

COUNTRY LEADERSHIP PROGRAM for Health System Change



Integrated Governance Digital Toolbox



version: 2021 1.0



How to use

The Integrated Governance Toolbox brings together cases of public policies that were designed, implemented or managed through integrated governance methods; in addition to examples of management tools and mechanisms used in order to achieve an integrated governance model.

It is a tool developed for the GFF Country Leadership Program 2020-2021, with the purpose to support the activities of the Integrated Governance module. Its navigation is intuitive and made through hyperlinks on each page of the document. On page 03 there is an index with all navigation options: by themes (types of issues or desired outcomes), by countries examples, by crossing these first two options (organized in graphic form) and by keywords. Thus, the reader can explore the path he takes between the cases and tools in order to compose his knowledge trail according to his own interest and curiosity.

We hope you enjoy it and that it will be useful to your work. Have a nice journey!

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Country



**Theme vs
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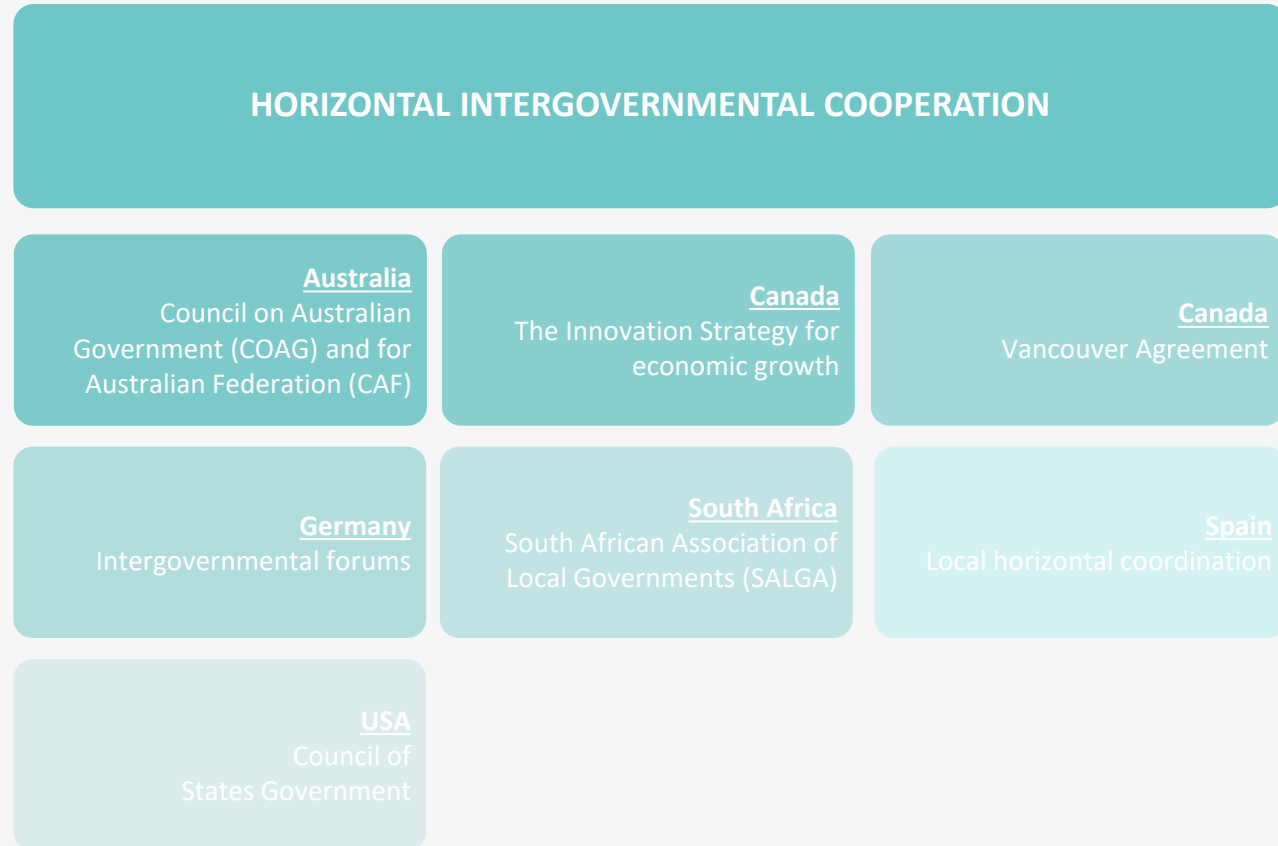
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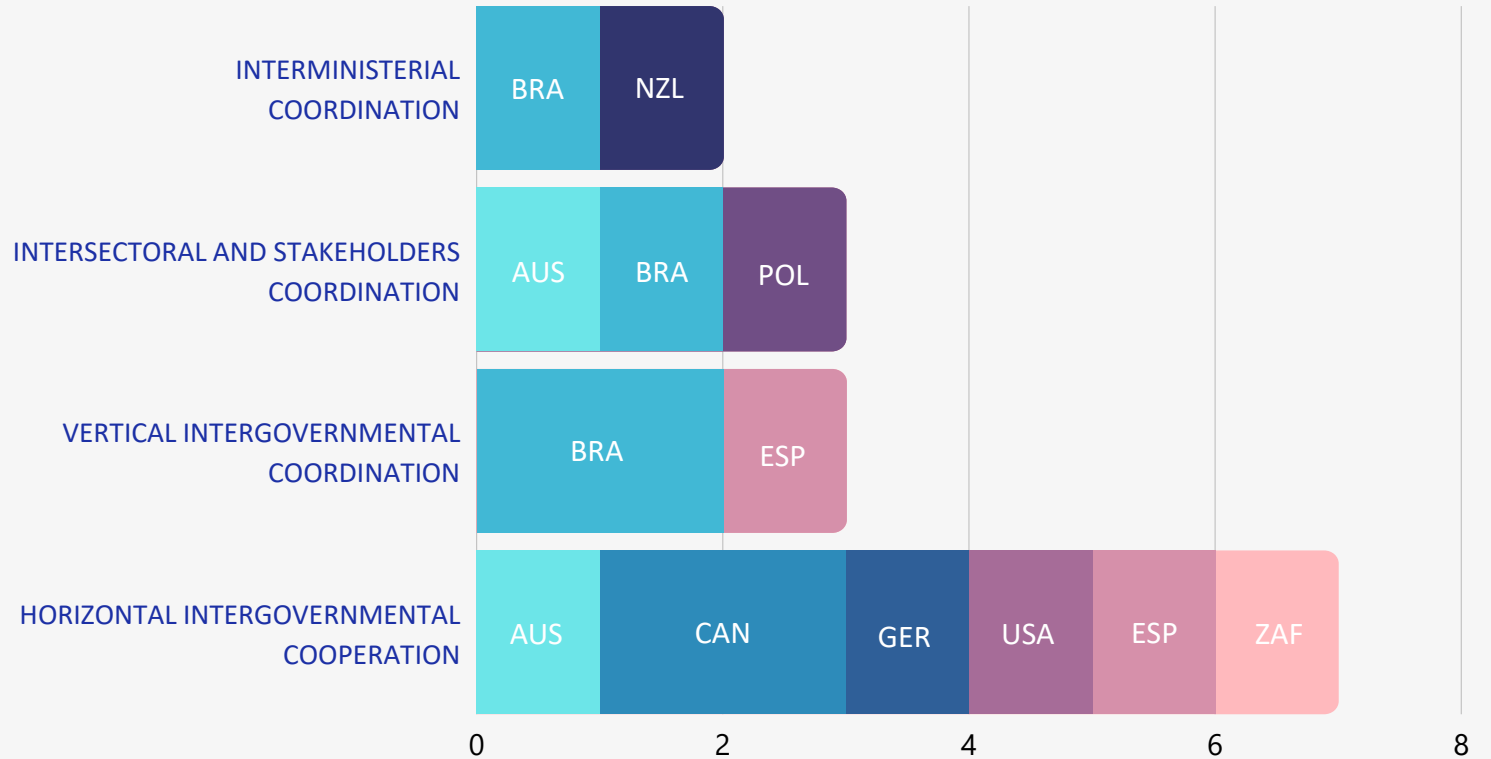
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EXAMPLE 1. Digitalization of rural areas using ICT

