

# TRANSVERSAL WORKING FOR DEMOCRATIC ACTION:

A Toolkit for Municipal Teams



## Preface

This toolkit grows out of the work of the ICLD Climate Action Network, where African and Swedish municipalities partnered through the Municipal Partnership Programme, to implement local climate change projects. Across the network, municipalities used these climate projects as practical entry points to strengthen democratic practice, deliberately integrating participation, equity, transparency, and accountability into climate action delivery. This included, for example, engaging young people and marginalised groups as part of participatory climate governance, improving openness and accountability around climate decisions and embedding gender equality. Their work was supported through mentoring, peer learning, country learning visits and numerous network sharing sessions.

A clear lesson emerged - the success of these projects depended not only on technical expertise but on how well departments could work transversally, sharing purpose, information, decisions, and responsibility. This was particularly important because climate change challenges cut across sectors, mandates, and time horizons, making coordination across departments essential rather than optional. Where transversal collaboration was strong, democratic practice was easier to integrate and project outcomes became more inclusive and sustainable.

This toolkit distils those insights. It provides simple, practical methods to help local governments strengthen transversal working, and shows how this embeds democratic practice into everyday project work.

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## How to use this toolkit

This toolkit is organised into **six sections**.

1. **What is it?** - explains transversal management.
2. **Literature review** - a short examination of writing on it.
3. **Why does it matter for democratic practice?** - shows why transversal working strengthens democratic practice and leads to better project outcomes.
4. **What needs to be in place for transversal working** - sets out the key ingredients that make transversal collaboration possible inside local government.
5. **Steps towards implementing transversal management** - provides a practical, step-by-step guidance for transversal management to be practiced in projects and subsequently embedded in local government.
6. **Training Guide** - shows how to use the toolkit in workshops, team meetings, and training sessions, including practical exercises and facilitation tips.

Throughout the toolkit, there are **five icons**. These indicate **ideas, real-life practice, cautions, key questions** and **activities**.



### Idea

Shows a useful concept, insight, or tip to help understand transversal working



### In practice

Shows a real-life example of how the idea works



### Caution

This icon warns about a common mistake or pitfall to avoid



### Key questions

This icon raises common questions emerging from ideas developed in the text



### Activity

A quick task for groups to do together.

## What is transversal management?

In this toolkit, transversal management is understood as:

*A way of working inside local government where departments, units, and teams operate across organisational silos through shared purpose, shared information, shared decisionmaking, and shared responsibility, so that government functions as one coherent system. This internal approach enables staff to jointly plan, implement, monitor, and learn, producing services and policies that enhance democratic practice of participation, transparency, equity and accountability.*

The main elements of this definition are:

### How ICLD supports transversal working



- ICLD requires municipalities to establish two complementary structures for implementation of projects on the Climate Change Network: a **joint steering group** for political and senior-management oversight, and a **cross-department project delivery group** (or Technical Working Group) responsible for day-to-day implementation. The delivery group brings officials from different departments together to jointly plan, implement, and adapt project activities using a shared planning methodology, embedding transversal working at the operational level.

**A way of working**, which means this is the everyday way local government organises its work. It's not a one-off task, but a consistent approach.

### Shared purpose starts with shared problem framing – Kisumu



- Transversal teams don't just align tasks; they redefine the problem together. In Kisumu, climate was reframed from an "environment issue" into a climate-health risk affecting communities. This was once Health and Environment worked jointly and routed engagement through community health systems. This shared framing unlocked a common goal and coherent action.

**Shared purpose** means that all departments and team members work toward the same overall goal, based on a shared understanding of the problem they are trying to address. Everyone understands what the organisation is trying to achieve, why it matters, and how their own tasks support that shared outcome.

**Shared information** means departments openly share data, updates, and insights with each other, instead of keeping information inside one unit. Everyone works with the same facts, so decisions are clearer, faster, and based on a full picture rather than a siloed view.

## What gets in the way of transversal working ?



Transversal management is difficult because:

- **Built-in “integration friction”:** departments possess different skills and routines.
- **No clear mandate:** Even if collaboration is desirable, there’s often no explicit requirement to work together
- **No practical instruments:** tools are missing such as shared KPIs, joint budgets, protected time, shared reporting, etc.
- **No sustained coordination structures:** without standing teams, coordination stays ad hoc subject to work pressure.
- **Capability gaps:** staff face real workload tradeoffs, and they are not skilled at it.
- **Weak political signals:** leaders may not back transversal working making collaboration hard to sustain at scale.

