna
Sandro	Sanna	Regione Autonoma della Sardegna - Centro Regionale di Programmazione
Fabrizio	Mazzoccoli	Regione autonoma Friuli Venezia Giulia
Nicolò	Tudorov	Regione Autonoma Friuli Venezia Giulia
Tania	Nucera	Regione Calabria

Maria Francesca	Currà	Regione Calabria
Gianluca	Guzzo	Regione Calabria
Giovanna	Petrungaro	Regione Calabria
Deborah	Cimellaro	Regione Calabria
Nedda	Visentini	Regione del Veneto
Barbara	Budini	Regione Emilia-Romagna
Annalisa	Quaglia	Regione Lazio
Valeria	Raffaele	Regione Lazio
Alessandra	Somaschini	Regione Lazio
Luigi	Dell'Anna	Regione Lazio-Direzione Ambiente
Cristina	Gestro	Regione Liguria
Elisa	Furfaro	Regione Liguria
Maria Chiara	Merlo	Regione Lombardia
Lucio	Pesetti	Regione Marche
Silvia	Spinaci	Regione Marche
Angela	Magionami	Regione Marche
Nazarena	Tesei	Regione Marche
Carla	Sopranzetti	Regione Marche
Riccardo	Lombardo	Regione Piemonte
Davide	Castiglione	Regione Piemonte
Antonella	Santangelo	Regione Piemonte
Stefano	Callea	Regione Piemonte
Serena	Nappi	Regione Piemonte
Olga	Quero	Regione Piemonte - Settore pianificazione e programmazione trasporti e infrastrutture
Serena	Scorrano	Regione Puglia
Francesca	Pastoressa	Regione Puglia
Serena	Scorrano	Regione Puglia
Massimo	Bianco	Regione puglia
Emanuele	Caldarola	Regione Puglia
Nicangela	Bevilacqua	Regione Puglia
Anna Maria Teresa	Giganti	Regione Puglia
Claudia Elisabetta	De robertis	Regione Puglia
Luigi	Idili	Regione Toscana
Giovanni	Roccatelli	Regione Umbria
Monica	Torchio	Regione Umbria
Andrea	Lippi	Scuola Nazionale Dell'Amministrazione
Sara	Ferigo	SINLOC spa
Oietro	Cepi	UN-Habitat
Martino	Miraglia	UN-Habitat
Gabriella	Calvano	Università degli Studi di Bari Aldo Moro
Valeria	Antonelli	Università degli Studi di Roma - "La Sapienza"

Annex B. List of relevant data, documents, and other information reviewed during the inception phase

Austria

- [Austrian Development Co-Operation Law](#)
- 2nd [Austrian Voluntary National Review on the Implementation of the 2030 Agenda and the SDGs \(2024\)](#)
- Report of the Court of Audit (2022): Follow-up review on the [Implementation of the UN Sustainable Development Goals and 2030 Agenda in Austria](#)
- [Three Year Programme on Austrian Development Policy 2022-2024](#)
- [Evaluation and Evidence Synthesis of the Whole-of-Government approach \(WGA\) in Austrian Development Policy \(2021\)](#)
- [Management Response WGA Evaluation \(2023\)](#)
- [Evaluation Policy of the Austrian Development Co-Operation \(2019\)](#)
- [Commitment to Development – Austria Country Report](#)
- Test of the EU's Integrity Towards the 2030 Agenda: [The Status of Policy Coherence for Sustainable Development \(2021\)](#)
- 2023 European Semester: Country Specific Recommendations
- AG Globale Verantwortung (2019): [Raw Materials and Development Policy at Odds?](#)
- OECD Development Co-Operation Peer Reviews: [Austria \(2020\)](#)
- OECD Reviews of Regulatory Reform: [Regulatory Impact Assessment and Regulatory Oversight in Austria \(2020\)](#)

Italy

- Ministry of Environment and Energy Security and Ministry of Foreign Affairs and International Cooperation (2022), Voluntary National Review: Italy 2022, https://hlpf.un.org/sites/default/files/vnrs/2022/VNR_2022_Italy_Report.pdf.
- Ministry of Environment and Energy Security, National Strategy for Sustainable Development website [in Italian]: <https://www.mase.gov.it/pagina/strategia-nazionale-lo-sviluppo-sostenibile>
- OECD (2022), Italy's National Action Plan for Policy Coherence for Sustainable Development, OECD Publishing, Paris, <https://doi.org/10.1787/54226722-en>.
- OECD (2021), Italy Governance Scan for Policy Coherence for Sustainable Development, <https://web-archiv.oecd.org/2021-11-03/614046-italy-governance-scan-pcsd.pdf>.
- OECD (2022), "OECD toolkit for a territorial approach to the SDGs", OECD Regional Development Papers, No. 33, OECD Publishing, Paris, <https://doi.org/10.1787/2913bae2-en>.
- OECD (2020), A Territorial Approach to the Sustainable Development Goals: Synthesis report , OECD Urban Policy Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/e86fa715-en>.

Slovak Republic

- [Second Voluntary National Review of the Slovak Republic on the Implementation of the 2030 Agenda for Sustainable Development \(2023\)](#)
- 2024 European Semester Country Reports: https://economy-finance.ec.europa.eu/document/download/e2c1dea3-1062-4824-a06d-4219d1e31f9b_en?filename=SWD_2024_625_1_EN_Slovakia.pdf Slovak Republic
- 2023 European Semester: Country Specific Recommendations
- [National Reform Programme of the Slovak Republic \(2023\)](#)

- OECD Environment Policy Papers: Closing the loop in the Slovak Republic – a roadmap towards circularity for competitiveness, eco-innovation [and sustainability \(2022\)](#)
- OECD Economic Surveys: [Slovak Republic 2024](#)
- OECD Environmental Performance Reviews: [Slovak Republic 2024](#)