EXAMPLE 2. Local horizontal coordination

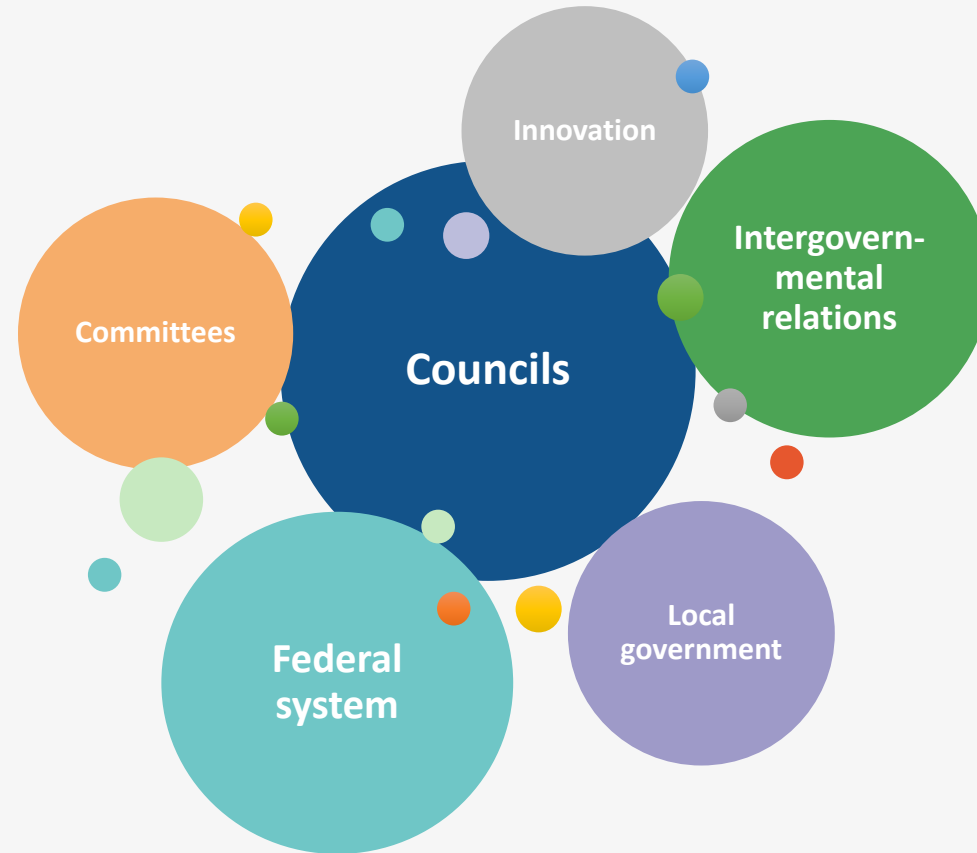
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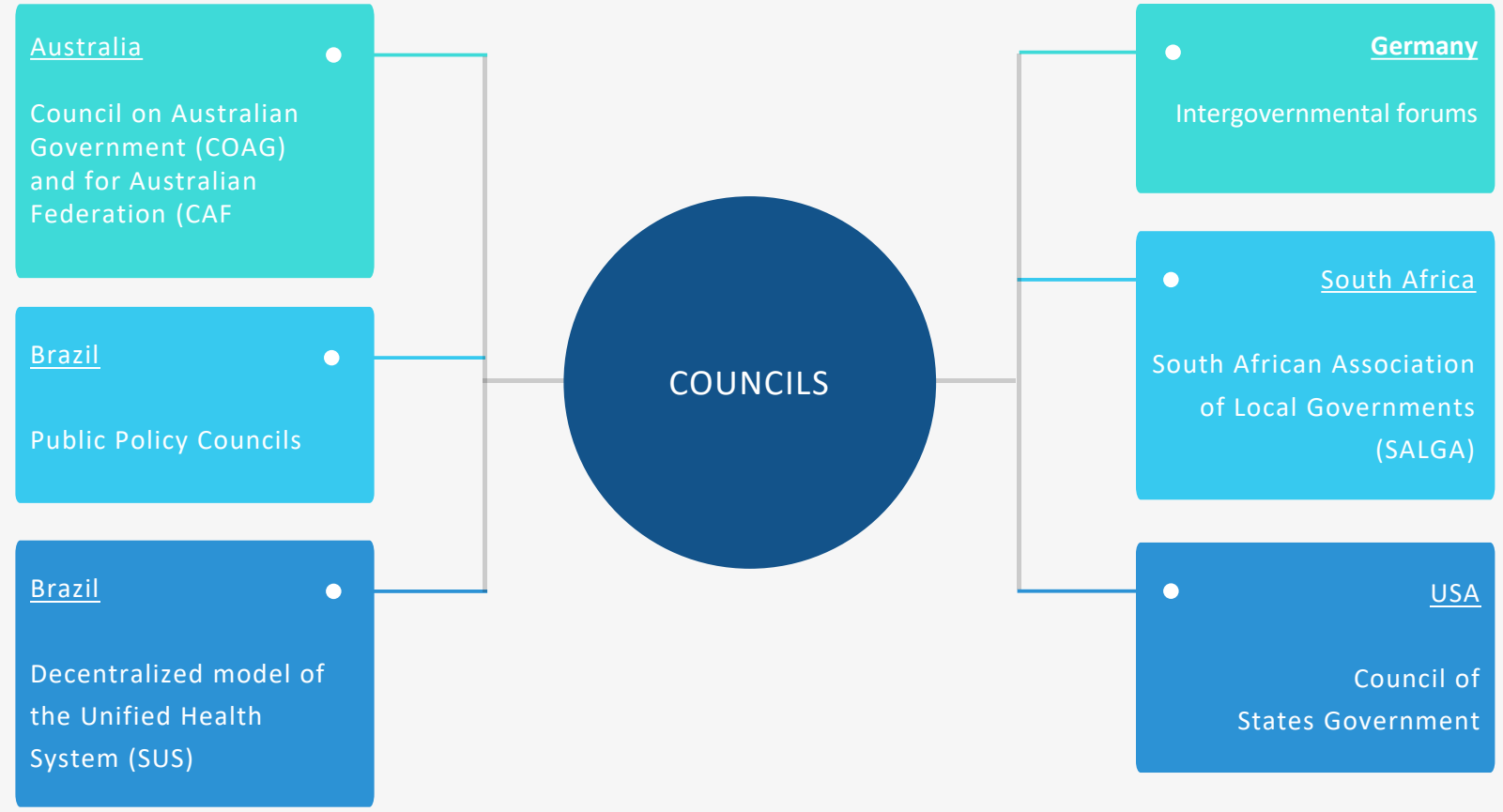
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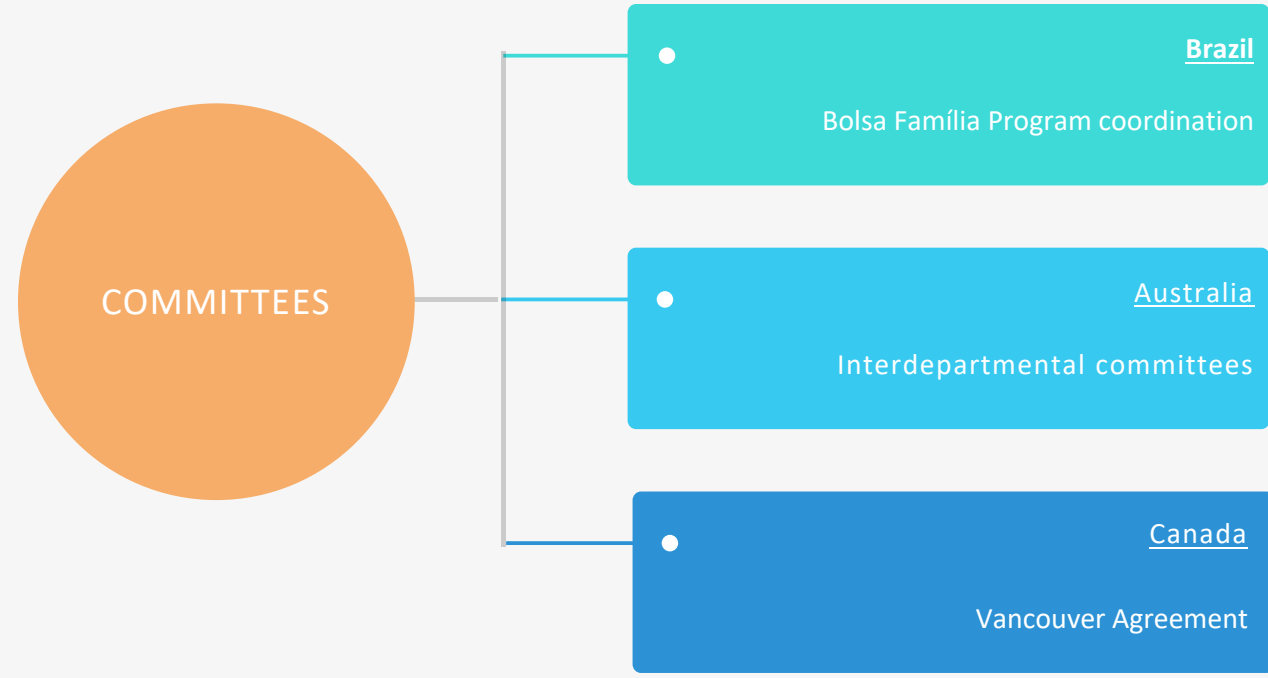
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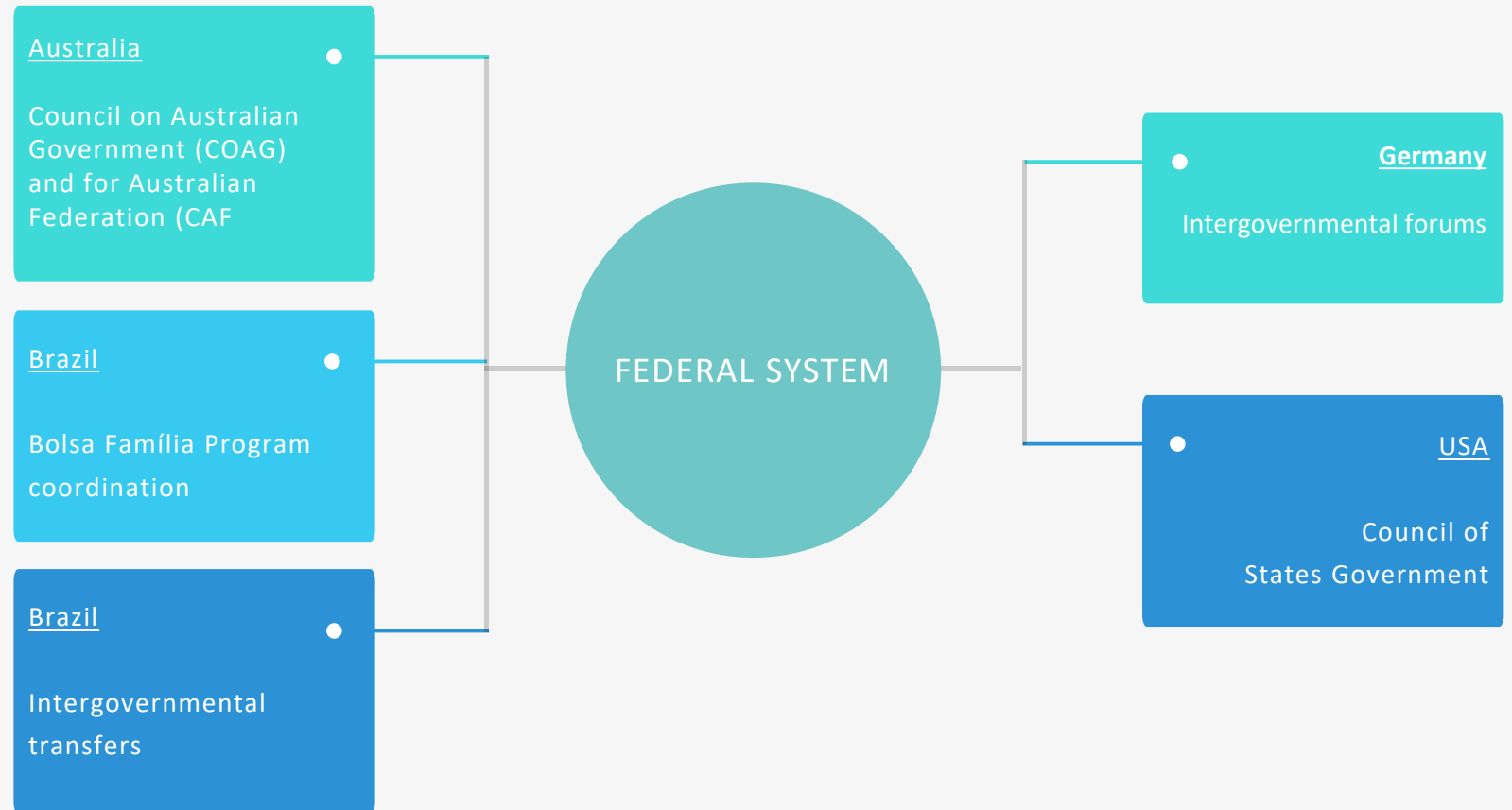