Lusaka pointed out that transversal working is only optimal when there is a clear mandate, are instruments to make it real, and sustained coordination structures are in existence.

**Shared decisions** means departments make important choices together, not separately. Decisions reflect the whole municipality rather than one unit’s viewpoint.

Shared responsibility means departments share ownership of the results. The whole team is accountable for what works and what doesn’t.

**A coherent government system** means the whole municipality works as one connected organisation, not a collection of separate offices.

Many organisations use phrases like **cross-departmental work, interdepartmental coordination, multidisciplinary teamwork, or whole-of-government approaches** to describe ways of working that overlap with transversal management.

## Literature Review

Transversal ways of working enable governments to **tackle complex, crosscutting challenges** that no single department can solve alone. This is true for problems that have multiple causes, span policy arenas and levels of government, and require coordinated action rather than fragmented responses (Cejudo and Michel, 2017; Barcelona Provincial Council, 2024; National League of Cities, 2025).

**Climate action** is a good example. Transversal management is essential as climate considerations must be embedded across all departments and aligned behind a shared municipal purpose for cities to meet ambitious targets (C40 Cities Climate Leadership Group, n.d.; National League of Cities, 2025; Barcelona Provincial Council, 2024; Cejudo and Michel, 2017). This is because **climate change is essentially transversal**. It cuts across almost every municipal mandate, planning, infrastructure, transport, housing, health, water, waste. It also plays out over long time horizons, so isolated, siloed decisions lock in risks and missed opportunities. Its impacts are also uneven across communities, which means effective action must align departments to integrate technical, social, and equity considerations into one coherent response.

**People live their lives across systems, not within departments.** Government is therefore most effective when it reflects this reality and responds to needs through coordinated, cross-departmental action rather than fragmented services (National League of Cities, 2025). The same principle underpins **effective delivery of the Sustainable Development Goals (SDGs)**. This integrated agenda depends on whole-of-government approaches supported by multisectoral coordination structures and participatory decision-making and service delivery (UN DESA, n.d.; OECD, 2022; Cejudo and Michel, 2017). **Public health**, another illustration of the need for transversal management, also represents a complex and multifaceted challenge, requiring unified efforts across departments (National League of Cities, 2025).

As outlined above, literature shows that transversal management is built on four closely connected practices: **shared purpose, shared information, shared decision-making, and shared responsibility across departments**. (National League of Cities, 2025; Barcelona Provincial Council, 2024). Effective transversal working then depends on a number of **enabling conditions**. There is a lot of emphasis in literature on clear mandate and visible backing from political leaders and senior management. This makes working across departments expected, legitimate, and supported through formal instruction (Barcelona Provincial Council, 2024; OECD, 2020). It also depends on regular, **predictable cross-department coordination structures** that enable sustained cooperation across sectors and levels of government, rather than ad hoc or informal collaboration (SDC, 2017; UN DESA, n.d.; OECD, 2020; ClimateADAPT, n.d.). Finally, transversal working only becomes reliable when it is **embedded into normal government systems** such as planning, budgeting, performance management, and routine coordination (OECD, 2022; OECD, 2023; UN DESA, n.d.). These conditions will be outlined in detail in chapter 6.

## Why does it matter for democratic practice?

The link between internal teamwork and democratic practice is not obvious. People often think democracy happens “out there” with citizens, not “in here” among departments. But in reality, the way government teams work on the inside strongly shapes how democracy works on the outside. Transversal working, where departments share goals, information, decisions, and responsibility, creates clearer communication, fairer services, and more responsive action. These everyday practices directly support the core values of democracy: transparency, equity, participation, and accountability.

### Transparency

- Open information-sharing inside government leads to clearer and more consistent information for the public. Shared data and joinedup communication reduce contradictions between departments and help government speak with one voice.
- Aligned goals help people see how different services fit together. Instead of separate messages from separate offices, residents experience a single, connected story about government priorities.
- Collaboration reduces fragmentation. Households deal with issues all at once, but government services are often split across silos.

### Equity

- Cross-department collaboration creates a fuller picture of community needs. When teams share data and insights, they can see where different groups fall between silos and where support is uneven or missing. This helps government design services that are fairer and more responsive, especially for people who are often overlooked.
- Sharing information across units also strengthens an intersectional understanding of residents’ experiences. Instead of relying on the limited view of a single department, teams build a combined view of who needs what. This reduces blind spots and helps ensure that no group is left out simply because their needs do not fit neatly within one department’s mandate.
- Working in a coordinated way also reduces the barriers residents face when navigating government. Households who usually move between separate offices experience smoother pathways and fewer opportunities for exclusion or discrimination in practice.

## Participation

- Cross-department work creates services that reflect real community conditions, not just the viewpoint of one department. When teams share insights and design together, they reduce barriers that make it hard for residents to take part or have their voices heard.

### How Transversal Teams Deepen Participation - Kisumu



Kisumu’s climate health work, participation was strengthened by embedding it into transversal project delivery, rather than treating it as a separate activity. Health and environment departments worked together and used existing community health systems as their shared engagement platform. Community Health Workers (CHWs) were trained in climate health literacy and supported to apply participatory riskmapping to identify climate related health risks. The information generated through these tools was shared across departments and officials agreed on responses. As participation was managed transversally:

- Community input shaped real technical decisions;
- no single department “owned” participation; and
- feedback became part of an ongoing planning workflow, rather than a once-off consultation.

- Sharing data and perspectives also builds a fuller understanding of who needs to be involved.
- By designing around how people actually live rather than how government is organised, transversal working supports more meaningful involvement. When services are easier to understand and navigate, residents can engage more confidently and contribute in ways that matter

## Accountability

- Shared goals make accountability clearer. Instead of each department focusing on its own outputs, teams commit to the same outcomes, which makes responsibility easier to track and harder to shift.
- Clear roles, aligned structures, and steady communication help everyone understand who is responsible for what. When departments coordinate, decisions and actions are easier to follow, and performance becomes more transparent
- Using shared data and joint monitoring creates one view of progress across departments. This reduces blameshifting, strengthens oversight, and builds public trust because results are visible and shared.

## What Needs to Be in Place for Transversal Working

Transversal working does not happen by accident. It depends on a small set of conditions that must be deliberately created and maintained.

### A. Leadership mandate and backing

#### How leadership buy-in unlocked transversal working - Saldanha Bay



At the start of the Youth for Climate Action project, a project chosen for the Climate Action Network, Saldanha Bay Municipality struggled because a planned Council meeting to discuss the project and the partnership with ICLD did not take place. This means full political endorsement never materialised. This weakened momentum and made it difficult for the various departments to work on the project. To resolve this, the team actively sought leadership support. In late 2024, this resulted in a joint highlevel meeting between the Mayor of Saldanha Bay and the Deputy Mayor of Karlskrona, another project partner and peer in the Network. This prompted strong political backing on both sides. This political support unlocked smoother coordination among the various team members as well as senior council leadership allowing better project implementation.

Transversal working requires a clear mandate from both political leaders and senior administrative management that climate-related goals are shared priorities across the municipality. Political leadership must signal that departments are expected to work together to deliver on these goals. Senior officials on the other hand must translate this direction into formal instructions and accountability arrangements. When both levels are aligned, departments are more willing to coordinate, share information, and take joint responsibility; when either level is missing, transversal working tends to stall or remain informal and dependent on individual champions.

### B. Regularity in cross-department coordination

Predictable and sustained coordination across departments requires recurring coordination arrangements, such as cross-department teams, working groups, or agreed meeting routines. Where challenges cut across sectors and evolve over time, including climate-related risks and responses, regular spaces for departments to share updates, address dependencies, and resolve emerging issues are needed to maintain alignment and trust. When coordination structures are weak or irregular, transversal working quickly loses momentum under competing priorities.

## Quick Self-Assessment for Transversal Readiness



Use this quick 0–4 scale to see how ready your team is to work transversally:

**0 = Not at all | 1 = A little | 2 = Sometimes | 3 = Often | 4 = Fully**

Check yourself on:

- Leadership clearly supports cross-department work.
- Departments share the same goal and purpose.
- There is a regular cross-department team.
- Information is shared openly and routinely.
- Decisions consider other departments.