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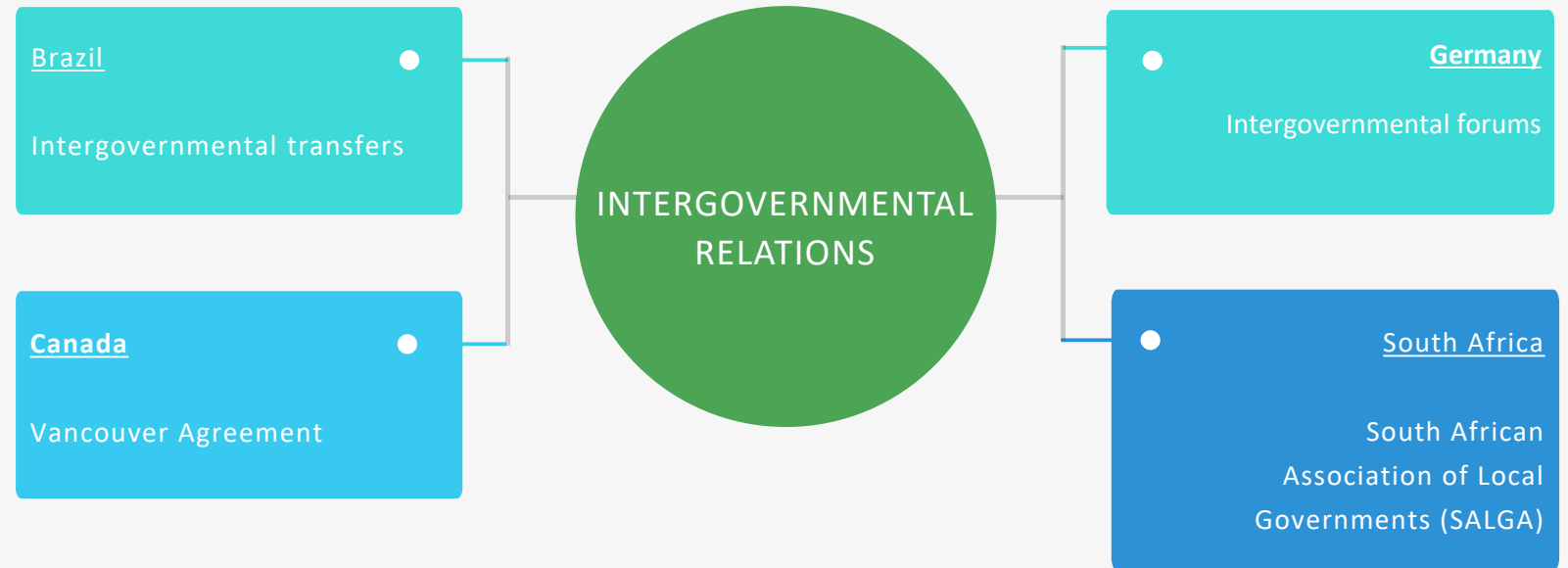
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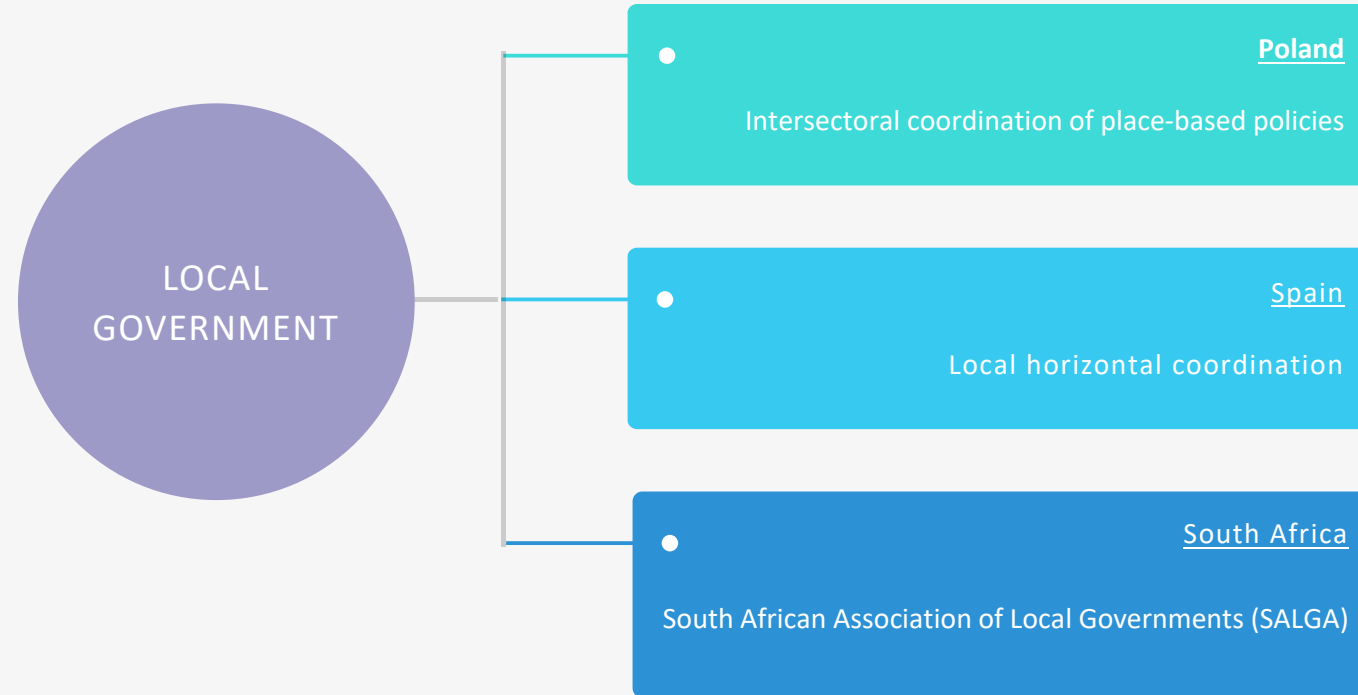
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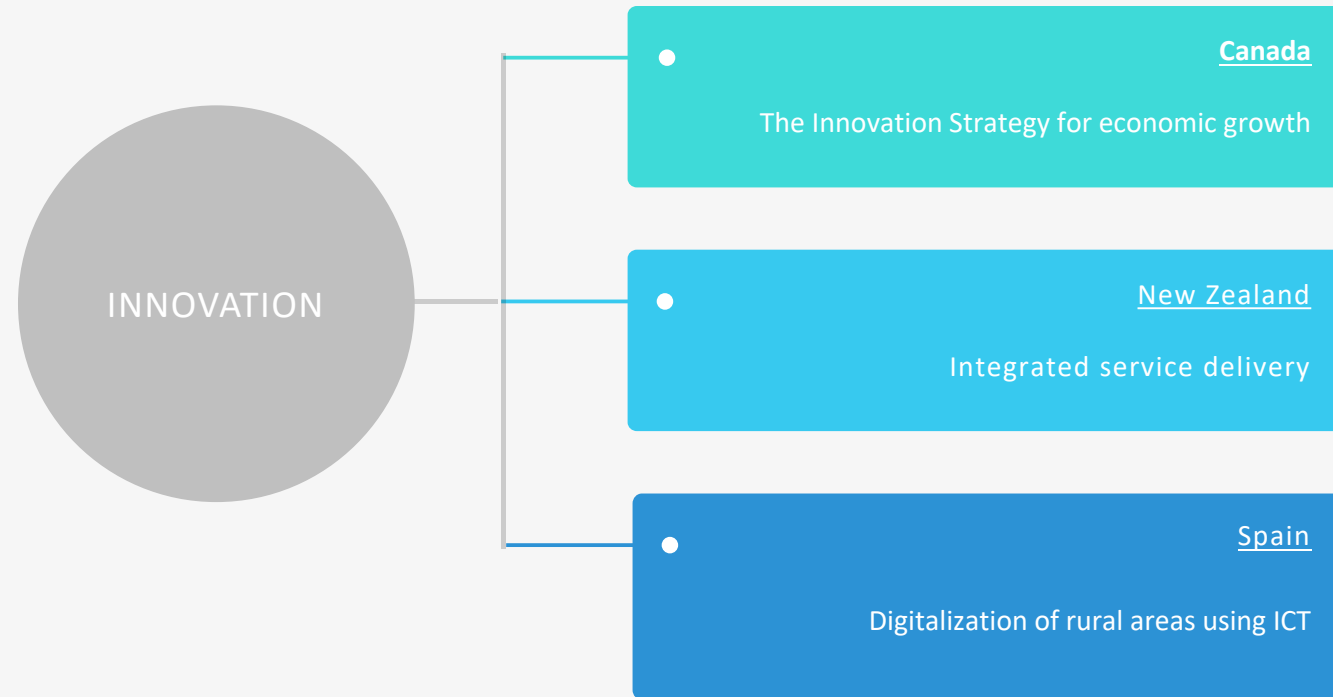
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Australia