A higher score means stronger readiness for transversal management.

## C. Collective accountability for progress

### Building a Transversal Team - Saldanha Bay



Members of Saldanha Bay's youth council with the ICLD project team in March, 2026. Photo: Saldanha Bay

At the start of the Youth for Climate Action project, Saldanha Bay had not successfully assembled a full cross-department team (Environment & Heritage, Infrastructure – Support Services, later Community Development), and early coordination was difficult. Over the next months, all departments bought in and the team became fully represented. They set regular coordination meetings, shared information openly, made joint decisions and took them to Council for approval, and improved communication with external partners. This enabled stronger cross-department collaboration and led to better stakeholder engagement, including a highly successful youth engagement on the project.

Transversal working depends on departments jointly tracking progress toward shared outcomes, interpreting what the results mean, and adjusting actions together. Teams should agree on a small set of signals or indicators that show whether collective efforts are producing the intended results and where risks or gaps are emerging, especially on crosscutting challenges like climate change. Regular, organisation-wide reviews make outcomes visible, surface lessons about what helps or hinders coordination, and lead to agreed changes in plans, roles, timelines, or resources. When tracking, learning, and adjustment happen together, responsibility is shared and the organisation stays responsive; when separated or left to single units, learning weakens and transversal working slips back into silos.

#### D. Organisation-wide clarity and alignment

Transversal working depends on the whole organisation having a clear and consistent understanding of what is happening, what has been decided, and what is expected of each department. Decisions, progress, emerging risks, and changes need to be visible beyond the core transversal team so departments can stay aligned. When organisational signalling is clear and consistent, confusion is reduced, decisions are easier to implement, and leadership can follow progress and provide support where needed. Without organisation-wide clarity, transversal efforts weaken as departments receive mixed messages or fall back on siloed assumptions.

#### E. Institutionalising new transversal practices

##### Why transversal climate action needs institutional anchoring - Machakos



In Machakos, transversal management was practiced through the Climate Action Network and the FLoCCA program. It prompted departments to work together around shared climate objectives. This external mandate enabled the formation of technical working groups, climate focal persons, and joint planning and participation processes. While it yielded positive results such as climate action mainstreaming into departmental work and stronger participation its limitations emerged quickly. Because transversal working was largely tied to the projects and individual departmental champions, it was vulnerable to staff turnover, competing departmental priorities, and funding constraints. The County highlighted that transversal climate action needs more embedded sectoral accountability and sectors should be answerable for it as part of their normal work, not only when project resources are available or motivated individuals are present.

Transversal practices must be embedded in everyday municipal routines rather than treated as exceptional project arrangements. This means weaving the cross-department coordination, aligned purpose and information, organisation-wide signalling, and collective accountability developed in the previous points into standard procedures. Planning cycles, budgeting, reporting, risk management, performance reviews, and staff induction are ways and tools of institutionalisation. Institutionalising protects continuity despite staff turnover, shifting political priorities, or funding changes. When transversal methods are part of “how we do things here,” progress endures. When they remain ad hoc, gains fade once programmes end or key people move on.



Study visit with the Climate Action Network in Machakos, Kenya. Photo: ICLD

## Steps to Implement Transversal Management



Youth speaker in Lusaka, Zambia. Photo: ICLD

The ICLD Climate Action Network provided an opportunity to practise transversal working through real democracy projects, while planting the seeds of transversal management as a permanent way of working on climate change. The following steps outline how to take a pilot project to fully institutionalized transversal working.

## Using cross departmental task teams to elevate youth participation in Lusaka



Lusaka’s climate-action project under the ICLD Climate Action Network showed how cross-department Technical Working Groups can drive stronger youth participation in climate governance. By bringing officers from all seven departments into a single task team, the city created one coordinated space for planning climate-related activities and youth engagement. This transversal group designed the entire process for selecting and installing a new Junior Council, involved schools, NGOs and civic groups in shaping the selection criteria, and used shared tools such as focus groups, transect walks and community consultations to ensure young people’s perspectives informed decisions. Through this approach, Lusaka shifted youth and community groups from being passive recipients of information to active partners in local climate-action planning.

## Steps in implementing transversal management

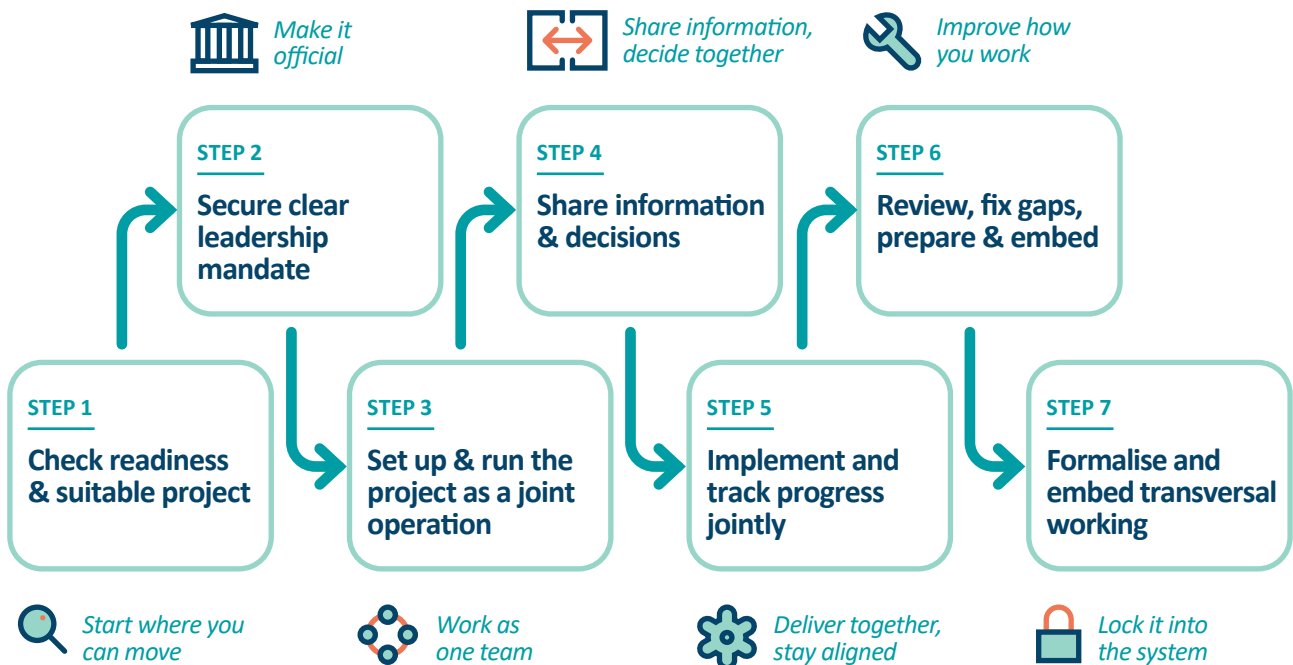


Figure 1: Steps in implementing and embedding transversal management

### STEP 1. Check readiness and choose a starting project

The process begins with a short, practical **readiness check**. Senior management and officials from the relevant departments **meet briefly** to confirm three basics: 1) That leadership is willing to support joint work; 2) that each department can nominate one staff member to participate; and 3) that there is agreement on a shared issue. Based on this discussion, the municipality **selects one manageable climate project** of limited in scope, involving only a few departments, and able to show progress within a short period.

### STEP 2. Secure a clear leadership mandate

Once a starting project is selected, **political leaders and senior management** adopt a formal decision. This should state that the climate project is a shared municipal responsibility and requires departments to work together. To make it binding and visible, issue it as a **municipal council decision and formal management instruction**, circulated to all relevant units.

### STEP 3. Set up and run the project as a joint operation

Once the project is formally mandated, the municipality **establishes a small cross-department working team** with the relevant department nominees. A coordinator is also identified and a first joint planning meeting held to agree roles, priorities, and a shared purpose for the project, replacing separate departmental planning. Information, plans, and progress updates are shared in one common space, and key decisions are taken collectively as implementation proceeds.

### STEP 4. Share information and make decisions together

Once joint implementation is underway, the working team agrees to **share information** openly and regularly across departments. This includes project data, timelines, risks, and emerging challenges that may affect other departments. Updates are discussed in the cross-department working space, not reported separately within silos. As issues arise, **key decisions that affect more than one department are brought to the team for discussion and alignment**. By keeping information visible and decisions aligned, departments can anticipate impacts on one another, reduce duplication, and respond more coherently to climate-related challenges as they evolve.