Interdepartmental committees

INTERSECTORAL AND STAKEHOLDERS COORDINATION EXAMPLE

Keywords: interdepartmental committees; government strategy; coordination mechanisms

Challenge

Intersectoral coordination between ministries

Context

The creation of joint budget lines or pooled funding is an important instrument to foster integrated planning. Pooled funding allows flexibility in support of activities which may be classified as official development assistance and non-official development assistance. The challenge, however, is to ensure the integration of both categories of funds according to a coherent, whole-of-government strategy.

The approach

In Australia, co-ordination across a number of departments is achieved by interdepartmental committees, which have been in use within the Australian Public Service in one form or another for decades, and are formed, regularised or disbanded according to requirements. They exist at every level of government, from the purely functional junior ranks of the public service to the Cabinet itself, where ministers represent their respective departments and co-ordinate policy under the direction of the prime minister. These committees may be ad hoc or institutionalized. A key committee for the purposes of developing government policy on international engagements is the Strategic Policy Coordination Group, made up of deputy secretaries from the relevant departments. Lower down the scale, interdepartmental working groups address policy and operational details.

Australia

Interdepartmental committees

INTERSECTORAL AND STAKEHOLDERS
COORDINATION EXAMPLE

Keywords: interdepartmental committees;
government strategy; coordination
mechanisms

Results and impact

There are many interdepartmental committees in Australia, working in all areas of government. Its results are therefore numerous and diffuse. A clear example of the performance results of can be seen from the establishment of the Australian Open Government. The Interdepartmental Committee responsible for this issue has been discussing the evolution of the performance model, sets out guidelines for agencies that fulfill the commitments of the Australian Open Government National Action Plan, established the Open Government Forum and the new OGP Australia website .

To know more:

- <https://www.directory.gov.au>;
- <https://ogpau.pmc.gov.au>

Australia Council on Australian Government (COAG) and Council for Australian Federation (CAF)

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: councils; federal agreements;
intraministerial coordination;
cooperation

Challenge

Council as territorial cooperation instruments

Context

The implementation of territorial cooperation instruments in Australia dates from the 1920s, although in the most recent trajectory, two initiatives stand out: Council on Australian Government (COAG), created in 1992, and the Council for Australian Federation (CAF) established in 2006.

The approach

COAG's main objective is to increase cooperation between governments, to supervise and coordinate the work of the various sectoral ministerial councils formed federal and state members. COAG was established through an informal agreement between the Prime Minister and the heads of state governments, their voluntary subnational membership. Decisions are taken by consensus and it is accepted that no government entity can impose its will on the other, which avoids deadlocks. Decisions are not binding, but in general the participants adhere to the defined terms. The agreements reached, as well as other relevant topics, are posted on its website: <https://www.coag.gov.au/>.

Australia Council on Australian Government (COAG) and Council for Australian Federation (CAF)

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: councils; federal agreements;
intraministerial coordination;
cooperation

The approach (cont.)

COAG is the culmination of an intergovernmental forum formed by the Prime Minister, state premiers, Chief Minister of Territories and the President of the Australian Association of Local Governments. Its decisions are unanimously adopted to expand the possibility of adherence by all government entities. Its technical support structure is formed by working groups and permanent commissions to prepare agendas, propose policies and draft agreements. These groups approximate the relationship between the Steering Committee made up of the Prime Minister and the heads of state government (Painter, 1998; 1996).

Results and impact

The results of the COAG meetings could generate formal agreements to be incorporated by more intergovernmental bodies, whether as National Agreements and National Partnership Agreements.

COAG spurred numerous reforms that impacted public management and the Australian national reality. The microeconomic reform linked to national competition policy in the mid-1990s, for example, left a legacy of a more competitive, efficient and flexible economy that has enabled Australia to face a series of economic challenges over the past 20 years.

Australia Council on Australian Government (COAG) and Council for Australian Federation (CAF)

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: councils; federal agreements;
intraministerial coordination;
cooperation

Results and impact (cont.)

On 29 May 2020, the National Cabinet agreed to the formation of the National Federation Reform Council (NFRC) and the cessation of the Council of Australian Governments (COAG), on a new federal architecture. The NFRC is made up of the Prime Minister, State Premiers and Territory Chief Ministers, Treasurers from each jurisdiction and the President of the Australian Local Government Association (ALGA). I focus on priority national federation issues.

To know more

- www.coag.gov.au;
- www.federation.gov.au
- Painter, M.(1998). Collaborative Federalism: economic reform in Australia in the 1990s. Cambridge: Cambridge University Press.
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- Philipmore, J & Fenna, A. (2017). Intergovernmental councils and centralization in Australian federalism, Regional and Federal Studies, 27 (5): 597-621.

Brazil

Bolsa Família Program coordination

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: federal government instruments; income transfer; poverty reduction; coordination Mechanisms; committees

Challenge

Public policy coordination mechanisms and instruments used by the government branch of the Brazilian federal Executive in the Bolsa Família Program.

Context

The Bolsa Família Program - PBF was born from the combination of a set of income transfer policies from Fernando Henrique Cardoso's government (FHC) and the Lula government itself, with a diagnosis of the need to overcome the overlaps and enhance the effects on the public benefited. In general, the Program proposed to face structural challenges in the country, which required strategies for building intersectoral partnerships, especially during the implementation phase. Indeed, the complexity of the objectives and institutional arrangements, which involve several organizations and a wide range of government actions, is clearly noted, in addition to the incorporation of new coordination instruments.

The approach

The PBF was developed in 2003 by the Special Advisory Office of President Luis Inácio Lula da Silva and the program coordinator resided there, until the creation of the Ministry of Social Development - MDS, in 2004. In addition to the transfer of money to families in poverty, the PBF included three objectives: i) immediate relief from poverty and hunger; ii) inclusion of children in education and reduction of the school dropout rate; and iii) expanding access to health care, especially for children and pregnant women.

Brazil

Bolsa Família Program coordination

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: federal government instruments; income transfer; poverty reduction; coordination Mechanisms; committees

The approach (cont.)

Therefore, the Ministries of Education, Health, Finance, the Public Ministry (MP), the public bank Caixa Econômica Federal and the State Department ("Casa Civil" in the Brazilian government structure) were constantly involved in its coordination. Even though the participation of the State Department and the MP were more of a feasible factor, in political and budgetary-financial terms, than properly coordinators.

The coordination instruments that appear in the acts of creation of the PBF are its Management Council and the Single Registry of the social programs of the federal government, however two other instruments of coordination built during the first term of the Lula government were systematically used throughout the duration Program: the presidential goals and the Agenda Group. The goals were focused on defining and monitoring the priorities set by the president. Its coordination model was based on the Chilean experience and supported by the United Nations Development Program (UNDP). The Agenda Group, in turn, had the function of devising communication strategies that could enhance the launch of new policies or the development of ongoing programs.

Brazil

Bolsa Família Program coordination

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: federal government instruments; income transfer; poverty reduction; coordination
Mechanisms; committees

The approach (cont.)

Numerous studies analyze the many aspects of the Bolsa Família Program, including one that focuses on its coordination and, when interviewing senior officials who participated in the experience of the PBF, concludes that the informal instruments (meetings and the constitution of working groups ad hoc) were more used than formal instruments (laws or other non-legal norms). Obviously, formal procedures, such as the processing of administrative acts, were also part of the routine of the government nucleus. However, when there was an urgent need for information or decision-making, the options were ad hoc tools, such as meetings, visits to ministries and other bodies, as well as telephone communication. This option may have been due to the dynamism and urgency of the issues inherent to this policy. Evidence shows that formal and procedural instruments were interpreted as a way of removing power from top management and sharing it with the bureaucracy. A typical example of this behavior is the option deliberated by the Budget Execution Board - JEO, in strategic decisions, to the detriment of all existing constitutional instruments and planning and budget systems.

It was also found that the coordination exercised by the government nucleus was established as a classic negative-type coordination by focusing on the arbitration between differences and ministerial conflicts, as well as on the establishment of parameters for the ministers' action. However, the positive coordination of the government nucleus appeared at the moments of defining priorities and general government strategy, especially to prepare and organize the information for the decision making of the president.