### STEP 5. Track progress jointly

As implementation proceeds, the working team carries out agreed activities with shared responsibility for delivery. Departments report progress, delays, and constraints in the joint working space. **Progress is reviewed regularly**, focusing on whether actions are moving the project toward its shared outcome, including managing trade-offs between climate, equity, social needs and budget constraints. When challenges arise, the team discusses them in real time and agrees on adjustments to roles, timelines, or approaches.

### STEP 6. Review results, fix coordination gaps, and prepare for institutionalisation

As the project reaches key milestones or nears completion, the working team zooms out and conducts a **short, structured review** of both project progress and the way of working. The team checks whether agreed roles, information-sharing, and decision-making arrangements worked as intended, and identifies specific coordination gaps that slowed delivery or created confusion as well as what worked well. Based on this review, structural improvements are defined, such as clearer role allocation, improved information flows, or changes to meeting routines. The team also identifies which collaborative practices are ready to be formalised beyond the project, preparing the ground for institutional embedding.

### STEP 7. Formalise and embed transversal working

Before the project ends, **the municipality adopts at least one formal institutional measure** that ensures transversal working continues beyond this project. Based on the review, a specific practice is selected and formally approved. For example, a budget provision for cross-department climate projects, a council or management rule requiring shared departmental responsibility for climate action, or a standing cross-department structure for climate coordination. **This measure is documented through formal municipal systems**, such as the budget, council resolutions, management instructions, or key development plans. By embedding transversal working into these everyday instruments, the municipality moves from a projectbased approach to an institutional way of working on climate change.

## Training Guide

This section explains how the toolkit can be used during workshops, team meetings, and training sessions. It introduces easy activities that help municipal teams practise transversal working and apply democratic methods in practical ways.

### a. Short role play session

A simple transversal working exercise with real democratic practice built in.

- Purpose of the exercise is to help participants practice transversal collaboration while planning and delivering one concrete project, integrating democratic practice.
- In this scenario, participants work as a cross-departmental municipal team tasked with designing a small Riverside Youth Space (or pick any other suitable project). The exercise requires them to jointly plan the project and deliberately integrate democratic practice through:
  - A public participation step;
  - an equity measure;
  - a transparency commitment; and
  - an accountability loop.
- The scenario is designed to be simple, fast (30 minutes), and practical for workshops or training sessions.

## I. Roles

Assign 3–4 participants these roles (everyone else observes unless they join a team):

### Infrastructure officer

- Wants safe, basic, affordable design
- Participation may change design specs causing delays & rework
- Equity upgrades (accessibility, lighting) increase the cost of the project
- Transparency requires extra documentation
- Accountability loops add reporting time.

### Financial officer

- Needs cost control and documentation
- Participation means higher costs, which can escalate
- Equity improvements such as universal access may mean higher budget requests
- Accountability loops require time and tracking systems to be provided.

### Environment officer

- Wants ecofriendly design.
- Youth suggestions may conflict with environmental protection
- Equity elements (ramps, lighting) might affect vegetation
- Transparency may trigger public scrutiny
- Accountability means continuous monitoring of impacts.

### Community Development officer

- Wants meaningful youth input and inclusion
- Participation needs time and facilitation manpower
- Equity measures demand targeted outreach and specialist materials
- Transparency requires careful communication
- Accountability might expose weak community engagement.

## II. Group Tasks (15 minutes total)

Teams create a short Joint Plan covering the four required elements.

### 1. Shared Purpose (1 minute)

Answer the question: “Why are we building the Riverside Youth Space?”

### 2. Identify Democratic Impacts (4 minutes)

Each participant states ONE challenge created by democratic practice for their department.

Examples:

- Extra cost;
- design changes;
- staff time;
- risk exposure;
- delays; and
- environmental constraints.

The facilitator lists them visibly.