Brazil

Bolsa Família Program coordination

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: federal government instruments; income transfer; poverty reduction; coordination Mechanisms; committees

Results and impact

PBF is one of the most studied income transfer programs in Western literature in the present century. Its results are numerous and expressive, with emphasis on the low cost of the program (0.5% of the gross domestic product - GDP), its impact on the reduction of extreme poverty (it is estimated that it would be between a third and a half greater without the Program), a decrease in income inequality (with a sharp reduction in the Gini coefficient in a decade). With regard to education, Bolsa Família provided lower dropout rates and higher progression rates among beneficiaries. In health, in addition to contributing to the reduction of infant mortality, it was found that the beneficiary children had higher rates of vaccination, and pregnant women had more prenatal consultations than non-beneficiaries of the same profile. In addition, there was a multiplier effect on GDP and total family income, in addition to reducing regional inequalities in Brazil.

To know more

- Cavalcante, P., Gomide, A., & Barbosa, S. (2018). A COORDENAÇÃO DE PROGRAMAS PRIORITÁRIOS SOB A PERSPECTIVA DO NÚCLEO DE GOVERNO FEDERAL (2007-2014). In P. L. C. Cavalcante & A. de Á. Gomide (Eds.), O Presidente e seu Núcleo de Governo a coordenação do Poder Executivo (p. 415). Instituto de Pesquisa Econômica Aplicada.
- Souza, P. H. G. F. de, & Osório, R. G. (2013). O perfil da pobreza no Brasil e suas mudanças entre 2003 e 2011. In T. Campello & M. Côrtes Neri (Eds.), Programa Bolsa Família : uma década de inclusão e cidadania. Instituto de Pesquisa Econômica Aplicada - Ipea.
- <https://bibliotecadigital.fgv.br/dspace/bitstream/handle/10438/19366/programa-bolsa-familia-uma-decada-de-inclusao.pdf?sequence=1&isAllowed=y>

Brazil

Public Policy Councils

INTERSECTORAL AND STAKEHOLDERS
COORDINATION EXAMPLE

Keywords: councils; social public policies;
institutional democratic instruments;
civil society participation

Challenge

Public Policy Councils

Context

In Brazil, Public policy councils are legal and institutional mechanisms for social control of politics. Its conception started from the debate and popular mobilizations that claimed the institutionalization of the presence of civil society in the decisions taken by the Executive Power and its existence is guaranteed in the Federal Constitution of 1988. They constitute democratic spaces for decision and social participation in the construction of public policies.

The approach

The Councils take place at the federal, state and municipal levels. They are collegiate bodies created by the State, their functioning is regulated in specific laws, such as the Organic Health Law (LOS), the Child and Adolescent Statute (ECA), the Organic Social Assistance Law (LOAS) and the Cities Statute; and their composition and competence are determined by the law that instituted them. They are institutional designs for sharing power and are composed by the State itself, with a mixed representation of civil society actors and state actors. Its objective is centered on bringing the State closer to society, with a focus on integration, strengthening, inspection and control of guidelines for the implementation of fundamental rights. These are essential institutional spaces for public policies democratic construction and the exercise of social participation and legitimacy.

Brazil

Public Policy Councils

INTERSECTORAL AND STAKEHOLDERS
COORDINATION EXAMPLE

Keywords: councils; social public policies;
institutional democratic instruments;
civil society participation

The approach (cont.)

The councils can perform four distinct functions: supervision, mobilization, deliberation or consultancy. The supervisory function presupposes the monitoring and control of acts practiced by government officials; the mobilizing function refers to encouraging popular participation in public management and contributions to the formulation and dissemination of information strategies for society about public policies; the deliberative function, in turn, refers to the prerogative of the councils to decide on the strategies used in the public policies of their competence; and, finally, the advisory function is related to the issue of opinions and suggestions on matters that are related to it.

Results and impact

Today, Brazil has more than 40 thousand public policy management councils that configure a broad participatory network for the development and implementation of public policies. This instrument has been considered to transform the social reality, because in addition to pointing out to the Administration what the population's demands are, they formalize deliberations that bind the Public Administration, assuming a juridical character, being extremely important in the effectiveness of democracy and in the realization of fundamental rights.

To know more

- Abers, R. N. (2000). *Inventing local democracy: grassroots politics in Brazil*. Boulder: Lynne Rienner Publishers.
- <https://www.ipea.gov.br/participacao/outras-pesquisas-2/348-estudos-sobre-conselhos>

Brazil

Decentralized model of the Unified Health System (SUS)

VERTICAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: health system; inter-management commission; councils, public policy formulation.

Challenge

Decentralized model of the Unified Health System, with the participation of the 3 levels of governance

Context

In the period prior to the 1988 Federal Constitution (CF-88), the Brazilian public health system provided assistance only to workers linked to Social Security, approximately 15% of the population. From 1988, however, the Unified Health System (SUS) began to be structured, and is currently one of the largest and most complex public health systems in the world, ranging from primary care to highly complex care and guarantees full, universal and free access for the entire population.

The approach

SUS is composed, in its structure, by the Ministry of Health, States and Municipalities, in a co-responsible manner. The Ministry of Health is the national manager of SUS, responsible for formulating, standardizing, inspecting, monitoring and evaluating policies and actions, in conjunction with the National Health Council. It operates within the scope of the Tripartite Inter-Management Commission (CIT) to agree on the National Plan of health.

Brazil

Decentralized model of the Unified Health System (SUS)

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: health system; inter-management commission; councils, public policy formulation.

The approach (cont)

The State Health Secretariats (SES) participate in the formulation of health policies and actions, while the Municipal Health Secretariats (SMS) plan, organize, control, evaluate and execute health actions and services. Both bodies act in conjunction with their respective councils (state and municipal) in approving and executing state and municipal health plans and participate in the Bipartite Interagency Commission (CIB).

Councils and Commissions are governance arenas essential for the functioning of SUS' structure and the health system itself. Since the Health Council is a collegiate body composed of government representatives, service providers, health professionals and users, it acts in the formulation of strategies and in the control of the health policy execution, including economic and financial aspects. Inter-manager commissions are forums for negotiation and agreement between federal, state and municipal managers regarding SUS operational aspects. Several councils act within the scope of CIT as representative entities to deal with matters related to health.

The organizational principles that govern SUS are (i) Regionalization and Hierarchization; (ii) Decentralization and Single Command; and (iii) Popular Participation. Regionalization being understood as a process of articulation between the services that already exist, aiming at their unified command.

Brazil

Decentralized model of the Unified Health System (SUS)

VERTICAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: health system; inter-management commission; councils, public policy formulation.

Results and impact

SUS benefits approximately 200 million people and performs approximately 2.8 billion appointments per year. In addition to the democratization of health, the implementation of SUS also represented a change in the concept on which health was interpreted in the country, moving away from the logic of “non-disease”, that is, efforts to treat the occurrence of illnesses, to the logic of health promotion and disease prevention as part of public policy planning.

To know more

- <https://www.gov.br/saude/pt-br/assuntos/saude-de-a-a-z-1/s/sistema-unico-de-saude-sus-estrutura-principios-e-como-funciona>
- <http://www.livrosinterativoseditora.fiocruz.br/sus/>
- <http://conselho.saude.gov.br/>

Brazil

Intergovernmental transfers

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: intergovernmental transfers; redistributive resources; federal agreements; national government instruments.

Challenge

Intergovernmental transfers and tax redistribution

Context

The topic of fiscal decentralization has been considered an important dimension of intergovernmental relations, both in federal and unitary countries. In Brazil, legislative measures impacted the allocation of municipal expenditures, increasing the link with social policies. The 1988 Constitution established a minimum level of 25% of tax revenues and transfers from municipalities to education expenses. Constitutional Amendment No. 29 fixed a minimum of 15% of municipal revenues for application in health. In addition to these revenue linkages, the central government induced higher spending on social policies through transfers via special funds. Such transfers are regulated by specific laws that establish conditions for the receipt of funds, which involves the municipalities' adherence to policies formulated at the national level. Social funds adopt the mechanism of transferring a national fund to municipal funds, on a regular basis and without the need for agreements and other similar instruments.

Brazil

Intergovernmental transfers

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: intergovernmental transfers; redistributive resources; federal agreements; national government instruments.

The approach

Changes in Brazilian fiscal federalism have consolidated a diversified picture of sources for the municipalities, among which the following stand out:

1. Own tax resources;
2. Constitutional transfers: amounts transferred from one federative entity to another on a compulsory basis and by constitutional definition. In Brazil, unconditional and redistributive transfers from the Union prevail, which seek to alleviate the enormous inequalities that exist in the country. The Municipal Participation Fund (FPM) and the Fund for the Maintenance and Development of Basic Education and the Valorization of Education Professionals (Fundeb) stand out in this universe.
3. Legal transfers: transfers of funds from the Union to municipalities regulated by specific laws that establish who can receive and under what conditions. Divided into two modalities: (i) unconditional ones, which allow the municipalities to define the destination of the received resource; and (ii) transfers subject to a specific purpose, which allow automatic transfers, without agreements or similar instruments.
4. Transfers from the Unified Health System (SUS): redistributive transfers from the Federal Government aimed at financing SUS actions and services, treated in a prominent way given the relevance of the subject and not the type of transfer. They can be carried out through the signing of agreements, onlending contracts and, mainly, onlending from fund to fund.

Brazil

Intergovernmental transfers

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: intergovernmental transfers; redistributive resources; federal agreements; national government instruments.

The approach (cont.)

5. Voluntary transfers from the Federal Government: resources transferred to the municipalities, predominantly, through agreements and onlending contracts. The agreement is a legal instrument that regulates the transfer of resources for the execution of a public policy of mutual interest, with a defined duration and in a regime of mutual cooperation, which involves financial consideration and co-responsibility in the application and inspection of resources. The onlending contract is a similar instrument, differing in that it involves the intermediation of federal official financial institutions or agencies in the transfer of resources.

The five sources of municipal resources seek to reconcile fiscal autonomy and redistributive character. Constitutional transfers have a redistributive intention, seeking to promote greater fiscal equity. Most of the legal transfers and those of the SUS have a redistributive character, but they do not have precise values and are linked to public policies defined at the national level.

Regarding technical constraints, the National Treasury Secretariat disciplines the signing of Union agreements, establishing a series of requirements, including the presentation by the interested party of a work plan for the proposed object, proof of tax, labor and execution default and rendering of accounts of previous agreements; and the ownership or possession of the property subject to intervention. In the case of works, installations or services, a basic project is required to characterize the intervention to be carried out and, sometimes, an environmental license.

Brazil

Intergovernmental transfers

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: intergovernmental transfers; redistributive resources; federal agreements; national government instruments.

Results and impact

The literature points out that one of the main objectives of intergovernmental transfers is to promote greater fiscal equalization between territorial units, endowing the entities with the lowest tax collection power with supplementary resources. In Brazil, since the 1990s, there has been a growing intervention by the Union in the definition of municipal expenditures, which has meant an increasing commitment of resources obtained through intergovernmental transfers with social policies designed by the federal government, with exemplary transfers from fund to fund for social policies, health, education and social assistance. Scholars and analysts argue that transfers that have a redistributive character or condition have been helping to reduce territorial inequalities; ensure that federated entities are able to fulfill their governmental duties; provide a minimum standard of social well-being for all, regardless of location; and provide greater political stability.

To know more

- CGU. Controladoria-Geral da União. Secretaria Federal de Controle Interno. Gestão de recursos federais: manual para os agentes municipais. Brasília, 2005. In: www.gov.br/cgu/pt-br/centrais-de-conteudo/publicacoes/auditoria-e-fiscalizacao/arquivos/cartilhagestaorecursosfederais.pdf
- Litvack, J., Ahmad, J., & Bird, R. (1998). Rethinking Decentralization in Developing Countries. The World Bank; Sector Studies Series. <https://doi.org/10.1596/0-8213-4350-5>

Canada

The Innovation Strategy for economic growth

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: development strategy;
interministerial cooperation; innovation
agenda

Challenge

Interministerial cooperation to establish The Innovation Strategy for economic growth in Canada.

Context

In 2001, the Government of Canada emphasized the role of innovation in generating economic growth and creating opportunities for all Canadians by establishing broad horizontal coordination around the development of the central government's Innovation Strategy. In addition to classifying the program as a high government priority for the following years, commitments were made such as to double spending on research and development activities in the public sector before 2010.

The approach

In order to guarantee economic growth, the need to have a skilled and well-prepared workforce that would constitute a more innovative society was identified. For this reason, an innovation agenda should include the development of skills and learning. In this context, the Ministry of Industry and the Ministry of Human Resources Development were instructed to develop a common document designed to further promote the government's agenda for innovation and learning.

The two ministries began to work together on what they believed would be the white book on innovation. They initially defined a concept map as the basis for their work and ended up focusing on two key issues: skills and learning, which the Ministry of Human Resources Development would be in charge; and research and development, which have become the main focus of actions by the Ministry of Industry.

Canada

The Innovation Strategy for economic growth

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: development strategy;
interministerial cooperation; innovation
agenda

The approach (cont.)

It is interesting to note that, although the work was developed jointly in the first months of the initiative, most of the time the two ministries worked separately in the development of their respective elements of the strategy. However, a system of inter-ministerial consultations was structured, minutes were frequently exchanged and there was an analytical exchange on the work in progress.

In the first six months of work, other ministries were also consulted in a series of inter-ministerial meetings, in which comments and proposals were requested that could be included in the document.

Despite all the positive progress identified by those involved, in May 2001 the Office of the Private Council decided to interrupt the ongoing inter-ministerial process and requested the production of separate documents, one for the skills and learning agenda and one for the research and development agenda. Apparently, the decision had been motivated by the growing concern of the Private Council Office and the Ministry of Finance that the innovation strategy was involving too many actors, each with different proposals, which could impose excessive financial pressure on the Treasury. However, ministries continued to work together in unofficial meetings until work was completed.

Canada

The Innovation Strategy for economic growth

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: development strategy;
interministerial cooperation; innovation
agenda

Results and impact:

In February 2002, the Innovation Strategy was approved by the Prime Minister's Office and launched in a single inter-ministerial package, constituting the innovation agenda for the country for the following years.

To know more:

- Bakvis, H., & Juillet, L. (2004). The Horizontal Challenge : Line Departments , Central Agencies and Leadership. Canada School of Public Service. <http://publications.gc.ca/site/fra/9.686919/publication.html>

Canada

Vancouver Agreement

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: intergovernmental relations;
public policies management; committees;
urban regeneration

Challenge

Articulate the three levels of government, several ministries and municipal bodies to face an urban crisis.

Context

In the late 90's, the eastern area of central Vancouver, known as the Vancouver Downtown Eastside, was facing several urban poverty and deterioration, with drug use, child poverty, crime rates, homelessness, disease rates (HIV and Hepatitis C) and poverty among the Aboriginal population establishing one of the biggest urban crises registered in Canada.

The approach

Announced on March 9, 2000, the Vancouver Agreement (VA) resulted from lengthy discussions between the three levels of government in a process that included public consultations. Involving 12 federal ministries, three provincial ministries and several municipal bodies, the VA is considered to be one of the greatest examples of effective horizontal management in an area of great interest to the public - urban poverty and deterioration.

Several government agencies, ranging from the Ministry of Human Resources Development to the Vancouver police, were responsible for one or more of the problems mentioned, or for their consequences. The Agreement represented a conscious effort of joint work designed so that the union of efforts would generate an impact greater than the sum of separate efforts (exploring the idea of synergy).

Canada

Vancouver Agreement

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: intergovernmental relations; public policies management; committees; urban regeneration

The approach (cont.)

The agreement was based on a three-component strategy:

- community health and safety;
- economic and social development;
- development of community capacities.

As there were no new resources available to support the initiative, funds from existing programs were used. An administrative structure was set up to coordinate the activities of various ministries and agencies, which consisted of a Policy Committee, a Steering Committee and a series of processes designed to directly involve the community in defining priorities and implementing strategies and action plans.

The Policy Committee included the Federal Minister for Economic Diversification of Western Canada, a provincial minister (Community Services, Aboriginal and Women Services) and the Mayor of Vancouver. The Steering Committee was composed of nine officers, three appointed by the government, with the requirement that one of the provincial delegates be a representative of the Vancouver Coastal Health Authority. The federal side was represented by the three responsible ministries - the Ministry of Economic Diversification of Western Canada, the Ministry of Human Resources Development and the Ministry of Health. Below the policy and management committees, a coordinating team was set up, which by in turn, it had 14 subordinate teams that were responsible for specific tasks, operating in different areas, ranging from unemployment of young Aborigines to communicable diseases. It was at the level of this coordinating team and its 14 subordinate teams that most of the work foreseen in the VA Agreement was carried out.

Canada

Vancouver Agreement

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: intergovernmental relations; public policies management; committees; urban regeneration

Results and impact

Despite being recognized as one of the most remarkable experiences in integrated governance, some challenges have not been overcome. One of the problems, for example, was related to the cost-benefit analysis of the initiative and its accountability structure, since there was difficulty in measuring its results. However, the area in question showed so many signs of improvement in the first years of entry into force of the VA that the fact was ultimately attributed to better coordination and collaboration between the three levels of government - coordination that is strongly strengthened by Vancouver Agreement.

In addition, the Agreement brought several innovations to public management. The Ministry of Economic Diversification in Western Canada has innovated, for example, by incorporating a population health model in its approach to economic development, arguing, essentially, that before it can generate economic development opportunities, the population to benefit would need to be healthy enough to take advantage of these opportunities.

To know more

- Bakvis, H., & Juillet, L. (2004). The Horizontal Challenge : Line Departments , Central Agencies and Leadership. Canada School of Public Service. <http://publications.gc.ca/site/fra/9.686919/publication.html>

Germany

Intergovernmental forums

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: councils; federal system; Intergovernmental forums; cooperation; Bundesrat; Landers

Challenge

Intergovernmental forums

Context

In Germany, The Federal Chancellor invites the heads of government of the Landers to two annual meetings, based on the Permanent Orders of the Federal State, to discuss economic, social, political and financial issues. These are confidential meetings that aim to reduce intergovernmental conflicts and adjust political agendas. Four annual Lander heads of government conferences are also held, and a one-year rotating presidency is the norm. The decisions adopted can be: mutual agreements on uniform legislation for Landers, joint positions for negotiation with the federal government and / or with the European Union (Watts, 2003; Lottha and Blumenthal, 2015).

The approach

Agenda items under debate in the Bundesrat cannot be addressed in this arena of horizontal cooperation and coordination in areas of competence of the Landers such as education, culture and communication policy. Bundesrat and the Landers forum are interconnected but have different decision rules: the first of the majority type and the second unanimously (Lottha and Blumenthal, 2015). The decisions taken at the Landers forum are not legally binding, but highly politically significant, especially to avoid imposing issues that would undermine the authority of this forum. Decisions that affect all Landers - such as budgetary issues - require consensus, to other decisions qualified majority (thirteen out of sixteen) are sufficient.

Germany

Intergovernmental forums

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: councils; federal system; Intergovernmental forums; cooperation; Bundesrat; Landers

The approach (cont.)