### 3. Choose Democracy Actions (3 minutes)

- Select ONE action for each area:
- Participation (e.g. focus group / popup survey / WhatsApp poll)
- Equity (e.g. universal accessibility feature / targeted sessions / safety upgrade)
- Transparency (e.g. weekly noticeboard / WhatsApp update / social media posts)
- Accountability (e.g. public scorecard)

This step makes democracy operational, with teams committing to specific actions. It also reveals the real costs (financial, time, rework, documentation) each action creates and sets up the reconciliation discussion among the team.

#### 4) Reconciliation Round (5–6 minutes)

The team now reviews each of the four chosen democratic actions (participation, equity, transparency, accountability) and discusses how to manage these actions.

For each action, agree on:

- Who leads (which department takes primary responsibility);
- how others support (specific contributions from each department);
- how to absorb added cost, time, risk, manpower, or administrative load; and
- any adjustment needed to scope, timeline, or roles to make it feasible.

This step matters because democratic practice creates real operational demands, such as added consultation time, documentation, design adjustments, and monitoring that teams must confront together. It forces departments to negotiate across mandates and constraints rather than letting one unit absorb all the extra work. By working through these tensions collectively, teams build shared responsibility and practice joint decision-making under pressure. This is at the heart of effective transversal management in real municipal projects.



## b. Other training possibilities

Implementation Activity Name	Preparation	Activity	Objective of exercise
<b>Democratic Practice Drill (“Four Corners Method”)</b>	<p>Set up four stations, each representing one democratic practice area:</p> <ul style="list-style-type: none"> <li>• Participation</li> <li>• Equity</li> <li>• Transparency</li> <li>• Accountability</li> </ul>	<p>Teams rotate through stations, where at each station they must:</p> <ul style="list-style-type: none"> <li>• Identify risks;</li> <li>• propose one concrete action;</li> <li>• state what it costs their department; and</li> <li>• say what support they need from others</li> </ul>	<p>Teams rotate through stations, where at each station they must:</p> <ul style="list-style-type: none"> <li>• Identify risks;</li> <li>• propose one concrete action;</li> <li>• state what it costs their department; and</li> <li>• say what support they need from others</li> </ul>
<b>Cross-Department Clinics (“Consulting Circles”)</b>	<p>Identify 2- 4 real projects or challenges from participating departments. Prepare simple briefing cards describing each issue in 3- 4 lines, eg:</p> <ul style="list-style-type: none"> <li>• “We’re struggling to get youth participation for a climate project”</li> <li>• “Infrastructure deadlines are clashing with participation requirements.”</li> </ul> <p>Arrange chairs in small circles.</p>	<p>Each department presents its real project challenge to a small group in a simple straight forward fashion. Other departments act as “consultants” offering:</p> <ul style="list-style-type: none"> <li>• What information they need</li> <li>• What democratic requirements apply</li> <li>• Risks or resource needs</li> <li>• Transversal processes that would help.</li> </ul>	<p>Helps departments understand each other’s pressures and perspectives. It strengthens empathy, and shows how transversal and democratic requirements apply to real municipal work.</p>
<b>Transversal Decision-Making Simulation (Tabletop Exercise)</b>	<p>Prepare a short project scenario and 4–6 “event cards” containing shocks (e.g., community pushback, environmental constraints, budget cuts). Provide a simple timeline or project board.</p>	<p>Facilitator introduces the project and reveals event cards one by one. After each event, the group must:</p> <ul style="list-style-type: none"> <li>• Make a joint decision e.g. redesign the layout, pause implementation, or add a consultation step</li> <li>• State how the decision affects democratic commitments</li> <li>• Adjust roles, timelines, or resources.</li> </ul>	<p>To help teams practise joint decision-making under pressure. It shows how unexpected events affect multiple departments and require coordinated responses that balance delivery constraints with democratic commitments.</p>
<b>Process Mapping Workshop (“Mapping the Maze”)</b>	<p>Prepare a blank process map template or large sheet. Bring markers and sticky notes. Identify a realistic municipal project to map.</p>	<p>Teams map the project workflow endtoend. Then they overlay:</p> <ul style="list-style-type: none"> <li>• Where departments interact</li> <li>• Democratic practice touchpoints</li> <li>• Risks, delays, or bottlenecks</li> <li>• Silobreakers or alignment opportunities.</li> </ul>	<p>Makes transversal challenges visible. It shows where processes collide or break down, while clarifying where democratic practice must be intentionally embedded.</p>

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