Regional forums are common among Landers who follow forms of organization like those of heads of government. Agencies created jointly by the federal government and Land governments, or just at that level, are characteristic of German federalism, which occurs through formal agreements that include co-financing and division of responsibilities. These agencies are supervised by the Judiciary. Bodies created by both government orders are common in areas of common competence (e.g., fiscal and tax policy) or where the federal level seeks to influence through technical assistance (e.g., higher education). There are also arenas of sectoral cooperation formed in 18 conferences of cabinet offices of ministers of the Landers. There are three forms of organization that can be identified: a) those that have an independent administrative structure (as in education and culture); b) those who are supported by the Bundesrat committee, but are not an official part of the federal chamber; c) conferences that depend on the Lander's administration. The usual form of decision is unanimous, although some decide by simple majority (health) and others by majorities (gender and equality).

These forums' decisions are also not binding. The presence of the federal government is variable in these forums (permanent member in some and invited in others), but in many cases without the right to vote (such as in education and culture and the interior that takes care of public security) (Lottha and Blumenthal, 2015).

Germany

Intergovernmental forums

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: councils; federal system; Intergovernmental forums; cooperation; Bundesrat; Landers

Results and impacts

There is a very institutionalized and mainly horizontal framework. There are 18 specific policy arenas plus one that unites all 16 regional prime ministers. Because the German federation stands out for its high degree of influence from the regional government at the national level (via Bundesrat), intergovernmental relations can focus on horizontal interaction.

However, there is variation in policy sectors: in areas of shared rules (such as finance and the environment) the search for horizontal influence is present, while regional defense of Lander's autonomy is an issue only in self-government (internal affairs) (Hegele and Behnke, 2017). The Conference of Ministers of Education is the most institutionalized in terms of administrative support and working groups (Schnabel, 2020).

To know more

- Hegele, Y. & Behnke, N. (2017). Horizontal coordination in cooperative federalism: The purpose of ministerial conferences in Germany. *Regional and Federal Studies*, 27 (5): 529-548.
- Lotha, R & Blumenthal, J. (2015). Intergovernmental Relations in the Federal Republic of Germany: complex cooperation and party politics. In: J. Poirier; C. Saunders & J. Kincaid (Eds.). *Intergovernmental Relations in Federal Systems: comparative structures and dynamics* (pp.206-238). Ontario. Oxford University Press.
- Schnabel, J. (2020). *Managing Interdependencies in Federal Systems: Intergovernmental Councils and the Making of Public Policy*. Switzerland: Pallgrave Mcmillan
- <https://www.baden-wuerttemberg.de/en/government/baden-wuerttemberg-in-the-federation/conference-of-minister-presidents/>

New Zealand Integrated service delivery

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: service delivery; regional government; integrated departments; innovation

Challenge

Integrated service delivery and regional coordination.

Context

On December 2001, three attention points were identified in the public management system in New Zealand:

- the need of achieving a better integrated, citizen-focused service delivery, particularly where complex social problems are dealt with by multiple agencies;
- the fragmentation and need to improving alignment, particularly through a stronger emphasis on outcomes, developing more effective, higher trust means of working together, harnessing technology and re-examining the large number of agencies and the tendency to emphasise vertical accountabilities rather than whole-of-government interests; and
- the need to enhancing the people and culture of the State sector.

To respond to these issues, Cabinet agreed to several streams of work, including a series of initiatives to improve the integration of service delivery. One of these initiatives was the Regional Co-ordination workstream, which aimed to promote Integrated Service Delivery by enhancing and building on successful regional co-ordination and collaboration models between central government and local government, community agencies and Māori.

New Zealand Integrated service delivery

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: service delivery; regional government; integrated departments; innovation

The approach

The Regional Co-ordination project was made up of two components, a Literature Review and qualitative research with stakeholders involved in Regional Co-ordination. The literature review pointed out how the concepts related to the provision of integrated services and Regional Coordination can be divided and understood, and cited numerous initiatives that aimed to improve the integration of services and regional coordination, especially in Europe and North America.

The study identified that, In New Zealand, the potential for Regional Co-ordination was threatened by the lack of alignment of regional boundaries both within and between government departments, and between central and local government and other service agencies. Iwi boundaries added to the complexity. A possible model was to expand regional Government Offices, which serviced the environmental, transport and economic sectors, to include all central government's regional networks. They believed the adoption of a similar model could improve planning and service delivery at the local and regional level and address communities' desire to have a single focus for central government services in the regions.

New Zealand Integrated service delivery

INTERMINISTERIAL COORDINATION EXAMPLE

Keywords: service delivery; regional government; integrated departments; innovation

The approach (cont.)

A few after the New Zealand Cabinet started a significant change in the way departments managed their business. The change required departments to adopt a more strategic and 'outcome' focused approach to planning, management and reporting, while still remaining accountable for the delivery of outputs. The Government has also produced a Statement of Intentions for an Improved Community-Government Relationship, in which it expresses a commitment to the 'whole of government' approach, including government agencies giving priority to working together, breaking down 'silos' and establishing co-ordinated, inter-sectoral policies and programmes.

Results and impact

Review and modernization of the New Zealand governance model initiated in 2001

To know more

- <https://www.msd.govt.nz/documents/about-msd-and-our-work/publications-resources/archive/2003-integrated-service-delivery-regional-coordination-literature-review.pdf>

Poland

Intersectoral coordination of place-based policies

INTERSECTORAL AND STAKEHOLDERS COORDINATION EXAMPLE

Keywords: place-based policies; public policies implementation; local governance; urban regeneration

Challenge

Intersectoral coordination of place-based policies in the city in multi-actor and multi-level setting

Context

Gdańsk, as many other Polish cities, was preparing urban regeneration programme for the most distressed neighbourhoods. There were several challenges requiring innovative approach to governance of the programme. First was availability of data required for identification of the most distressed neighbourhoods. Most of data had been collected in sector departments and the spatial scale of data disaggregation was not comparable across sectors. Data processing was traditionally organized around sector, not spatial (place based) logic. Second, city wanted to apply for EU funding which required meeting several formal conditions, as well as cooperation with other tiers of government (regional, national, European). Third, city decided to build the programme which would be prepared in cooperation with local businesses as well as local community. Moreover, the implementation of the programme required active involvement of business and social partners, so building the partnership was a condition for the successful policy implementation. Additional complication was related to the fact that communities in the distressed neighbourhoods were heavily affected by social problems (unemployment, alcohol and drug problems etc.) and local citizens' level of interest in public affairs and participation in local governance was low.

Poland

Intersectoral coordination of place-based policies

INTERSECTORAL AND STAKEHOLDERS COORDINATION EXAMPLE

Keywords: place-based policies; public policies implementation; local governance; urban regeneration

The approach

Local authorities in Gdańsk realized that their administrative structures did not fit well with the management of integrated area-based initiatives. Since the system of information collection had been organized in a way which made very difficult to collect complex information on various sectors in the selected fragments of the city, the Mayor had decided to appoint local coordinators responsible for individual parts (neighbourhoods) of the city. The decision by the Mayor of Gdańsk, introducing an apparently small organizational innovation appeared to be successful and breaking problems related to data collection and analysis.

In contrast to some other Polish cities, the Gdańsk urban regeneration programme was well balanced of physical investments in infrastructure and social component.

The preparation of the programme was accompanied by massive public consultations (including survey of citizens, focus group interviews and meetings with citizens), conducted with the support of sociologists from Gdańsk University. In addition to the urban regeneration programme, the city has been also involved in the separate social programme «Open Dolne Miasto» (Dolne Miasto was a name of the main neighbourhood covered by the programme), which was a formal partnership of 18 NGOs and the city government, involving also about a dozen of small and mid-size businesses involved in the programme implementation.

Poland

Intersectoral coordination of place-based policies

INTERSECTORAL AND STAKEHOLDERS COORDINATION EXAMPLE

Keywords: place-based policies; public policies implementation; local governance; urban regeneration

The approach (cont.)

The programme was in fact a bottom-up initiative of NGOs, and the role of the city was facilitation and coordination as well as financial support for proposed projects, rather than initiation of the programme. More precisely, this role of the city has been mostly performed by an employee of the city's »unit for urban regeneration«, who has taken a lead in the programme. Her activity has been supported by the administrative and political leaders of the city.

Results and impact

The Gdańsk urban regeneration programme which started in the middle of the first decade of 21st century has been successfully continued during next years, and the outcomes were positively assessed by majority of citizens. It contributed to electoral successes of the mayor of Gdańsk, who has been re-elected by citizens in 2010, 2014 and 2018, and who was one of the most popular city mayors in Poland until his tragic death in an assassination attempt in 2019.

To know more

- https://urbact.eu/sites/default/files/boostinno_partnerprofiles.pdf

South Africa

South African Association of Local Governments (SALGA)

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: local government association; intergovernmental relations; cooperation.

Challenge

Local government association as an actor in the intergovernmental relations (IGR) system.

Context

In South Africa, intergovernmental forums are formed around technical, executive and legislative issues. Municipalities are represented by "organized local governments" through the South African Association of Local Governments (SALGA), and there are territorial bodies that act on cooperative governance, policy modeling and decisions on resource allocation.

The approach

South African Local Government Association is an autonomous organ including all 257 South African local governments, comprising of a national association, responsible for local government oversight. Membership of the association is voluntary. SALGA's role was seted out as to represent, promote and protect the interests of local governments and to raise the profile of local government, amongst other objectives.

The 2017-2022 SALGA's strategy is premised on the fact that local government is the closest sector to the people and needs to be empowered, resourced and capacitated to assume its critical role in delivering quality services.

South Africa

South African Association of Local Governments (SALGA)

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: local government association; intergovernmental relations; cooperation.

The approach (cont.)

The Association it is part of a rol of bodies that also includes the "Extended Cabinet", for example. The "Extended Cabinet" brings together the provincial premiers and the president of SALGA. It is the highest forum that advises the national office when the tax structure and revenue sharing between entities is finalized. In that group of bodies also figurates the "President's Coordinating Council", presided over by the nine provincial premiers, the president of SALGA, mayors of metropolitan cities and ministers responsible for cross-cutting functions such as internal affairs, public service, administration and finance.

As a full partner in government, SALGA is expected to be an active participant in the intergovernmental relations (IGR) system, to provide common policy positions on numerous issues and to voice local government interests, as well as provide solutions to the challenges facing local government more generally.

Results and impact

SALGA aims to ensure that local government achieves spatial justice and social cohesion through integrated management of space, economies and people. To the Association this would be achieved through three strategic outcomes: (i) sustainable, inclusive economic growth underpinned by spatial transformation; (ii) good governance and resilient municipal institutions; and (iii) financial sustainability of local government and greater fiscal equity.

South Africa

South African Association of Local Governments (SALGA)

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: local government association; intergovernmental relations; cooperation.

Results and impact (cont.)

For such a few priorities were identified as follows: (i) ICT, to ensuring local government is benefitting from technological developments to provide better and more efficient services; (ii) data intelligence, to providing indicators and data to enable empirical-based planning, governance and overall decision-making; (iii) innovation, exploring new and better ways of delivering services; (iv) research and knowledge management, by examining the best practices from around the world, local government can draw on global expertise to inform its own practices; (v) IGR advocacy and structured engagement – ensuring that local government is fully represented at various levels, including the National Council of Provinces, various parliamentary committees, and intergovernmental relations; (vi) strategic partnerships, identifying organisations and programmes that will assist SALGA and local government to achieve shared developmental goals; and (vii) strategic profiling, serving as a platform for conversations about local government and educational initiatives.

To know more

- <https://nationalgovernment.co.za/units/view/171/south-african-local-government-association-salga>
- <https://www.salga.org.za>

Spain Digitalization of rural areas using ICT

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: digital public services, intersectoral collaboration; ICT; rural territories; innovation

Challenge

Effective vertical governance and digitalization of rural areas using ICT for the provision of services

Context

Rural areas represent 85 percent of the Spanish territory but only 20 percent of the population live therein. The cleavage between urban and rural spaces is increasingly threatening social cohesion. Castilla-León, one of the largest regions in the European Union, is one of the Spanish territories most affected by these phenomena. Rural geographical dispersion mean that it is more difficult to access certain services and opportunities.

The approach

Since 2007, a network of “smart villages” has been developed in the territory of Castilla-León called the “Smart Rural Territory”. This project for the digitalization of rural areas develops a common software platform for the coordinated and intelligent provision of certain local public services through the use of sensors. Currently services of waste collection, water management, street lighting and protection of historical heritage protection (which is of great importance for Castilla Leon) are included in this initiative. Information and communication technologies – ICT, provide real time data that allows to adapt service delivery to the actual needs of the population in each municipality.

Spain Digitalization of rural areas using ICT

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: digital public services,
intersectoral collaboration; ICT; rural
territories; innovation

The approach (cont.)

“Smart Rural Territory” main purpose is to enhance effectiveness and transparency in public service management. Ultimately, the project aims at improving the quality of life of people living in rural areas and maintaining population in rural areas.

From an organizational perspective, the initiative is built on a multilevel governance approach. Regional, provincial and some municipal governments have autonomously decided to collaborate in this project. They have designed it and implement it jointly due to their shared responsibilities in the provision of these services. In addition, a private company (Telefonica one of the major digital service providers in Spain) developed the software system and assists the public administration. 13 companies participated in the tendering procedure, showing the high interest of the private sector in this field. On top of that, a significant share of the project funding comes from the European Regional Development Fund (ERDF); the rest is contributed by the regional government.

Spain Digitalization of rural areas using ICT

VERTICAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: digital public services,
intersectoral collaboration; ICT; rural
territories; innovation

Results and impact

The case of digitalization of rural territories in Castilla y Leon is considered a successful initiative due to the public-private collaboration on which it relies. Although there are similar initiatives throughout the national territory, this one has been pointed as a highly innovative as well. Interviews with top administrators in charge of the program reveal that success in multilevel collaboration has resided to a large extent, in the prior and close informal personal contacts between the administrative heads of different territorial levels.

The fact that interactions and trust among public officials already existed has facilitated the introduction of a new and innovative program in the agenda and its successful implementation. The previous stage of trust building has allowed the current existence of an open dialogue, indispensable for finding solutions to the problems that may arise in the process.

Results show how digital and social innovation can be used in new, creative ways to improve basic services in rural areas.

To know more

- Junta de Castilla y León, Research and Innovation Strategy for Smart Specialisation (RIS3) of Castilla y León 2014-2020. Executive Summary (available online: http://www.jcyl.es/junta/cp/Resumen_RIS3_eng_20140626.pdf).
- VVAA, Smart villages: Revitalising Rural Services, EU Rural Review, 26, 2018 (available online: https://enrd.ec.europa.eu/publications/eu-rural-review-26-smart-villages-revitalising-rural-services_en

Spain

Local horizontal coordination

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: municipalities association; local level administration; local government association; coordination

Challenge

Effective and inclusive local horizontal coordination to influence higher levels of government.

Context

Spain represents a case of profound local fragmentation. Out of its 8.131 municipalities, 50 percent have less than 500 inhabitants and 1,360 less than 100. This puts a challenge to the political system in several dimensions, including in the capacity of municipalities to express the “local voice” (local preferences) to higher levels of government. Upper governmental institutions (regional and national) make decisions in which local interests are at stake and the inclusion of local perspectives in this fragmented scenario have few chances of being effectively channeled unless formal or informal procedures and mechanisms are adopted.

The approach

Cross-party associations of municipalities within countries or regions are one of the mechanisms through which local interests have been effectively expressed. Their function is to channel the local voice both in formal IGRs structures and through more informal strategies such as lobbying. Local associationism is a traditional strategy for collective action and for allowing the representation of local interests. The establishment of some of them go centuries back (COSLA, Scottish Local Governments Associations). Others, like the Spanish National Association of Municipalities and Provinces (FEMP), were born more recently (1980) after the first democratic elections, but have been very active in the defence of their interests vis a vis other Public Administrations. In times of global crisis or of relevant reforms in which national governments tend to centralise decision making, associations of municipalities possess the position and the knowledge to give valid and valuable input to decision-making.

Spain

Local horizontal coordination

HORIZONTAL INTERGOVERNMENTAL COORDINATION EXAMPLE

Keywords: municipalities association; local level administration; local government association; coordination

Results and impact

As an illustration of positive outputs of these organisations' actions we look at the Spanish case. During the COVID-19 management, the Spanish Association of municipalities FEMP played a key role to make possible that municipalities increased their financial capacity to meet social and economic demands. Austerity reforms in the period of the Great Recession had imposed strict financial rules (Navarro & Pano, 2018) preventing local governments to use their surpluses. The Spanish Association of Municipalities and Provinces (FEMP) brought the local demand to the Ministry of Finance. After some months of interactions and analysis looking for a feasible legal solution, the financial rule was suspended by the national government and local municipalities were able to add more financial resources to fund social and economic programs. All citizens and levels of government have benefited from this final output.

Results of this experience show how decisions taken at the national level of government benefit from local inputs coming from municipalities organized in a cross-party, cross-size logic. They improve inclusiveness and local knowledge in national decisions.

To know more

- Association of Scottish Governments <https://www.cosla.gov.uk/about-cosla>
- Spanish Federation of Municipalities and Provinces <http://www.femp.es>

USA

Council of States Government

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: councils; federal system;
national challenges; cooperation

Challenge

Interstate compacts as an interstate cooperation instrument

Context

The compacts center is a program borne from The Council of States Government - CSG's more than 75 years history of promoting multi-state problem solving and advocating the role of the states in determining their respective futures. During that time, CSG began tracking the progress of more than 200 active interstate compacts, researching innovative solutions for states, and bringing them together to build consensus on national issues. So, The National Center for Interstate Compacts (NCIC) is a policy program developed by CSG to assist states in developing contracts between them, also known as interstate compacts.

The approach

State governments often prefer to direct themselves collaboratively when addressing problems that span boundaries, and compacts have proved to be an effective mechanism for states to jointly problem-solve, often avoiding federal intervention. However, there are structural barriers that hinder cooperation between states, especially in the structure of intergovernmental incentives: in contrast to parliamentary systems, executive powers encounter legislative opposition to protect their power. Neither compacts nor commissions are the norm, given the division of power between governments and the legislature, which shows the weakness of public policy coordination (Bolleyer, 2009).

USA

Council of States Government

HORIZONTAL INTERGOVERNMENTAL
COORDINATION EXAMPLE

Keywords: councils; federal system;
national challenges; cooperation

The approach (cont.)

Even so, NCIC is an interesting experience supported by a federal/national law, that serves as an information clearinghouse, a provider of training and technical assistance and a primary facilitator in assisting states in the review and creation of new interstate compacts to solve multi-state problems. And yet, even being an interstate cooperation instruments there is a national body offering technical support.

Results and impact

So far, the CSG has followed more than 200 interstate pacts, and has acted in researching innovative solutions for states and bringing states together to build consensus on national issues.

To know more

- www.csg.org/NCIC/about.aspx
- Bolleyer, N. (2009). Intergovernmental cooperation: rational choices in federal systems and beyond. Oxford: Oxford University Press: EPCR.
- Smith, T. (2015). Intergovernmental Relations in United States in the age of partisanship and executive assertiveness. In: J. Poirier; C. Saunders & J. Kincaid (Eds.). Intergovernmental Relations in Federal Systems: comparative structures and dynamics (pp. 411-439). Ontario. Oxford University Press.



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